


The Influence of Mental Health on Employee Performance: Systematic Literature Review

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Article Info	ABSTRACT
Keywords: Mental health, employee, performance	Employee performance plays a crucial role in an organization success, and employee mental health is a key factor that can influence performance stability. This study aims to systematically synthesize literature on how mental health affects employee performance. The research method is a Systematic Literature Review (SLR). This study analyzed 30 articles selected from the Google Scholar and Crossref databases for the period 2021–2025 using the Publish or Perish 8 software. The selection process followed the PRISMA protocol. The results of this study show several main findings, namely; (1) mental health mediates the relationship between depression, anxiety and work stress on performance; (2) mental health can encourage productive and innovative behavior which then increases work engagement; (3) mental health is a factor that strongly influences turnover; (4) Mental health has a positive and significant effect on job satisfaction; (5) mental health is a key factor in maintaining employee emotional stability in order to increase employee productivity; and (6) mental health can mediate leadership and a supportive work environment on employee productivity.
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INTRODUCTION

Employees are a vital part of a company because they impact its performance. Employee performance is the accumulation of a person's results or achievements over a specific period, measured against work standards. (Nasution & Roni, 2025). High employee performance levels indicate that management has performed its duties effectively. Employee performance is influenced by various factors, such as emotional intelligence and mental health. Management must be able to create a healthy company climate (Bachmid & Lina, 2024). How previous research shows that mental health has a positive effect on productivity (Ridwan et al., 2024). Job stress has a significant effect on performance, which is mediated by mental health. (Chen et al., 2022). Stress impacts mental health, ultimately affecting focus at work and subsequently decreasing productivity. Employee productivity reflects a desire to improve their quality of life in all aspects.

Employee productivity is crucial for long-term competitiveness (Prayoga et al., 2025). However, the increasingly competitive business world is causing employees to experience

various psychological pressures due to the numerous additional tasks they are assigned. These additional tasks and excessive responsibilities actually lead to decreased employee performance because the work is not being done optimally. (Nasution & Roni, 2025). It is important to maintain mental and physical well-being, wrong company policies will result in decreased performance (Elrayah & Zakariya, 2023). Mental health is a state of individual well-being characterized by the ability to manage stress, work productively, realize one's potential and contribute to social life (Nurlaili et al., 2025). Mental health issues occur in the workplace across various fields and hierarchies. Various pressures and challenges in the workplace can lead to employees experiencing mental health problems, such as depression, anxiety, and emotional exhaustion. Mental health is a primary concern for companies, alongside physical health. (Fadillah, 2024). This is supported by findings that mental health affects productivity (Sadat & Afrizal, 2023).

Mental health problems in employees can lead to burnout, a condition characterized by decreased mental and physical energy due to prolonged periods of work-related stress. Burnout is also a way for individuals to cope with the stress they experience at work, characterized by withdrawal, irritability, and a decreased positive attitude toward coworkers. (Nazwa et al., 2024). Company leaders must maintain realistic work expectations. They must not only establish clear work standards but also ensure a balance between work and personal life for employees.

Companies must pay attention to the mental well-being of employees. Job demands affect mental health. (Daniel et al., 2023). Mental health moderates the relationship between performance appraisal and job performance (Maisharah, 2025). There are two factors that influence mental health, namely internal factors such as the ability to manage emotions and external factors such as environmental pressure (Otnie et al., 2021). Activities related to mental health, such as family gatherings and spiritual training are highly recommended (Sulistiyowati & Vebrian, 2022). Companies often overlook mental health issues among their employees because they aren't physically visible. Therefore, management must pay special attention to early detection and prevent a negative impact on employee performance (Erwanto et al., 2024). Mental health has a positive and significant impact on performance (Bachmid & Lina, 2024). There is a positive relationship between mental health and employee performance (Palinggi & Agustina, 2025).

