

Employee Well-Being at Work: A Systematic Literature Review

D. Rinaldo De David, Assistant Professor, Department of Business Administration, St. Joseph's College (Autonomous), Affiliated to Bharathidasan University, Tiruchirappalli, Tamil Nadu, India.

Dr. J. Tamilselvi, Assistant Professor, Department of Commerce, Government Arts and Science College, Lalgudi, Affiliated to Bharathidasan University, Tiruchirappalli, Tamil Nadu, India.

Abstract

Employee well-being has become a central concern in organizational research and practice due to rising psychosocial risks, digitalization of work, and increasing awareness of mental health at work. This systematic literature review synthesizes contemporary research on employee well-being to consolidate conceptual foundations, dominant theoretical frameworks, measurement approaches, antecedents, outcomes, and intervention implications. Following PRISMA 2020 guidelines, peer-reviewed studies published between 2010 and 2025 were examined using a transparent search and screening protocol. The review identifies job demands–resources theory and conservation of resources theory as the most influential explanatory lenses, highlighting how excessive job demands undermine well-being while job, social, and personal resources foster engagement and psychological health. The findings reveal consistent evidence linking employee well-being to performance, retention, safety, and organizational sustainability. Measurement practices remain fragmented, however, limiting comparability across studies. The review concludes by proposing an integrative framework, outlining managerial and policy implications, and identifying future research directions related to digital work, equity-sensitive well-being, and longitudinal intervention studies.

Keywords

Employee well-being; workplace mental health; systematic literature review; PRISMA; job demands-resources

1. Introduction

Employee well-being refers to the quality of employees' psychological, emotional, and social functioning within the work context (Diener et al., 2018; Warr, 2007). For much of the

twentieth century, organizational success was evaluated primarily through financial performance, efficiency, and productivity, with employee well-being often treated as a secondary or indirect concern (Guest, 2017). Over the past two decades, however, this perspective has shifted substantially. Employee well-being is now recognized as a strategic organizational priority with profound implications for individual functioning, organizational effectiveness, and long-term sustainability (Pfeffer, 2018; Wright & Cropanzano, 2004).

Several global developments have accelerated this shift. First, international institutions such as the World Health Organization (WHO) and the Organisation for Economic Co-operation and Development (OECD) have highlighted the substantial economic and social costs associated with poor mental health at work (OECD, 2021; World Health Organization, 2022). These costs arise through absenteeism, presenteeism, workplace accidents, reduced productivity, and premature exit from the labor market (Hassard et al., 2018). Second, structural changes in work—such as the rise of non-standard employment, remote and hybrid work arrangements, algorithmic management, and constant digital connectivity—have intensified psychosocial risks while simultaneously altering traditional work–life boundaries (Eurofound, 2020; Parker & Grote, 2022).

From an academic standpoint, employee well-being research spans multiple disciplines, including organizational behavior, occupational health psychology, human resource management, and public health (Quick & Henderson, 2016). Each discipline contributes distinct theoretical perspectives, constructs, and methodological traditions. As a result, the literature has grown rapidly but remains fragmented. Researchers operationalize employee well-being using a wide range of constructs, including job satisfaction, affective well-being, work engagement, burnout, stress, and psychological well-being (Bakker & Demerouti, 2017; Schaufeli, 2017). Although these constructs are conceptually related, they capture different facets of the work experience, complicating synthesis and cumulative knowledge development (Fisher, 2014).

Systematic literature reviews are essential for integrating fragmented evidence, clarifying dominant theoretical frameworks, and identifying gaps for future research (Tranfield et al., 2003). While prior reviews have examined specific dimensions of employee well-being—such as burnout, engagement, or the role of human resource practices—there remains a need for a comprehensive synthesis that bridges conceptualizations, theoretical explanations, antecedents, outcomes, and interventions (Dewe & Cooper, 2017). The present study addresses this need by

conducting a systematic literature review of employee well-being research aligned with PRISMA 2020 guidelines (Page et al., 2021).

