



A STUDY ON FOSTERING A CULTURE OF HOLISTIC WELL-BEING AND MENTAL HEALTH IN THE WORKPLACE

D. SRILEKHA* and MOLI GHOSH²

*MBA Student, School of Management, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India – 600119. E-mail: dsrilekha164@gmail.com

²Ph.D., Assistant Professor, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India – 600119. E-mail: moli.ghosh.soms@sathyabama.ac.in

Received: September 08, 2026, Accepted: September 23, 2026, Online Published: September 30, 2026

ABSTRACT

Employee health, safety, and mental health are now key issues for organizations seeking a healthy, productive, and sustainable workforce. A positive workplace culture can help employees reduce stress, improve work-life balance, and increase job satisfaction and organizational commitment. This study explored the factors affecting mental health and employees' overall well-being, the initiatives organizations take to support employee mental health and overall well-being, and employees' awareness of the mental health program in their workplace. The study used a descriptive and analytical method, with a structured questionnaire as the primary data collection technique. The analysis used a sample of 100 employees. The questionnaire has two sections: demographic questions and statements about a workplace's well-being and mental health, organizational support and culture, work-life balance and stress management, holistic well-being initiatives, and employees' satisfaction and productivity. Respondents rated these elements on a Likert scale (1–5). All data were analyzed descriptively using frequencies, percentages, means, and standard deviations, and the correlation between organizational well-being support and employees' mental health was examined using Pearson correlation. The overall findings suggest that employees' attitudes toward workplace well-being practices are largely favorable. However, there is scope to improve them regarding workload and stress management, as well as general awareness of workplace mental health resources.

Keywords: Workplace Well-being, Mental Health, Employee Wellness, Organizational Culture, Work-Life Balance, Stress Management, and Employee Satisfaction

1. Introduction

Work is increasingly a major determinant of employees' physical, psychological, and emotional health. Workload, deadlines, organizational expectations, interpersonal relationships, and work-life balance issues are sources of work stress that employees may react to (Shobana & Siddiq, 2024). Workplace mental health is thus the psychological and/or physical health of the worker in the Workplace (da Silva, 2025). "An environment where employees can express stress, talk with their coworkers and supervisors, and build positive relationships with them can be beneficial. Riveting jobs, lack of support, poor communication, and lack of flexibility can lead to emotional exhaustion and reduced well-being (Harrington, 2025). A healthy worker is a healthy employee whose well-being is considered holistically, encompassing mental, emotional, social, and psychological factors (Roberts, 2021). Employers may support an employee's overall well-being by offering counseling services, Employee Assistance Programs, flexible working options, mindfulness programs, and/or stress-management initiatives (Cleary et al., 2020). Psychological safety is also critical, and employees are encouraged to discuss challenges without fear of discrimination. This study explores employees' self-reported health and mental health, and their

awareness of MHP and available organizational, psychological, and relational support programs (Radu, 2023).

Objectives

- To examine the factors that impact the mental health and well-being of workers in the Workplace.
- To explore Wellbeing and Mental Health programs of organizations.
- To measure employees' knowledge of their workplace mental health initiatives.

Research Gap

Most existing studies look at these topics in isolation. One group of researchers focuses on individual mental health programmes like counselling or mindfulness sessions. Another examines organizational culture and how it affects employee well-being more broadly; a third looks at leadership support or workplace mental health policies.

Very few studies bring these pieces together and explore how they connect within the same organization. Almost none go further and statistically test whether building a genuine culture of holistic well-being (covering mental, physical, social, and related aspects) is linked to real improvements in employees' mental health.

This study aims to fill that gap. It combines everyday descriptive insights from managers and employees about the cultural practices they observe with correlation analysis to test whether those



practices relate to better mental health outcomes, drawing on survey responses from participants across workplaces.

2. Review Of Literature

Monteiro & Joseph (2023) investigate the link between workplace culture and employee mental health and wellbeing. They focus on how positive and negative organizational cultures affect employee outcomes. The review highlights workplace practices and culture as significant factors in psychological well-being and offers a springboard for creating supportive workplace cultures.