Mental health can be defined as a state of physical, mental, and emotional well-being influenced by environmental circumstances. Mental health is characterized by adaptive behavior, the absence of anxiety, and positive and meaningful relationships to meet the demands of normal life. Mental health disorders can be categorized as mild, moderate or severe (Palinggi & Agustina, 2025). Mental health is a condition where an individual is protected from symptoms of mental disorders (neurosis) and symptoms of mental illness (psychosis) (Erwanto et al., 2024). A mentally healthy person is someone who always feels calm, safe, and at peace spiritually or emotionally. Poor mental health can lead to feelings of guilt and interfere with a person's ability to care for themselves or attend to the needs of others. Therefore, people with mental health disorders are more susceptible to decreased self-esteem and a sense of belonging, which impacts their social relationship (Jalil & Ali, 2023).

Social relationships are crucial for supporting one's performance at work. Employees with good mental health tend to have positive relationships with both coworkers and supervisors, making it more likely that they will receive help from colleagues when facing difficulties (Lu & Yu, 2022).

Employee performance is the tangible behavior demonstrated by employees as a result of work achievements produced by each individual according to their role in the company. Performance is the work results achieved by an individual or group of people to achieve company goals. (Kusumadewi et al., 2025). Employee performance not only includes the accumulation of quantitative work results produced in a certain period, but also includes individual work behavior in completing their tasks. (Fadillah, 2024). Effective performance is not only measured by how much work is completed, but also by how the work is done. Performance is a crucial indicator for gauging an employee's success in carrying out assigned tasks. Performance success is influenced by skill, commitment, experience, and the time invested in carrying out the task. (Arya et al., 2024). Performance is so important that companies should not only focus on work results but also on aspects that drive performance, such as the work environment, employee mental health, providing motivation and support (Rafifah et al., 2022).

Findings from previous studies strongly indicate that mental health is currently a major concern for employees, particularly younger employees. Several companies have complained about high turnover rates in their millennial-dominated workforce (Kisdayanti & Farida, 2023). A new phenomenon has emerged called technostress, namely stress caused by an individual's inability to cope with technological developments. (Meidina & Laura, 2022). Mental health issues are still often underestimated, so many people choose to hide their mental disorders. (Mellanie et al., 2025). The importance of identifying and providing specialized care for individuals experiencing mental health disorders (Rijal, 2024). Therefore, it can be concluded that the central research question of this study is: How does mental health influence employee performance within an organizational context.

METHOD

This type of research is a Study Literature Review (SLR) which aims to identify relevant primary works, extract the necessary data, analyze and synthesize the results in order to gain a broad understanding of the field being researched (Dinter et al., 2021). The PRISMA (Preferred, Reporting, Items for Systematic Reviews and Meta-Analysis) method was used in this study. The PRISMA method has well-organized and systematic stages in obtaining accountable data. (Huda et al., 2024). In the article selection process, data was filtered by establishing criteria for the literature to be retrieved from the database. Details of the inclusion and exclusion criteria can be found in Table 1 below.

Tabel 1. Inclusion and Exclusion Criteria

Inclusion Criteria	
	1. Literature review includes scientific works in the form of journal articles
	2. Open access scientific articles
	3. Scientific articles published in the period 2021 – 2025

	4. The article answers the research question
	5. Indonesian and English articles
Exclusion Criteria	1. Literature review includes scientific works in the form of books, proceedings, papers and reports.
	2. Scientific articles that are not open access
	3. Scientific articles published before 2021
	4. The article does not answer the research question
	5. Articles other than Indonesian and English

Data Selection

Data Identification

The first stage is data identification. This Study Literature Review (SLR) was conducted using databases from Google Scholar and Crossref. The data collection process used the help of Publish and Perish 8 software. The search keywords used were "the influence of mental health on employee performance". In the data identification stage, researchers obtained 56 relevant articles found from the Google Scholar database and 48 relevant articles found from the Crossref database. A total of 104 relevant articles were selected.