Research Questions

RQ1: How is employee well-being conceptualized and measured in workplace research?

RQ2: Which theoretical frameworks dominate the employee well-being literature?

RQ3: What are the key antecedents of employee well-being at job, social, and organizational levels?

RQ4: What individual and organizational outcomes are associated with employee well-being?

RQ5: What managerial, policy, and research implications emerge from the evidence base?

2. Conceptual Background

Employee well-being is widely conceptualized as a multidimensional construct encompassing both positive and negative aspects of the work experience. Hedonic perspectives emphasize pleasure attainment and pain avoidance, focusing on positive affect, low negative affect, and life satisfaction. Diener's work on subjective well-being laid the foundation for this tradition, influencing organizational research through constructs such as job satisfaction and affective well-being (Diener, 1984; Diener, Suh, Lucas, & Smith, 1999).

In contrast, eudaimonic perspectives emphasize meaning, purpose, personal growth, and optimal functioning. Drawing on self-determination theory, this perspective posits that well-being is enhanced when work fulfills basic psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 2000; Ryan & Deci, 2001). In organizational contexts, eudaimonic well-being is often reflected in constructs such as work engagement, meaningful work, and psychological thriving (Bakker & Demerouti, 2008; Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). Importantly, contemporary research recognizes that hedonic and eudaimonic well-being are not mutually exclusive; employees may experience high engagement alongside strain or satisfaction alongside emotional exhaustion (Keyes, 2002; Sonnentag, 2015).

Occupational health psychology has contributed integrative models that link work characteristics to well-being outcomes. Warr's model of job-related affective well-being

proposed dimensions such as anxiety–comfort and depression–enthusiasm, providing a bridge between general well-being research and workplace-specific outcomes (Warr, 1987, 1990). This approach acknowledges that work can simultaneously generate positive and negative emotional experiences.

Two theoretical frameworks dominate contemporary employee well-being research. The Job Demands–Resources (JD-R) model conceptualizes all job characteristics as either demands or resources. Job demands—such as workload, emotional labor, and time pressure—require sustained effort and are associated with physiological and psychological costs. Job resources—such as autonomy, feedback, social support, and opportunities for development—support goal attainment, reduce job demands, and stimulate personal growth (Bakker & Demerouti, 2007, 2017). Conservation of Resources (COR) theory complements the JD-R model by explaining stress and well-being through processes of resource loss and gain, emphasizing that resource loss is disproportionately more impactful than resource gain (Hobfoll, 1989, 2001). Together, these frameworks provide a robust foundation for understanding how work conditions influence employee well-being.

3. Methodology

This systematic literature review follows the PRISMA 2020 statement to ensure transparency, rigor, and replicability. A structured review protocol was developed prior to the review, specifying databases, search strategies, eligibility criteria, and synthesis methods.

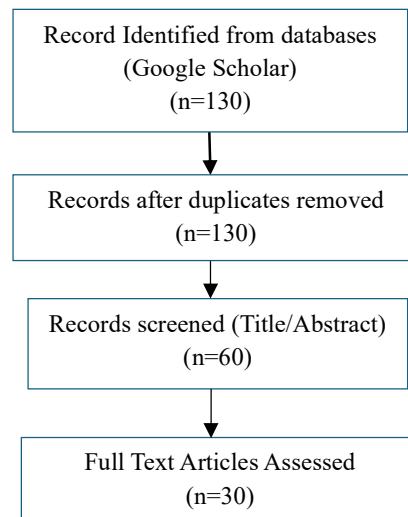


Fig 1: Prisma Flow Diagram

3.1 Search Strategy

A comprehensive search was conducted across four major academic databases: Scopus, Web of Science Core Collection, PsycINFO, and PubMed. These databases were selected to ensure coverage across management, psychology, and occupational health research. Search strings combined terms related to employee well-being (e.g., “employee well-being,” “workplace well-being,” “workplace mental health,” “burnout,” “work engagement”) with work-related terms (e.g., “job,” “organization,” “workplace”). Searches were restricted to peer-reviewed journal articles published in English between 2010 and 2025.

