

General Well-Being in Workers: Determinant Analysis, Literature Development, and Research Gap through Systematic Literature Review

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ABSTRACT

The increasing complexity of the modern work environment has made worker wellbeing a strategic issue for organizational sustainability. Changes in workplace systems, digital transformation, flexible working arrangements, and rising psychosocial risks have expanded the understanding of wellbeing beyond physical health into a multidimensional concept involving psychological, social, organizational, occupational, and technological aspects. This study aims to analyze the development of research on general wellbeing among workers, identify the main determinants influencing worker wellbeing, and map existing research gaps and future research directions. This study employs a Systematic Literature Review (SLR) approach using scientific articles indexed in the Scopus database. The literature selection process follows the PRISMA framework, resulting in 58 eligible international articles published between 2021 and 2026. The findings indicate that research on worker wellbeing has increased significantly, particularly in recent years, with major determinants categorized into six dimensions: individual psychological factors, organizational factors, social factors, job characteristics and demands, physical health and occupational safety, and technology-related factors. The synthesis also reveals that previous studies remain fragmented, focusing mainly on specific wellbeing dimensions and occupational groups rather than integrating wellbeing as a comprehensive construct. This study concludes that general wellbeing among workers is a multidimensional phenomenon requiring a holistic approach. The findings contribute theoretically by strengthening wellbeing frameworks and practically by supporting organizations in developing comprehensive worker wellbeing strategies.

INTRODUCTION

Changes in the global work environment in recent decades have prompted increased attention to the issue of worker welfare as one of the important indicators of organizational success and quality of work life (Marenus et al., 2022; Petcu et al., 2023; Suleman et al., 2021). Modern organizations are no longer only oriented towards increasing productivity and achieving business targets, but also begin to place worker welfare as a strategic asset that contributes to the sustainability of the organization (Hassanein et al., 2025; Murphy & Bedford, 2025). In this context, the concept of general wellbeing becomes increasingly relevant because it is able to describe the overall welfare condition of workers which includes psychological, emotional, social, physical, spiritual, and organizational aspects (Jnaneswar &

Sulphey, 2023; Lindert et al., 2023; Petcu et al., 2023). Various studies show that workers with high levels of wellbeing tend to have better productivity, higher work engagement, and greater job satisfaction (Marens et al., 2022; Murphy & Bedford, 2025). In addition, workers with good wellbeing also have higher abilities in dealing with job pressures and challenges (Kutebayev & Lloyd, 2025; Mockało et al., 2025). In contrast, low wellbeing is often associated with increased stress, burnout, absenteeism, decreased performance, as well as a desire to leave the organization (Ashton-James & McNeilage, 2022; Knights et al., 2024; Rehman et al., 2025). Therefore, a comprehensive understanding of general wellbeing in workers is an increasingly urgent need for both academics and practitioners of human resource management (Hassanein et al., 2025; Petcu et al., 2023).

Developments in the literature show that research on worker wellbeing has undergone a very significant transformation over time (Karimi et al., 2021; Petcu et al., 2023). Initially, research focused more on physical health, occupational safety, and prevention of occupational diseases (Hallam et al., 2023; Subramony et al., 2022). However, developments in human resource management theory and practice have expanded the scope of wellbeing into more complex and multidimensional dimensions (Jnaneswar & Sulphey, 2023; Lindert et al., 2023; Petcu et al., 2023). Various theoretical perspectives such as Job Demands-Resources Theory, Psychological Capital Theory, Self-Determination Theory, Social Capital Theory, Positive Organizational Behavior, and Workplace Spirituality have been used to explain various factors that affect worker well-being (Jnaneswar & Sulphey, 2023; Karimi et al., 2021; Mockało et al., 2025; Suleman et al., 2021). Previous research results show that wellbeing is the result of an interaction between individual factors and work environment factors that dynamically affect each other (Hassanein et al., 2025; Lindert et al., 2023). Factors such as psychological capital, emotional intelligence, mindfulness, workplace spirituality, organizational support, leadership qualities, social relationships, work-life balance, and organizational culture have been identified as important determinants of worker wellbeing (Jnaneswar & Sulphey, 2023; Karimi et al., 2021; Murphy & Bedford, 2025; Suleman et al., 2021). These developments suggest that wellbeing cannot be explained through just one single perspective, but rather requires a more integrative and holistic approach (Lindert et al., 2023; Petcu et al., 2023). Thus, the study of general wellbeing in workers is increasingly important to understand the complexity of the factors that shape the welfare of workers in the modern era (Hara, 2025; Li et al., 2025).