Screening

The second stage is screening, which involves filtering the data to ensure the articles used are relevant and free from duplicates. At this stage, 8 articles were removed due to suspected duplicates. Article screening is crucial to ensure accurate and bias-free data analysis. The remaining 96 articles will proceed to the eligibility assessment stage for further analysis.

Eligibility

The third stage is the feasibility assessment. At this stage, an evaluation is carried out on articles that do not meet the inclusion criteria, namely articles. These articles are then discarded because they meet the established exclusion criteria. The details are as follows: (1) 26 articles in the form of books and proceedings; (2) 14 articles are inaccessible in full text; (3) 18 articles published before 2021; (4) 5 articles that do not answer the research questions; and (5) 3 articles use languages other than Indonesian and English.

Included

After going through the screening and feasibility assessment stages, the final stage was selecting the remaining articles to serve as references in this study. In this study, 30 articles from reputable journals were used as the primary research material. Of the 30 articles used in this study, 1 article (3%) was from 2021, 6 articles (20%) from 2022, 7 articles (23%) from 2023, 9 articles (30%) from 2024, and 7 articles (23%) from 2025.

RESULTS AND DISCUSSION

In a dynamic work environment, mental health is a critical factor influencing employee performance. Many organizations today face the challenge of maintaining productivity without neglecting employee psychological well-being (Erwanto et al., 2024). Therefore, efforts to manage mental health are a crucial topic amidst stressful and uncertain conditions. Table 2 below presents the research topic, namely the impact of mental well-being on

employee performance. The articles discussed are drawn from 10 research articles from reputable journals obtained from the database.

Tabel 2. Articles Discussion

Author	Title	Journal	Objective
(Chen et al., 2022)	Work Stress, Mental Health and Employee Performance	Frontiers in Psychology	This study aims to analyze the relationship between work stress, mental health and employee performance.
(Sun et al., 2022)	How Did Work-Related Depression, Anxiety, and Stress Hamper Healthcare Employee Performance during COVID-19? The Mediating Role of Job Burnout and Mental Health	International Journal of Environmental Research and Public Health	The purpose of this study is to examine the psychological impact of the COVID-19 pandemic on employee performance.
(Lu & Yu, 2022)	Relationship between Employee Mental Health and Job Performance: Mediation Role of Innovative Behavior and Work Engagement	International Journal of Environmental Research and Public Health	The aim of this study is to identify the relationship between employee mental health and employee performance.
(Oliveira et al., 2023)	The Role of Mental Health on Workplace Productivity: A Critical Review of the Literature	Applied Health Economics and Health Policy	This study aims to review the relationship between mental health and employee productivity.
(Elrayah & Zakariya, 2023)	Effects of Employees Mental Health, Physical Health and Work Life-balance on Employees Performance and Turnover Intention	Archives of Clinical Psychiatry	This study aims to determine the influence of mental health, emotional intelligence, and leadership on employee performance.
(Ramadhanty & Muafi, 2023)	The Effect of Emotional Intelligence and Mental Health Towards Employee Performance Mediated by Job Satisfaction	Telaah Bisnis	This study aims to determine the influence of emotional intelligence and mental health on employee

Author	Title	Journal	Objective
(Eid et al., 2024)	Psychological flow and mental immunity as predictors of job performance for mental health care practitioners during COVID-19	PLOS ONE	performance mediated by job satisfaction. This study aims to investigate the relationship between psychological flow, mental immunity and performance.
(Palinggi & Agustina, 2025)	Analysis of That Influence Employee Performance: Work Environment, Leadership, and Mental Health: Literature Review from Human Resource Management Perspectives	Golden Ration of Human Resources Management	This study analyzes the influence of work environment, leadership, and mental health on employee performance.
(Kandel, 2025)	The Influence of Mental Health in the Workplace on Employee Performance: Examining HR Policies as a Mediator	Devkota Journal of Interdisciplinary Studies	This study investigates the influence of HR policies and leadership support on mental health and its impact on employee performance.
(Prayoga et al., 2025)	The Effect of Work Environment and Quality of Work Life on The Work Productivity of Generation Z with Mental Health as a Mediating Variable	The Management Journal of BINANIAGA	This study examines the influence of Work Environment and Quality of Work Life on Generation Z Work Productivity, with Mental Health as a mediating variable.