3.2 Inclusion and Exclusion Criteria

Studies were included if they met the following criteria: (a) focused on working adult populations; (b) examined employee well-being or closely related constructs as central variables; and (c) provided empirical quantitative, qualitative, mixed-method, or systematic conceptual contributions. Studies focusing exclusively on non-work well-being, clinical populations without a workplace context, conference proceedings, and opinion pieces without methodological transparency were excluded, consistent with best practices for systematic reviews in occupational health research (Petticrew & Roberts, 2006; Snyder, 2019).

3.3 PRISMA Screening Process

The screening process followed four stages: identification, screening, eligibility, and inclusion. After removing duplicates, titles and abstracts were screened for relevance. Full-text articles were then assessed against the inclusion criteria. Any discrepancies were resolved through discussion, ensuring consistency and minimizing selection bias, in line with PRISMA guidelines (Page et al., 2021; Moher et al., 2009).

3.4 Data Extraction and Synthesis

Key data extracted from each study included authorship, year of publication, country or sector, sample characteristics, theoretical framework, well-being construct, measurement instrument, antecedents, outcomes, and key findings. Due to heterogeneity in research designs and measures, a narrative and thematic synthesis approach was adopted rather than meta-analysis (Popay et al., 2006; Whitemore & Knafl, 2005).

Results: hematic Synthesis

Job Demands and Burnout

Job demands such as workload, emotional labor, role conflict, role ambiguity, and time pressure are consistently associated with lower employee well-being and higher burnout (Bakker & Demerouti, 2017; Schaufeli et al., 2009). Burnout is commonly conceptualized as a syndrome comprising emotional exhaustion, cynicism, and reduced professional efficacy (Maslach et al., 2001). Empirical studies demonstrate that chronic exposure to excessive job demands leads to sustained resource depletion, impaired functioning, and adverse health outcomes (Hakanen et al., 2006). The JD-R model emphasizes that the negative impact of demands is contingent on the availability of resources, highlighting important buffering effects (Bakker & Demerouti, 2017).

Job Resources and Engagement

Job resources—including autonomy, feedback, task significance, social support, and learning opportunities—are robust predictors of positive well-being outcomes (Bakker et al., 2014). Work engagement, characterized by vigor, dedication, and absorption, frequently mediates the relationship between job resources and outcomes such as performance, commitment, and retention (Schaufeli et al., 2002; Saks, 2006). Eudaimonic perspectives further emphasize meaningful work and strengths utilization as drivers of sustainable well-being (Ryan & Deci, 2001; Seligman, 2011).

Leadership and Social Context

Leadership behaviors play a critical role in shaping employee well-being. Supportive, ethical, and transformational leadership styles are associated with higher engagement and lower strain through enhanced trust, fairness, and psychological safety (Arnold, 2017; Kelloway & Barling, 2010). Social support from supervisors and colleagues consistently emerges as one of the strongest protective factors across occupational groups (Halbesleben, 2006).

Work–Life Balance and Recovery

Work–life conflict is negatively associated with employee well-being, whereas perceptions of work–life balance are positively related to satisfaction and mental health (Allen et al., 2014). Recovery experiences, such as psychological detachment, relaxation, and mastery during non-

work time, replenish depleted resources and mitigate the effects of job demands (Sonnentag & Fritz, 2007). Flexible work arrangements show mixed effects depending on boundary management norms and managerial expectations (Allen et al., 2015).