In addition to experiencing conceptual developments, research on worker wellbeing also shows the expansion of very diverse research contexts (Hara, 2025; Jansen et al., 2024). Various studies have been conducted on health workers, social workers, academics, veterinarians, public sector workers, private sector workers, information technology workers, and workers involved in digital work systems (Coppens et al., 2023; Jansen et al., 2024; Li et al., 2025). The diversity of these contexts shows that wellbeing is a universal issue that is relevant to almost all types of work (Hara, 2025; Petcu et al., 2023). However, most of the research still focuses on specific occupational groups, resulting in findings that tend to be contextual and difficult to generalize to the broader working population (Coppens et al., 2023; Jansen et al., 2024). This condition raises the need to synthesize literature that is able to identify common patterns that apply across professions (Lindert et al., 2023; Petcu et al., 2023). Through this approach, the understanding of general wellbeing can be developed more

universally and not limited to specific job characteristics. Therefore, research that maps the development of the wellbeing literature in various groups of workers is important to produce a more comprehensive picture of the welfare condition of workers in general (Hara, 2025; Jansen et al., 2024).

Although research on wellbeing is growing rapidly, previous literature suggests that there are still a number of research gaps that have not been adequately addressed (Guertin et al., 2023; Mockało et al., 2025; Petcu et al., 2023). First, most research still focuses on certain dimensions of wellbeing such as psychological wellbeing, mental wellbeing, occupational wellbeing, employee wellbeing, or workplace wellbeing, while research that specifically discusses general wellbeing in a multidimensional manner is still relatively limited (Guertin et al., 2023; Jnaneswar & Sulphrey, 2023; Karimi et al., 2021; Mockało et al., 2025). Second, the majority of studies only test the influence of several antecedent variables on wellbeing, resulting in a partial model (Karimi et al., 2021; Li et al., 2025; Suleman et al., 2021). Third, research that integrates psychological, social, organizational, health, and technological factors in one comprehensive conceptual framework is still very limited (Lindert et al., 2023; Murphy & Bedford, 2025; Petcu et al., 2023). Fourth, most studies use cross-sectional designs so they have not been able to explain the dynamics of wellbeing in the long term (Jansen et al., 2024; Petitta & Ghezzi, 2023; Wei et al., 2025). Fifth, changes in the work environment due to digitalization, flexible working, and technological developments are taking place faster than the development of theoretical models used to explain worker wellbeing (Li et al., 2025; Petcu et al., 2023; Sun et al., 2023). These gaps show that there is still a wide scope to develop a more comprehensive understanding of general wellbeing in workers (Hara, 2025; Li et al., 2025; Petcu et al., 2023).

The concept of general wellbeing among workers has experienced substantial theoretical development. Earlier research predominantly focused on occupational safety, physical health protection, and prevention of workplace injuries. However, recent literature has expanded wellbeing into a multidimensional construct involving psychological wellbeing, emotional balance, social connectedness, organizational environment, work-life balance, and individual capacity to cope with workplace pressures. Research by Karimi et al. (2021) demonstrated that emotional intelligence contributes significantly to employee wellbeing and psychological empowerment, while Jnaneswar and Sulphrey (2023) emphasized the role of workplace spirituality, mindfulness, and self-compassion in improving employee mental wellbeing. These findings indicate that worker wellbeing is not determined by a single factor but emerges from complex interactions between individual characteristics and workplace conditions.

Previous empirical studies have identified various determinants influencing worker wellbeing across different occupational contexts. Individual psychological factors such as psychological capital, resilience, emotional intelligence, optimism, mindfulness, and self-efficacy have consistently been associated with improved wellbeing because they enhance employees' ability to manage stress and adapt to challenges. Organizational factors, including leadership style, organizational culture, perceived organizational support, and workplace empowerment, have also been recognized as important contributors because organizations provide the structural and social environment in which employees perform their roles. For example, Suleman et al. (2021) found that empowering leadership positively predicts

employees' psychological wellbeing, while Hassanein et al. (2025) highlighted the importance of organizational climate and supportive leadership in strengthening employee wellbeing.