The relationship between work stress, mental health and employee performance

Research from Chen et al. (2022) examines the impact of work stress on employee mental health and performance. In the context of modern, competitive organizations, work stress is an unavoidable phenomenon. This study found that mental health can affect work efficiency. Furthermore, mental health acts as a mediator in the relationship between work stress and employee performance. This indicates that employees' mental state is affected by work stress, which in turn reduces work performance. These results reinforce the concept of the Job Demand–Resources Model (JD-R), where individual performance and well-being are largely determined by the balance between job demands and available resources. Employees

burdened with high responsibilities without adequate support from superiors, coworkers, or organizational policies are more susceptible to burnout and decreased productivity. This study also highlights the positive side: strong organizational support can act as a stress buffer. When organizations provide a space for dialogue, employees are better able to manage stress. Mental health is not just an individual factor, but also the result of a healthy work system. These results suggest that HR policies that emphasize work-life balance can improve mental well-being and productivity. Mental health is an indicator of organizational sustainability because it is directly related to workforce retention and loyalty.

The impact of depression, anxiety and work stress on performance is mediated by mental health.

Research from Sun et al. (2022) This study is relevant because it was conducted during the COVID-19 pandemic, when psychological stress has increased sharply due to economic uncertainty, changing work patterns, and health risks. This study highlights depression, anxiety, and work stress as key determinants of decreased performance, particularly in the healthcare sector. A key finding of the study is that mental health acts as a mediating variable between work stress and employee performance. Employees experiencing depression and anxiety exhibit decreased motivation, impaired concentration, and chronic emotional exhaustion. This impacts work effectiveness and public service delivery. When these resources are eroded by work pressures and uncertainty, stress increases while performance declines. The practical implications of these findings are significant: organizations need to develop Employee Assistance Programs (EAPs), online counseling, and flexible work policies that take employee psychological well-being into account. Such approaches have been proven effective in reducing emotional exhaustion and restoring mental well-being post-pandemic.

Mental health on employee performance is mediated by innovative behavior and work engagement

Research from Lu & Yu, (2022) adds a new dimension by linking mental health, innovative behavior, and work engagement. This study shows that mental health plays a significant mediator linking work engagement to employee performance. Employees with a healthy mental state have higher adaptability and intrinsic motivation to actively engage in work. Conversely, employees with psychological disorders tend to be passive, unproductive, and reluctant to innovate. This suggests that psychological well-being is not only a supporting factor but also a driving force for productive behavior. From the perspective of Affective Events Theory, positive emotions generated by a supportive work environment can increase engagement, innovative spirit, and performance. Conversely, negative experiences in the workplace lead to emotional exhaustion that decreases productivity. Consequently, organizations need to create a work culture that encourages psychological safety. Increasing work engagement based on psychological well-being can also be achieved through mindfulness training or mental health awareness programs, which have been shown to improve focus and job satisfaction.

The role of mental health on productivity

Research from Oliveira et al. (2023) highlights the relationship between mental health and productivity in the context of global organizations. This study concludes that employees with good mental health demonstrate more stable performance, lower absenteeism rates, and high adaptability. Mental health directly contributes to three key aspects of performance: (1) Cognitive efficiency, namely the ability to make quick and accurate decisions; (2) Interpersonal effectiveness, namely the ability to communicate and work together in a team; and (3) Affective commitment, namely a sense of responsibility and loyalty to the organization. Conversely, mental disorders such as depression and chronic stress result in decreased focus and increased work errors. In the context of large organizations, the cumulative impact of this decline can have implications for significant economic losses. This study also emphasizes the importance of developing a management strategy based on psychological well-being. This strategy places mental health as part of organizational performance indicators (organizational performance metrics), on par with productivity, efficiency, and profitability. Organizations not only assess work results but also pay attention to the psychological condition of employees as a key factor for long-term success.