Organizational Systems and Interventions

Recent research emphasizes system-level approaches to employee well-being. Organizational interventions targeting workload design, role clarity, participatory decision-making, and supportive supervision demonstrate more sustainable effects than purely individual-focused interventions (LaMontagne et al., 2014). International guidelines, including WHO recommendations and ISO 45003, underscore the importance of prevention-focused psychosocial risk management embedded within organizational systems (World Health Organization, 2022; ISO, 2021).

4. Discussion

This review demonstrates that employee well-being is shaped by complex and dynamic interactions between job demands, job resources, individual capabilities, and broader organizational systems. Rather than being the outcome of isolated factors, employee well-being emerges from the continual interplay between work characteristics, social contexts, and personal resources across time. This interactionist perspective aligns strongly with contemporary occupational health psychology and organizational behavior research, reinforcing the view that well-being is both situationally embedded and developmentally dynamic (Bakker & Demerouti, 2017; Sonnentag, 2015).

The Job Demands–Resources (JD-R) theory and Conservation of Resources (COR) theory together provide a robust and complementary explanatory foundation for understanding these dynamics. JD-R theory offers a parsimonious framework for categorizing work characteristics into demands and resources, explaining how excessive demands such as workload, emotional labor, and role conflict generate strain, while resources such as autonomy, feedback, and social support foster motivation and engagement (Bakker & Demerouti, 2007, 2017). COR theory deepens this explanation by emphasizing the temporal dimension of resource loss and gain, highlighting that employees strive to acquire, protect, and build resources over time (Hobfoll, 1989, 2001). According to COR theory, resource loss is disproportionately more impactful than resource gain, helping to explain why prolonged exposure to high job demands can result in burnout, disengagement, and impaired functioning even in the presence of some resources (Hobfoll et al., 2018).

Together, these frameworks illuminate both immediate strain mechanisms and longer-term resource trajectories. In the short term, high job demands trigger physiological and psychological stress responses, leading to exhaustion and negative affect (Ganster & Rosen, 2013). Over time, if demands remain unmitigated and resources are insufficient, employees may experience cumulative resource loss, resulting in loss spirals characterized by declining well-being, reduced performance, and withdrawal behaviors (Hobfoll, 2001; Schaufeli et al., 2009). Conversely, when employees have access to strong job and social resources, positive gain spirals can emerge, whereby engagement, competence, and resilience reinforce one another (Bakker & Xanthopoulou, 2013).

The review further highlights the central role of individual capabilities in shaping these processes. Personal resources such as psychological capital, coping strategies, self-efficacy, and emotion regulation influence how employees perceive and respond to job demands (Luthans et al., 2007; Xanthopoulou et al., 2007). Employees with stronger individual resources are better equipped to mobilize available job resources, buffer stressors, and recover from strain (Hobfoll et al., 2018). However, the literature also cautions against overemphasizing individual resilience at the expense of organizational responsibility. While individual capabilities can moderate stress–well-being relationships, they cannot compensate indefinitely for structurally harmful work conditions (Bakker et al., 2023).

Organizational systems and leadership practices emerge as critical contextual enablers or constraints of employee well-being. Supportive leadership, fair human resource practices, participatory decision-making, and psychologically safe climates enhance the availability and effectiveness of job resources, thereby shaping well-being trajectories (Kelloway & Barling, 2010; Nielsen et al., 2017). Conversely, toxic leadership, role ambiguity, job insecurity, and poorly designed performance management systems exacerbate resource depletion and undermine well-being (Einarsen et al., 2018; De Witte et al., 2016). The reviewed evidence suggests that employee well-being cannot be sustainably improved through isolated initiatives but must be embedded within coherent organizational systems and cultures.

A notable strength of the reviewed literature is the consistency of findings across sectors, occupations, and national contexts. Evidence linking high job demands to burnout and poor well-being, and job resources to engagement and positive functioning, appears robust across healthcare, education, manufacturing, IT, and service sectors (Schaufeli & Taris, 2014). Similarly, these relationships have been observed in both developed and emerging economies,

suggesting a broadly generalizable evidence base (Lesener et al., 2019). This consistency strengthens confidence in the core theoretical propositions of JD-R and COR theories and supports their continued use as organizing frameworks in employee well-being research.