Beyond psychological and organizational aspects, recent research has also highlighted the importance of social relationships, job characteristics, occupational health, and technological changes in shaping worker wellbeing. Social support, workplace friendship, social capital, and a sense of belonging contribute to positive workplace experiences, whereas workplace bullying, discrimination, and social isolation negatively affect wellbeing. Furthermore, excessive workload, job stress, burnout, and job insecurity represent significant threats to employee welfare, particularly when organizational resources are insufficient. Studies conducted by Petcu et al. (2023) and Li et al. (2025) further demonstrate that digital transformation introduces new determinants, including telework conditions, digital resources, technostress, and information overload, which increasingly influence employees' psychological experiences in modern workplaces.

Although research on worker wellbeing has grown rapidly, existing literature still reveals several limitations that require further investigation. Most previous studies focus on specific dimensions of wellbeing, such as psychological wellbeing, mental health, workplace wellbeing, or employee engagement, rather than examining wellbeing as an integrated and multidimensional concept. In addition, many studies investigate only limited relationships between specific predictors and wellbeing outcomes, resulting in fragmented knowledge regarding how various determinants interact simultaneously. The existing evidence also shows that many studies are conducted within specific professional groups, such as healthcare workers, academics, social workers, and other specialized occupations, limiting the generalizability of findings to broader worker populations.

Another important research gap relates to the rapid transformation of the contemporary workplace. The emergence of artificial intelligence, digital platforms, hybrid working models, and technology-based work systems has changed employee experiences faster than existing theoretical models have developed. Although several recent studies have begun examining digital workplace wellbeing, the integration of technological factors with psychological, organizational, social, and occupational determinants remains limited. Current literature therefore requires a more comprehensive framework that explains worker wellbeing as a dynamic phenomenon influenced by multiple interacting dimensions. Addressing this gap is important because organizations need evidence-based strategies that are relevant to current workplace realities rather than relying on traditional wellbeing approaches.

Based on these gaps, a systematic synthesis of existing research is necessary to provide a broader understanding of general wellbeing among workers. A Systematic Literature Review (SLR) approach provides an appropriate method for identifying research trends, synthesizing empirical findings, mapping determinant factors, and highlighting future research directions. The use of international databases such as Scopus enables the identification of high-quality scientific publications and provides a comprehensive overview of how worker wellbeing research has developed globally. The present study responds to the limitations of previous studies by integrating diverse perspectives from psychology, human resource management, occupational health, organizational behavior, and technology studies into a unified understanding of worker wellbeing.

The novelty of this research lies in its effort to conceptualize general wellbeing among workers through a holistic synthesis rather than examining isolated wellbeing dimensions. Unlike previous studies that primarily investigate specific determinants within limited occupational settings, this study maps broader patterns across multiple contexts and identifies six major determinant categories: individual psychological factors, organizational factors, social factors, job characteristics and demands, physical health and occupational safety, and technology-related factors. This integrative perspective contributes to the development of a more comprehensive understanding of worker wellbeing and provides theoretical advancement for human resource management research by positioning wellbeing as a strategic organizational outcome rather than merely an individual psychological condition.

Therefore, this research aims to systematically analyze the development of scientific literature regarding general wellbeing among workers, identify the dominant determinants influencing worker wellbeing, and reveal existing research gaps and future research directions. The findings of this study are expected to provide theoretical contributions by expanding knowledge regarding the multidimensional nature of worker wellbeing and strengthening conceptual models in organizational behavior and human resource management. Practically, the findings can assist organizations, policymakers, and human resource practitioners in designing more comprehensive wellbeing strategies that address psychological needs, organizational conditions, social relationships, occupational demands, health protection, and technological challenges. Ultimately, this research contributes to the development of healthier, more adaptive, and sustainable workplaces in the era of continuous transformation.