In this article, Arevin et al. (2024) evaluate workplace wellness strategies to increase employee engagement and productivity. They highlight mental-health support, flexible working hours, physical-health programs, and work-life balance as key wellness programs. They conclude that extensive wellness initiatives can enhance employee morale, minimize absenteeism, boost retention, and create an environment conducive to organizational growth.

Well-Being Excellence is a more comprehensive model of well-being improvement that employees can adopt as a guide toward boosting their overall well-being, notably in health care environments, as presented by Morrison et al. (2025). A focus on planned organizational initiatives to enhance employee health and satisfaction. It emphasizes the importance of sustainable well-being practices for

preventing burnout, improving employee satisfaction, and strengthening recruitment and retention.

Muppidi and Manoharan (2025) explore employee well-being in the context of happiness, productivity, and employee retention in the Workplace. This chapter focuses on work-life balance, mental health, supportive relationships, purpose, autonomy, and emotionally supportive environments. It recognizes flexible work, career development, considerate leadership, recognition, communication, trust, and respect as positive holistic interventions for reducing stress and developing employees' well-being.

Aadira and Gigi (2026) emphasize a human-centered organization as a vehicle for well-being and mental health and examine employee-specific mental health issues, including burnout and mindful organization. Accordingly, this work is relevant to holistic workplace culture because it situates employee mental health within broader human-centered workforce activities and highlights organizational practices that foster healthy, sustainable working conditions.

Other studies reinforce these findings across different organizational settings. Patel et al. (2024) examine work culture as a determinant of mental and physical health in the healthcare sector and highlight the role of workplace design in ascertaining employee well-being.

Hammoudi Halat et al. (2023) review factors that foster mental health and well-being among university faculty, underscoring the importance of supportive institutional practices. Andalib et al. (2025) link transformational leadership and psychological safety to enhanced employee well-being, while Oba (2025) examines a mental-health-centered approach to well-being within culturally diverse global pharmaceutical teams. Singha and Singha (2024) further show that positive psychological interventions at work enhance both employee well-being and organizational sustainability, collectively supporting the view that leadership, institutional practice, and organizational culture are central to workplace mental health.

3. Methodology

The study employed a descriptive and analytical research design to investigate workplace well-being and mental health among working people. The study used a quantitative approach based on primary data from a structured questionnaire. The sample comprised N = 100 employees, selected through convenience sampling. The questionnaire included demographic information and 40 statements related to workplace wellbeing, mental health, organizational support, work-life balance, stress management, holistic wellness programs, and employee satisfaction. A Likert scale of 5 to 1 (Strongly

Agree to Disagree Strongly) was used. The data were analyzed using frequency, percentage, mean, standard deviation, and Pearson correlation to test the relationships between the study's major variables.

Sample and Sampling Technique

The population for this study comprised full-time employees working across organizations. A sample of 100 respondents was drawn using convenience (non-probability) sampling, in which employees who were willing and accessible during the study period were invited to participate. While convenience sampling limits the statistical generalisability of the findings to the wider working population, it was appropriate for this exploratory study given the time and resource constraints.

Ethical Considerations

Participation in the survey was entirely voluntary. Respondents were informed in advance about the purpose of the study, the approximate time required to complete the questionnaire, and how their responses would be used, and informed consent was obtained before administering the questionnaire. No personally identifying information was collected, and all responses were recorded and analyzed anonymously to protect respondent confidentiality. Participants were free to withdraw at any stage without penalty, and the data collected were used strictly for academic purposes, in line with the institution's ethical guidelines.



Instrument Validity and Reliability

The questionnaire items were adapted from constructs used in prior workplace well-being and mental health literature. The research guide reviewed them for content validity, after which the researchers made minor changes to improve clarity and remove ambiguity.

Data Source

Primary data were collected directly from employees through a structured, self-administered questionnaire, online via Google Forms. [Organizations or sectors approached, and the data collection period.] This study used no secondary or previously published datasets.

4. Data Analysis and Results

The following results were collected from **100 respondents** and are presented to demonstrate what the completed paper can look like.