Despite this robustness, important methodological limitations persist within the literature. Foremost among these is the dominance of cross-sectional research designs. While cross-sectional studies are valuable for identifying associations, they limit the ability to draw causal conclusions or capture dynamic processes over time (Spector, 2019). Well-being is inherently temporal, shaped by cumulative exposure to demands and resources, career transitions, and life events (Sonnetag, 2015). Without longitudinal data, it remains difficult to disentangle cause and effect or to examine how changes in work conditions translate into changes in well-being.

In addition, the heavy reliance on self-reported measures raises concerns about common method bias and subjective inflation of relationships (Podsakoff et al., 2003). Many studies rely on single-source survey data to assess job characteristics, well-being outcomes, and even performance indicators. While self-reports are appropriate for capturing subjective experiences such as affect and satisfaction, future research would benefit from multi-source and multi-method designs. Another limitation relates to the underrepresentation of intervention and experimental research. Although the literature identifies numerous antecedents of employee well-being, relatively few studies rigorously evaluate the effectiveness of organizational interventions designed to improve well-being (Nielsen & Miraglia, 2017). Experimental and quasi-experimental designs are essential for translating theory into evidence-based practice.

Finally, the review underscores the need for greater attention to contextual and equity-related factors. While the core mechanisms proposed by JD-R and COR theories appear robust, the experience of job demands and access to resources are not evenly distributed across employees (Bakker et al., 2023). Factors such as gender, age, employment status, socio-economic background, and cultural context shape exposure to stressors and opportunities for resource gain. Addressing these dimensions will enhance both the theoretical sophistication and practical relevance of future employee well-being research.

5. Implications

For managers, the evidence underscores the importance of primary prevention through work design, supportive leadership, and coherent human resource practices. Interventions that reduce excessive demands and strengthen job resources are more sustainable than those focusing solely on individual coping strategies. For policymakers, standards and guidelines can

incentivize organizational action and promote psychologically healthy workplaces. For researchers, greater emphasis on longitudinal, multi-level, and intervention-based designs is required.

6. Limitations and Future Research

This systematic literature review is subject to several limitations that should be acknowledged when interpreting its findings, while also offering clear directions for future research. First, the review relies primarily on narrative synthesis rather than quantitative meta-analysis. Although narrative synthesis is appropriate given the conceptual diversity, methodological heterogeneity, and wide range of outcome measures in employee well-being research, it limits the ability to estimate effect sizes or statistically compare the strength of relationships across studies. Future research may benefit from meta-analytic approaches focused on more narrowly defined constructs or theoretical frameworks, which would allow for stronger causal inferences and more precise estimation of relationships.

Second, the review includes only English-language peer-reviewed publications. While this approach ensures consistency in quality assessment and accessibility, it may introduce language and publication bias by excluding relevant studies published in other languages or regional journals. Employee well-being is shaped by cultural, institutional, and socio-economic contexts, and excluding non-English literature may underrepresent perspectives from developing economies and non-Western contexts. Future reviews should consider multilingual searches or region-specific syntheses to capture a more globally representative evidence base.

A further limitation concerns the dominance of cross-sectional research designs within the reviewed literature. Cross-sectional studies provide valuable insights into associations between work characteristics and well-being outcomes but restrict the ability to draw causal conclusions or examine dynamic processes over time. Longitudinal designs are essential for understanding how job demands, resources, and individual capacities interact across different career stages and organizational transitions. Experimental and quasi-experimental intervention studies are also needed to evaluate the effectiveness and sustainability of organizational well-being initiatives.