METHOD

This study used the Systematic Literature Review (SLR) approach to systematically identify, evaluate, and synthesize various studies on general wellbeing in workers that have been published in the international scientific literature. The SLR approach was chosen because it allows researchers to obtain a comprehensive picture of research developments, study characteristics, key determinants, and research gaps that are still open in the topic of worker wellbeing. The research process is carried out systematically starting from article identification, screening, feasibility assessment, to synthesis of research results that meet the inclusion criteria.

The data collection procedure is carried out through a literature search on the Scopus database as the main source of scientific articles. The search was conducted using a combination of several keywords related to worker wellbeing, namely employee wellbeing, employee psychological wellbeing, employee emotional wellbeing, employee resilience wellbeing, and workplace wellbeing. Furthermore, an initial screening process is carried out to eliminate duplicate articles and screening based on the criteria of the year of publication, namely articles published in the 2021–2026 period. The next stage is filtered based on the quality of the publication by only retaining articles published in reputable journals in the Q1, Q2, Q3, and Q4 quartiles. In addition, articles that do not have abstracts are also excluded from the selection process because it is not possible to carry out an adequate screening process.

The screening stage is carried out through the evaluation of the title, abstract, and suitability of the substance of the article with the purpose of the research. At this stage, articles

that do not directly address worker wellbeing or do not have adequate relevance to the focus of the research are eliminated. Furthermore, the process of downloading and searching for complete documents from all articles that passed the screening stage was carried out. Then a thorough reading of the content of the article was carried out to ensure suitability with the research topic regarding worker wellbeing.

Data analysis was carried out using thematic analysis and narrative synthesis approaches. In the initial stage, each article that passed the selection was extracted into an article review table that contained information about the author, year of publication, country of research, research objectives, research methods, variables studied, theories used, and main findings of the research. The extracted data were then grouped based on the main themes that emerged in the literature. Furthermore, a narrative synthesis was carried out to integrate various empirical findings derived from the reviewed articles. In addition to thematic analysis, this study also conducted a descriptive bibliographic analysis to describe the development of worker wellbeing research publications based on the year of publication of the article. All the results of the analysis are then integrated to produce a comprehensive synthesis of the development of the literature, key determinants, state of the art, research gap, novelty, as well as the theoretical and practical implications of research regarding general wellbeing in workers.

RESULT AND DISCUSSION

Progress of General Wellbeing Research Publications in Workers

The results of the literature search show that research on wellbeing in workers has developed quite significantly in the last two decades. Based on the search results in the Scopus database using keywords related to employee wellbeing, employee psychological wellbeing, employee emotional wellbeing, workplace wellbeing, employee resilience wellbeing, and other related terms, 232 articles were obtained at the initial identification stage. The distribution of publications shows that the number of articles published before 2010 is still relatively limited and tends to be sporadic. An increase began to be seen after 2012 when the number of publications reached six articles. Furthermore, there was a fluctuation in the number of publications in the period 2013–2020 with a range of two to ten articles per year. The surge in publications began to be clearly seen in 2021 with 20 articles, then increased to 33 articles in 2022. In 2023 the number of publications was recorded at 31 articles, increasing again to 35 articles in 2024, and reaching a high number of 38 articles in 2025. The data shows that worker wellbeing research is becoming one of the topics that is getting more and more attention in the international scientific literature.

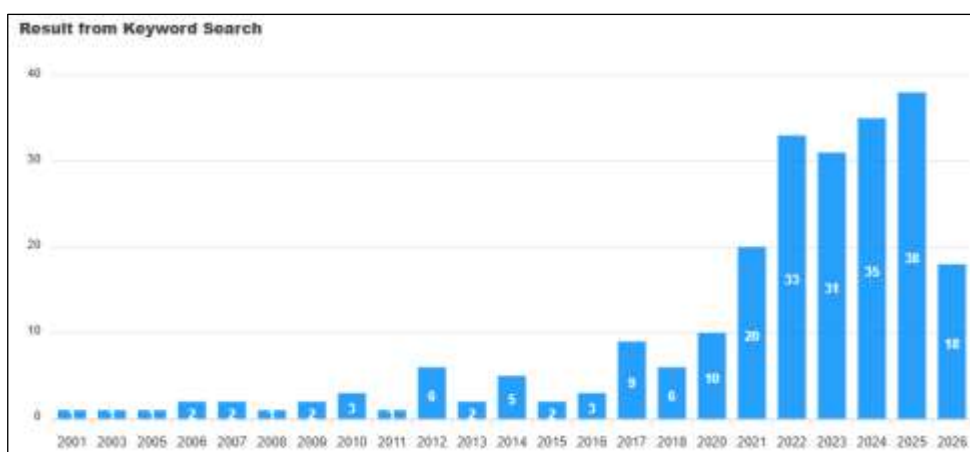


Figure 1 Publication Development Diagram of General Wellbeing Research in Workers