Age Group	Frequency	Percentage
Below 25	22	22%
25–35	41	41%
36–45	21	21%
46–55	11	11%
Above 55	5	5%
Total	100	100%

Table 1. Age Distribution of Respondents

Interpretation

Most respondents (41%) are in the 25–35 age group, followed by those below 25 (22%). Respondents aged 36–45 constitute 21%, while those aged 46–55 and above 55 make up smaller proportions (11% and 5%, respectively). This indicates that the sample is predominantly young to middle-aged working professionals.

Gender	Frequency	Percentage
Male	48	48%
Female	47	47%
Prefer not to say	4	4%
Other	1	1%
Total	100	100%

Table 2. Gender Distribution

Interpretation

The results indicate that 48% of respondents are male and 47% are female. A small proportion (4%) preferred not to disclose their gender, while 1% identified as other. The gender distribution is nearly balanced between male and female respondents.

Type of Organization	Frequency	Percentage
Private	62	62%
Public/Government	22	22%
NGO	9	9%
Other	7	7%
Total	100	100%

Table 3. Type of Organization

Interpretation

Most respondents (62%) work in private organizations, followed by public/government organizations (22%). NGO employees account for 9%, while 7% belong to other types of organizations. The data clearly shows private-sector employees dominate the sample.

Statement	Mean	SD
Organization recognizes the importance of mental health.	3.78	0.91
I feel comfortable discussing work-related stress with my supervisor.	3.35	1.08
The workplace provides adequate support during stress.	3.42	1.02
Employees are treated with respect when experiencing difficulties.	3.65	0.94
I feel emotionally safe in my Workplace.	3.58	0.97
The organization takes steps to prevent excessive stress.	3.41	1.05
I know where to seek help for mental health difficulties.	3.29	1.12
Overall Mean	3.50	1.01

Table 4. Mental Health at Workplace

Interpretation

The overall mean of 3.50 indicates a moderate level of perceived organizational support for mental health. The highest mean (3.78) shows that organizations generally recognize the importance of mental health. However, the lowest scores are for knowing where to seek help (3.29) and feeling comfortable discussing stress with supervisors (3.35). This suggests that while awareness exists, practical accessibility and open communication still need improvement.

Statement	Mean	SD
Supportive Workplace improves my job satisfaction.	3.92	0.85



Good mental health helps me perform effectively.	4.05	0.78
Well-being initiatives improve my motivation.	3.74	0.89
A healthy work environment improves productivity.	3.98	0.81
I am more committed to an organization prioritizing well-being.	3.83	0.86
Investment in well-being benefits employees and the organization.	4.09	0.74
Overall Mean	3.94	0.82

Table 5. Employee Satisfaction and Productivity**Interpretation**

The overall mean of 3.94 reflects a high level of agreement that mental health and well-being positively influence job satisfaction and productivity. The strongest agreement is seen in the statement that investment in well-being benefits both employees and the organization (4.09), followed by the belief that good mental health enhances performance (4.05). These findings highlight the clear link respondents perceive between well-being support and workplace outcomes.

Statement	Mean	SD
I can balance work and personal responsibilities effectively.	3.48	1.02
Organization provides flexibility during personal difficulties.	3.55	1.01
I can disconnect from work after working hours.	3.28	1.15
Organization takes measures to reduce burnout.	3.39	1.07
I can manage work-related stress effectively.	3.46	0.99
The organization provides resources to manage stress.	3.42	1.03
Overall Mean	3.43	1.05

Table 6. Work-Life Balance and Stress Management**Interpretation**

The overall mean of 3.43 signifies a moderate level of work-life balance and stress-management support. The lowest mean score is for the ability to disconnect from work after working hours (3.28). This suggests that employees' work-related interactions and obligations often spill into personal time, pointing to a need for clearer boundaries and stronger organizational measures to prevent burnout.