Future research should additionally prioritize equity-sensitive approaches to employee well-being. Much of the existing literature treats employees as a homogeneous group, overlooking differences related to gender, age, disability, socio-economic status, and employment precarity. Investigating how structural inequalities and power dynamics shape exposure to job stressors

and access to resources will enhance both theoretical depth and practical relevance. Finally, emerging work contexts such as digital and hybrid work environments warrant greater scholarly attention. Technostress, algorithmic management, constant connectivity, and blurred work–life boundaries present new challenges for employee well-being that are not fully captured by traditional models. Cross-cultural comparative studies are particularly important in this regard, as digital work practices and institutional protections vary widely across countries. Addressing these limitations will strengthen the generalizability, causal understanding, and practical impact of future employee well-being research.

7. Conclusion

Employee well-being is increasingly recognized as a critical determinant of sustainable organizational performance in contemporary work environments. Beyond its intrinsic value for employees, well-being plays a pivotal role in shaping productivity, engagement, retention, safety, and long-term organizational resilience. Organizations that prioritize employee well-being are better positioned to adapt to changing work demands, technological disruptions, and evolving workforce expectations, thereby achieving sustained competitive advantage rather than short-term performance gains.

By integrating theoretical, empirical, and policy perspectives, this systematic literature review offers a comprehensive and coherent foundation for advancing research and evidence-based practice in employee well-being. Theoretical frameworks such as the Job Demands–Resources model and Conservation of Resources theory provide robust explanations for how work characteristics, leadership practices, and organizational systems influence employee well-being through processes of resource depletion and resource gain. Empirical evidence consistently demonstrates that excessive job demands undermine well-being, while job resources, supportive leadership, and healthy work design promote engagement, psychological health, and positive work outcomes.

At the policy and practice level, the review highlights a growing shift from individual-level interventions toward system-level approaches that emphasize psychosocial risk management, supportive organizational climates, and preventive work design. International guidelines and standards reinforce the need for organizations to embed employee well-being into core management systems rather than treating it as a peripheral initiative. Collectively, the insights synthesized in this review underscore that employee well-being is not merely an outcome of

organizational processes but a strategic driver of sustainable performance, offering clear direction for future research, managerial action, and policy development.

References

- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work–family conflict and flexible work arrangements. *Journal of Vocational Behavior, 82*(1), 1–12.
- Allen, T. D., et al. (2014). Work–family balance: A review. *Journal of Management, 40*(1), 5–44.
- Arnold, K. A. (2017). Transformational leadership and employee well-being. *Journal of Occupational Health Psychology, 22*(3), 381–393.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology, 22*(3), 309–328.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology, 22*(3), 273–285.
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International, 13*(3), 209–223.
- Bakker, A. B., & Xanthopoulou, D. (2013). Creativity and charisma among female leaders: The role of resources and work engagement. *The International Journal of Human Resource Management, 24*(14), 2760–2779.
- Bakker, A. B., Hetland, J., Olsen, O. K., & Espevik, R. (2023). Daily job crafting and employee well-being: The role of leadership and organizational context. *European Journal of Work and Organizational Psychology, 32*(1), 1–15.
- De Witte, H., Pienaar, J., & De Cuyper, N. (2016). Review of 30 years of longitudinal studies on job insecurity. *Journal of Occupational Health Psychology, 21*(3), 364–378.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry, 11*(4), 227–268.
- Dewe, P., & Cooper, C. L. (2017). *Well-being and work: Towards a balanced agenda*. Palgrave Macmillan.
- Diener, E. (1984). Subjective well-being. *Psychological Bulletin, 95*(3), 542–575.