Article Selection Results Based on the PRISMA Process

At the identification stage, 232 documents were obtained from the Scopus database. Furthermore, 59 duplicate articles were deleted. The next screening process issued 47 articles that did not match the set publication year range, namely 2021–2026. A total of eight articles were eliminated because they did not meet the predetermined publication quality criteria and the other eight articles did not have abstracts that could be used for the screening process. After the process was completed, 110 articles were obtained that were eligible for the screening stage. The screening stage was carried out through the evaluation of the title, abstract, and relevance of the research topic so that 24 articles were excluded from the selection process. A total of 86 articles then entered the stage of searching for full documents and 28 articles were not successfully obtained in full text form. In the end, 58 articles were obtained that met all eligibility criteria and were used in the synthesis process.

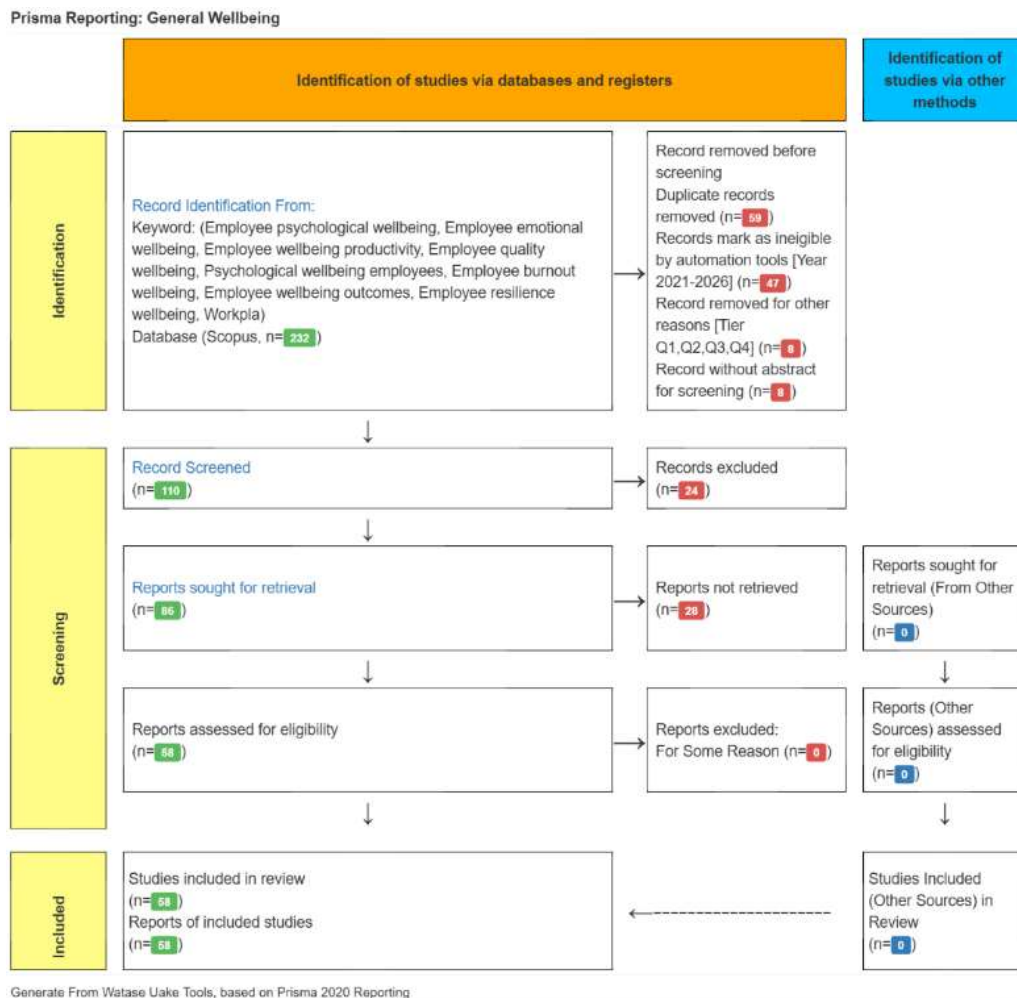


Figure 2 PRISMA Diagram

Research Question 1: What are the development and characteristics of research on general wellbeing in workers in the published scientific literature?

The results of the study show that studies on general wellbeing in workers have developed very rapidly in recent years. The significant increase in the number of publications, especially in the 2021–2025 period, shows that worker welfare has become one of the strategic issues in the fields of human resource management, organizational behavior, and occupational health. These findings are in line with a synthesis of literature showing that modern organizations are increasingly aware that organizational success is not only determined by productivity and financial performance, but also by the organization's ability to create worker well-being in a sustainable manner. In this context, wellbeing is seen as a strategic asset that can improve work engagement, employee retention, mental health, and organizational sustainability. Therefore, the increase in the number of publications found in this study reflects the increasing relevance of wellbeing as an important issue in the contemporary world of work.

The research findings also show that the characteristics of wellbeing research have undergone a fairly fundamental conceptual shift. If in the past wellbeing was often understood as a condition free from illness or psychological disorders, the literature reviewed shows that wellbeing is now understood as a multidimensional construct that includes psychological,