Statement	Mean	SD
Organization conducts employee well-being programmes.	3.51	0.98
Employees are encouraged to participate in wellness activities.	3.47	1.01
Physical wellness activities are available.	3.39	1.06
Mental and emotional wellness activities are available.	3.35	1.09

Wellness programmes are accessible to all employees.	3.44	1.00
Well-being initiatives positively affect employee morale.	3.68	0.92
I would participate more if additional programmes were introduced.	3.79	0.91
Overall Mean	3.52	0.99

Table 7. Holistic Well-being Initiatives**Interpretation**

The overall mean of 3.52 indicates a moderate presence and effectiveness of holistic well-being initiatives. Employees most strongly agree that they would participate more if additional programs were introduced (3.79) and that these initiatives positively affect morale (3.68). However, relatively lower scores for the availability of mental/emotional wellness activities (3.35) and physical wellness activities (3.39) suggest that current offerings are limited and could be expanded to meet employee needs better.

Hypothesis

- **H0 (Null Hypothesis):** There is no significant relationship between workplace well-being factors (organizational support, work-life balance, holistic initiatives) and positive employee outcomes.
- **H1 (Alternative Hypothesis):** There is a significant relationship between workplace well-being factors and positive employee outcomes.

Mental Health

Variables	Pearson r	p-value
Organizational Support and Culture and Employee Mental Health	0.68	<0.001

Table 8. Pearson Correlation between Organizational Support and Culture and Employee Mental Health**Interpretation**

The Pearson correlations were positive and statistically significant ($p < 0.001$), indicating that organizational support is related to employee mental health. This suggests that mental health perceptions are higher among those who feel their organization supports them and has a positive culture.

Therefore, we accept the alternative hypothesis and reject the null hypothesis. Workplace well-being factors are significantly related to positive employee outcomes.



5. Discussion

The results suggest that, overall, employees' perception of workplace well-being is moderately positive. Perceived organizational support for mental health recorded an overall mean of 3.50, indicating that while organizations generally recognize the importance of mental health (mean = 3.78), practical aspects such as knowing where to seek help (mean = 3.29) and feeling comfortable discussing work-related stress with supervisors (mean = 3.35) remain relatively weaker (Idziak & Kachel, 2026).

Work-life balance and stress management also had a lower overall mean (3.43). The lowest score in this dimension was for the ability to disconnect from work after working hours (3.28), suggesting that many employees struggle to maintain clear boundaries between professional and personal life (Saadi, 2025).

Holistic well-being initiatives yielded a moderate overall mean of 3.52. Employees expressed willingness to participate more if additional programmes were introduced (mean = 3.79) and believed that such initiatives positively affect morale (mean = 3.68). However, the availability of both physical and mental/emotional wellness activities scored comparatively lower (Rajoo, 2020).

In contrast, employee satisfaction and productivity recorded a relatively high overall mean of 3.94. Respondents strongly

agreed that investment in well-being benefits both employees and the organization (mean = 4.09) and that good mental health helps them perform effectively (mean = 4.05). These findings suggest that employees clearly perceive a positive link between mental health support and workplace outcomes (Waller, 2020).

Overall, the data indicate that while awareness and recognition of mental health exist, there is still room to improve support accessibility, work-life boundary management, and the practical implementation of well-being programs.

6. Conclusion

The study concludes that a healthy, supportive workplace requires integrating holistic well-being and mental health into the workplace learning environment. Positive organizational culture, managerial support, work-life balance, and wellness programs all positively impact employee wellness. Enhancing soft skills, mental health support, flexibility, and communication around work can make the Workplace healthier, more productive, and more sustainable.

References

- Aadira, R., & Gigi, G. S. (2026). Fostering Well-Being and Mental Health in Human-Centered Organisations: Employee Well-Being, Burnout, Mindful Organising. In Human-Centered Workforce Management in