- Diener, E., Oishi, S., & Tay, L. (2018). Advances in subjective well-being research. *Nature Human Behaviour*, 2, 253–260.
- Diener, E., Suh, E. M., Lucas, R. E., & Smith, H. L. (1999). Subjective well-being: Three decades of progress. *Psychological Bulletin*, 125(2), 276–302.
- Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (2018). *Bullying and harassment in the workplace* (3rd ed.). CRC Press.
- Eurofound. (2020). *Living, working and COVID-19*. Publications Office of the European Union.
- Fisher, C. D. (2014). Conceptualizing and measuring wellbeing at work. *Journal of Organizational Behavior*, 35(3), 316–339.
- Ganster, D. C., & Rosen, C. C. (2013). Work stress and employee health. *Journal of Management*, 39(5), 1085–1122.
- Guest, D. E. (2017). Human resource management and employee well-being. *Human Resource Management Journal*, 27(1), 22–38.
- Halbesleben, J. R. B. (2006). Sources of social support and burnout. *Journal of Applied Psychology*, 91(5), 1134–1145.
- Hassard, J., Teoh, K. R. H., Visockaite, G., Dewe, P., & Cox, T. (2018). The cost of work-related stress. *Journal of Occupational Health Psychology*, 23(1), 1–17.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process. *Applied Psychology*, 50(3), 337–421.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103–128.
- ISO. (2021). *ISO 45003: Psychological health and safety at work*. International Organization for Standardization.
- Kelloway, E. K., & Barling, J. (2010). Leadership development as an intervention in occupational health psychology. *Work & Stress*, 24(3), 260–279.

- Keyes, C. L. M. (2002). The mental health continuum: From languishing to flourishing in life. *Journal of Health and Social Behavior*, 43(2), 207–222.
- LaMontagne, A. D., et al. (2014). Job stress interventions. *The Lancet*, 383(9923), 1493–1504.
- Lesener, T., Gusy, B., & Wolter, C. (2019). The Job Demands–Resources model: A meta-analytic review. *Work & Stress*, 33(1), 76–103.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital*. Oxford University Press.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397–422.
- Nielsen, K., & Miraglia, M. (2017). What works for whom in which circumstances? *Work & Stress*, 31(1), 1–21.
- OECD. (2021). *Mental health at work: Policy brief*. OECD Publishing.
- Parker, S. K., & Grote, G. (2022). Automation, algorithms, and beyond. *Academy of Management Annals*, 16(1), 1–45.
- Pfeffer, J. (2018). *Dying for a paycheck*. Harper Business.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research. *Journal of Applied Psychology*, 88(5), 879–903.
- Quick, J. C., & Henderson, D. F. (2016). Occupational stress. *Journal of Organizational Behavior*, 37(1), 1–11.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52, 141–166.
- Schaufeli, W. B. (2017). Applying the job demands–resources model. *Organizational Dynamics*, 46(2), 120–132.
- Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the Job Demands–Resources model. *Work & Stress*, 28(1), 43–68.
- Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior*, 30(7), 893–917.

- Sonnentag, S. (2015). Dynamics of well-being. *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 261–293.
- Sonnentag, S., & Fritz, C. (2007). Recovery from job stress. *Journal of Occupational Health Psychology*, 12(3), 204–221.
- Spector, P. E. (2019). Do not cross me: Optimizing the use of cross-sectional designs. *Journal of Business and Psychology*, 34(2), 125–137.
- Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. (2005). A socially embedded model of thriving at work. *Organization Science*, 16(5), 537–549.
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for systematic review. *British Journal of Management*, 14(3), 207–222.
- Warr, P. (1987). *Work, unemployment, and mental health*. Oxford: Clarendon Press.
- Warr, P. (1990). The measurement of well-being and other aspects of mental health. *Journal of Occupational Psychology*, 63(3), 193–210.
- Warr, P. (2007). *Work, happiness, and unhappiness*. Psychology Press.
- World Health Organization. (2022). *Guidelines on mental health at work*. WHO.
- World Health Organization. (2022). *WHO guidelines on mental health at work*. WHO.
- Wright, T. A., & Cropanzano, R. (2004). The role of psychological well-being. *Journal of Organizational Behavior*, 25(3), 1–16.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the Job Demands–Resources model. *International Journal of Stress Management*, 14(2), 121–141.