emotional, social, physical, spiritual, and organizational aspects. These findings are consistent with the results of research by Karimi et al. (2021), Jnaneswar and Sulphrey (2023), Petcu et al. (2023), as well as various other studies that show that worker welfare cannot be explained through just one specific dimension. Wellbeing is seen as a condition that allows individuals to function optimally both in their work and personal life. This conceptual shift suggests that wellbeing research has evolved from a partial approach to a more holistic approach. Thus, the results of this study strengthen the argument that understanding worker wellbeing requires a multidimensional and integrative perspective.

The characteristics of the research found also show the dominance of approaches that link individual factors and organizational factors in explaining worker wellbeing. Research by Karimi et al. (2021) emphasizes the importance of emotional intelligence, while Suleman et al. (2021) show the contribution of empowering leadership to worker welfare. Jnaneswar and Sulphrey (2023) added the dimensions of workplace spirituality, mindfulness, and self-compassion as important factors in the formation of wellbeing. Meanwhile, Hassard et al. (2022), Marenus et al. (2022), and Murphy and Bedford (2025) show that organizations have a very strong influence through leadership, organizational culture, and social support in the workplace. These findings show that current wellbeing research is increasingly leading to a systemic approach that views workers' well-being as the result of interactions between individuals and their work environment. This shows that wellbeing is not just an individual responsibility, but also an organizational responsibility.

In addition, this study found that the context of wellbeing research is increasingly diverse. The literature reviewed includes health workers, social workers, academics, veterinarians, public sector workers, private sector workers, and digital workers. These findings suggest that wellbeing has become a universal issue that transcends the boundaries of specific professions and sectors of work. Hallam et al. (2023), Jansen et al. (2024), Valdesalici et al. (2024), Hara (2025), and Li et al. (2025) show that wellbeing is influenced by different challenges according to the characteristics of their respective jobs. Thus, this study shows that the development of the wellbeing literature is not only marked by an increase in the number of researches, but also by the increasing breadth of contexts and populations that are the object of research. These findings are important because they show that wellbeing has become a relevant global issue in various forms of organization and work environments.

Research Question 2: What factors are identified in the literature as the main determinants of general wellbeing in workers?