- the Age of Digital Work (pp. 289–314). IGI Global Scientific Publishing.
- Andalib, T. W., Hassan, D. I., Azizan, N. A., Khundker, F. Z., Farabi, N., & Barna, S. I. (2025). Unlocking Transformational Leadership: Fostering Psychological Safety to Enhance Employee Well-Being. *Journal of Cultural Analysis and Social Change*, 1823–1844.
- Arevin, A. T., Rustam, A., Widaningsih, W., Saryanti, E., & Wulandari, H. P. (2024). Fostering Workplace Wellness: Strategies for Improving Employee Engagement and Productivity. *The Journal of Academic Science*, 1(5), 605–613.
- Cleary, M., Schafer, C., McLean, L., & Visentin, D. C. (2020). Mental Health and Well-Being in the Health Workplace. *Issues in Mental Health Nursing*, 41(2), 172–175.
- da Silva, T. M. H. R. (2025). Cultivating Wellbeing and Happiness in the Workplace: The Role of Emotional Intelligence in Fostering a Positive Organisational Culture. In *Insights on Wellbeing and Happiness in the Workplace* (pp. 19–44). IGI Global Scientific Publishing.
- Hammoudi Halat, D., Soltani, A., Dalli, R., Alsarraj, L., & Malki, A. (2023). Understanding and Fostering Mental Health and Well-Being Among University Faculty: A Narrative Review. *Journal of Clinical Medicine*, 12(13), 4425.
- Harrington, S. (2025). Fostering Holistic Well-Being: A Comprehensive Framework for Health-Promoting Organizations. *American Journal of Health Promotion*, 39(2), 350–353.
- Idziak, E., & Kachel, K. (2026). Fostering Spiritual Well-Being in Workplaces: An Ethical Imperative for Sustainable Ecologies.
- Monteiro, E., & Joseph, J. (2023). A Review on the Impact of Workplace Culture on Employee Mental Health and Well-Being. *International Journal of Case Studies in Business, IT and Education (IJCSBE)*, 7(2), 291–317.
- Morrison, V., Pabico, C., Robertson, S., & Bates, M. (2025). Well-Being Excellence™: A Holistic Approach to Elevating Employee Health in All Settings. *Nursing Management*, 56(4), 12–16.
- Muppidi, S., & Manoharan, G. (2025). Fostering Workplace Well-Being: The Key to Happiness, Productivity, and Retention. In *Development of Self-Awareness and Wellbeing: Global Learning Challenges in a Shifting Society* (pp. 479–504). IGI Global Scientific Publishing.
- Oba, T. T. (2025). Navigating Cultural Divergence and Fostering Inclusive Well-Being: A Mental Health-



- Centered Approach to Global Pharmaceutical Team Dynamics. *Journal of Drug Discovery and Health Sciences*, 2(3), 63–72.
- Patel, D. K., Pandey, A., Mishra, R. K., Vinchu, H. S., & Wagh, A. (2024). Work Culture as a Determinant of Mental and Physical Health: Designing Workplaces, Ascertaining Employee Well-Being Within Healthcare Sector. *IPE Journal of Management*, 14(1), 56–72.
- Radu, C. (2023). Fostering a Positive Workplace Culture: Impacts on Performance and Agility. In *Human Resource Management—An Update*.
- Rajoo, H. H. (2020). The Importance of Creative and Positive Workplace Culture: A Case Study on How Creative Initiatives Foster Better Relationships, Resilience and Mindfulness at Work for Special Education Teachers. *Asia Pacific Journal of Developmental Differences*, 7(1), 127–152.
- Roberts, G. (2021). Fostering Workplace Well-Being Through Servant Leadership. In *The Palgrave Handbook of Workplace Well-Being* (pp. 211–238).
- Saadi, I. A. (2025). Emotional Intelligence and Ethical Leadership Foster Employees' Mental Health to Promote Sustainable Development in Organizations: The Moderating Role of Organizational Culture. *مجلة الإدارة والاقتصاد*, 50(150), 147–132.
- Shobana, D., & Siddiq, I. (2024). Navigating Work-Life Harmony: The Effects of Corporate Culture on Mental Health. *International Journal of Advanced Research in Science, Communication and Technology*, 364–371.
- Singha, R., & Singha, S. (2024). Positive Interventions at Work: Enhancing Employee Well-Being and Organizational Sustainability. In *Fostering Organizational Sustainability With Positive Psychology* (pp. 151–179). IGI Global Scientific Publishing.
- Waller, L. (2020). Fostering a Sense of Belonging in the Workplace: Enhancing Well-Being and a Positive and Coherent Sense of Self. In *The Palgrave Handbook of Workplace Well-Being* (pp. 1–27). Springer International Publishing.