The results of the study show that individual psychological factors are the most consistent determinants found in the literature on worker wellbeing. Various studies show that psychological capital, emotional intelligence, mindfulness, self-compassion, optimism, resilience, hope, and self-efficacy have a significant contribution to worker welfare. Karimi et al. (2021), Jnaneswar and Sulphrey (2023), Kutebayev and Lloyd (2025), and Mockało et al. (2025) have consistently shown that positive psychological resources help individuals cope with work stress and maintain their well-being. These findings suggest that wellbeing is not only determined by external conditions, but also by an individual's internal capacity. Individuals who have strong psychological resources tend to be more adaptive to change,

better able to manage stress, and more resilient when faced with job challenges. Therefore, psychological factors are an important foundation in the formation of worker wellbeing.

In addition to psychological factors, this study found that organizational factors are the second main determinant that is very dominant in the literature. The results of research by Suleman et al. (2021), Hassard et al. (2022), Marenus et al. (2022), Hassanein et al. (2025), and Murphy and Bedford (2025) show that leadership, organizational culture, organizational support, and social relationships in the workplace have a significant contribution to worker wellbeing. These findings suggest that organizations function as social environments that shape the psychological experience of workers. When workers feel supported, valued, and given opportunities to grow, their wellbeing levels tend to increase. Conversely, an unsupportive work environment can be a source of stress and dissatisfaction.

Table 1 Distribution of Determinant Variables of Wellbeing in Workers

Factors	Determining Variables	Percentage
Individual Psychology	<i>Psychological capital (4), emotional intelligence (1), mindfulness (2), self-compassion (1), self-efficacy (2), resilience (3), optimism (1), hope (1), character strengths (1), psychological need satisfaction (2), spiritual wellbeing (1), mental wellbeing berbasis sumber daya psikologis (1)</i>	25.86% (15 items)
Organisasi	<i>Ethical leadership (1), empowering leadership (1), supportive leadership (2), transformational leadership (1), perceived organizational support (1), organizational climate (1), workplace culture of health (1), workplace empowerment (1), psychological empowerment (2), employee assistance program (1), organizational health literacy (1), sustainable leadership (1), workplace culture (1)</i>	24.14% (14 items)
Social	<i>Workplace friendship (1), social support (2), social capital (3), family social capital (1), community social capital (1), workplace connectedness (1), sense of belonging (1), racial microaggressions (1), workplace bullying (1), social and emotional wellbeing (1)</i>	13.79% (8 items)
Job Characteristics and Job Demands	<i>Job demands (2), workload (2), job stress (3), burnout (2), job insecurity (1), work schedule flexibility (1), multitasking (1), job autonomy (1), customer deviance (1), workplace violence (2), emotional exhaustion (1), work motivation (1)</i>	15.52% (9 items)
Physical Health and Occupational Safety	<i>Physical activity in the workplace (1), Yoga and Tai Chi (1), occupational safety and health (2), workplace safety practices (1), health promotion program (1), psychological health of workers (1), occupational health of health workers (1), healthy workplace (1)</i>	12.07% (7 items)
Technology and Digital Transformation	<i>Telework (2), technostress (1), digital resources (1), digital workplace (1), work-from-home (1), virtual reality intervention (1), data-driven workplace (1), transformasi digital kerja (1), information overload (1)</i>	8.62% (5 items)
Total	58 research articles	100%

This study also found that social factors have a very important contribution to the wellbeing of workers. Xu et al. (2022), Cerdeira et al. (2023), Lindert et al. (2023), Petitta and Ghezzi (2023), Hara (2025), and Murphy and Bedford (2025) show that the quality of social relationships has a significant influence on worker well-being. Workplace friendship, social

support, social capital, and a sense of belonging to the organization have been proven to increase wellbeing. On the contrary, discrimination, workplace bullying, and social isolation have been proven to reduce worker welfare. These findings show that wellbeing has a very strong social dimension. Workers not only need psychological resources and organizational support, but also need healthy interpersonal relationships within their work environment.

This study also shows that job characteristics and work demands are important determinants of worker wellbeing. Ashton-James and McNeilage (2022), Knights et al. (2024), Rehman et al. (2025), Wei et al. (2025), and Bayraktar et al. (2026) show that workload, job stress, burnout, job insecurity, and emotional exhaustion contribute to decreased wellbeing. On the contrary, job autonomy and the availability of work resources contribute to improving worker welfare. These findings show that the balance between job demands and available resources is an important factor in maintaining worker wellbeing. Therefore, work design management is one of the strategic areas in modern MSDM.

In addition, this study found that physical health and technology factors also contribute to the wellbeing of workers. Subramony et al. (2022), Hallam et al. (2023), Petcu et al. (2023), Sun et al. (2023), Valdesalici et al. (2024), Kleist et al. (2025), and Li et al. (2025) show that physical activity, occupational health, occupational safety, digitalization, and technostress play a role in the formation of worker wellbeing. These findings show that the wellbeing of modern workers is increasingly influenced by technological developments and changes in the way of working. Thus, organizations need to develop a wellbeing strategy that not only focuses on psychological and organizational aspects, but also considers aspects of physical health and digital transformation.

Research Question 3: What are the research gaps and research development directions regarding general wellbeing in workers that still need further exploration?

The results of the study show that the first research gap lies in the dominance of research that focuses on certain dimensions of wellbeing rather than general wellbeing comprehensively. Most previous studies have emphasized psychological wellbeing, mental wellbeing, employee wellbeing, or occupational wellbeing separately. This condition can be seen in the research of Karimi et al. (2021), Guertin et al. (2023), Hallam et al. (2023), Jnaneswar and Sulphrey (2023), Lindert et al. (2023), and Mockało et al. (2025). As a result, the existing literature still produces a partial understanding of worker wellbeing. The findings of this study show that there is still a need for an approach that is able to integrate all dimensions of wellbeing into one complete conceptual framework. This gap is very important because worker welfare is in fact a multidimensional phenomenon that cannot be explained through a single dimension.

The second research gap is the limitation of integration between determinants of wellbeing. Most studies only test the relationship between one or a few variables and wellbeing. For example, research focuses on leadership, psychological capital, workplace spirituality, or technostress separately (Al Kahtani & M. M, 2022; Jnaneswar & Sulphrey, 2023; Li et al., 2025; Suleman et al., 2021). As a result, there is still little research that is able to explain how psychological, organizational, social, occupational, health, and technological factors interact simultaneously in shaping worker wellbeing. This research shows that an integrative approach is still a huge need in the wellbeing literature.

The third research gap is the dominance of research in certain professions. Most of the research was conducted on health workers, academics, social workers, and certain other professional groups (Coppens et al., 2023; Jansen et al., 2024; Valdesalici et al., 2024). These findings show that there is still limited research that examines the wellbeing of workers in general across professions. Therefore, research on the general wellbeing of workers has an important contribution because it seeks to produce a more universal understanding and is not limited to specific professional characteristics.

The fourth research gap is related to the development of the modern work environment which is changing very quickly. Digitalization, artificial intelligence, hybrid work, and work flexibility have changed the way individuals work. However, most of the wellbeing models used in the literature were still being developed before the changes occurred. The research findings of Petcu et al. (2023), Sun et al. (2023), Kleist et al. (2025), and Li et al. (2025) show that technology has become a new determinant of worker wellbeing. Therefore, the development of wellbeing models that are relevant to the digital context is one of the very important research agendas in the future.

Research Implications

Theoretically, this study enriches the literature on Human Resource Management by showing that general wellbeing is a multidimensional construct formed by the interaction of psychological, organizational, social, occupational, health, and technological factors. This research also expands the understanding of wellbeing by integrating various findings that were previously scattered in various theoretical and empirical perspectives.

Practically, the results of the study show that organizations need to develop a holistic wellbeing strategy. Wellbeing programs are not enough to focus only on mental health, but also need to include leadership development, organizational culture, social relationships, job design, physical health, and digitalization impact management. Thus, organizations can create a healthier, more productive, and sustainable work environment.

CONCLUSION

Worker wellbeing research has grown quickly between 2021 and 2025, and it's now understood as more than just physical and mental health it also involves social, organizational, physical, spiritual, and technological aspects of work life. Six main factors shape it: individual psychology (like resilience and emotional intelligence), organizational support and leadership, social relationships at work, job demands and stress levels, physical health and safety, and the growing influence of technology and digitalization. This matters for HR because it shows wellbeing should be treated as a core measure of success, not just an afterthought to productivity. Still, more research is needed to build a single unified model, study wellbeing across different professions, and understand how AI, hybrid work, and flexible arrangements are changing the picture.

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