Mental health, physical health and work-life balance on performance and turnover

Research from Elrayah & Zakariya, (2023) combined three important variables: mental health, emotional intelligence, and leadership style, to explain variations in performance and turnover intention. The results showed that mental health had the strongest influence compared to the other two factors, although supportive leadership and emotional intelligence also strengthened the relationship. Employees with good mental health demonstrated greater emotional stability, self-confidence, and self-regulation skills. Empathetic leaders functioned as emotional stabilizers, helping reduce work stress and increase emotional engagement within the team. This research supports Social Exchange Theory (SET), which posits that mutually beneficial relationships between organizations and employees create a psychological balance that strengthens performance. Organizations that prioritize employee well-being will demonstrate higher levels of commitment, loyalty, and dedication. These findings also reinforce the importance of transformational leadership, which inspires, motivates, and addresses the individual needs of subordinates.

Job satisfaction mediates the influence of emotional intelligence and mental health on employee performance.

Research from Ramadhanty & Muafi, (2023) examined the influence of emotional intelligence and mental health on employee performance with job satisfaction as a mediating variable, among Bank Rakyat Indonesia employees. Using a quantitative approach with Structural Equation Modeling (SEM) analysis based on SmartPLS 3.0, this study involved 75 respondents from a total population of 100 employees. The findings revealed that mental health had a positive and significant impact on job satisfaction. Job satisfaction was found to positively affect employee performance and served as a mediating factor in the relationship between mental health and performance. These findings confirm that psychological aspects such as mental stability have a stronger role than emotional intelligence in shaping performance through job satisfaction. The indication is that a healthy mental condition allows

individuals to adapt better to work pressure and maintain optimal performance. The implications of this study highlight the need to pay attention to employee mental health as a strategic priority through psychological well-being programs and work counseling. This study states that emotional and mental well-being are important pillars in achieving performance.

Psychological flow and mental immunity as predictors of work performance.

Research from Eid et al., (2024) examined how psychological flow and mental immunity predict the performance of mental health workers during the COVID-19 pandemic in Saudi Arabia. Using a correlational survey design with 120 respondents, the study found that both variables significantly contributed to improved work performance, with psychological flow contributing 38.7% and mental immunity contributing 54.8% to the variation in performance. These results suggest that an individual's ability to enjoy work and maintain psychological balance plays a crucial role in coping with high stress. Further analysis showed that psychological flow enables healthcare workers to work with full concentration and intrinsic satisfaction, while mental immunity strengthens psychological resilience against stress and emotional exhaustion. Both are important psychological assets that support high productivity amidst crisis situations. The implications of this study emphasize the need for human resource policies that focus on developing psychological well-being, such as mindfulness programs, mental resilience training, and organizational support to prevent burnout. This research broadens insights into the importance of positive psychology in improving healthcare worker performance during a global crisis.

Leadership, work environment and mental health affect employee performance

Research from Palinggi & Agustina, (2025) analyzed the influence of the work environment, leadership, and mental health on employee performance. This study concluded that all three variables have a positive correlation with performance. A conducive work environment increases work comfort and motivation, while supportive leadership increases team direction and commitment. Mental health is a key factor in maintaining employee emotional stability in achieving optimal performance. In-depth analysis shows that effective leadership not only acts as a director but also as a facilitator of psychological well-being in the workplace. Communicative, empathetic, and participatory leaders can reduce work stress and increase employee engagement. Conceptually, this study emphasizes that mental health is the foundation of all aspects of productive work behavior. The implication is that organizations must develop work policies that address the balance between performance targets and psychological well-being, including by creating a physically and socially healthy work environment.

HR policies mediate the influence of workplace mental health on employee performance

Research from Kandel, (2025) investigated the role of HR policies and leadership support on mental health in the workplace and their impact on employee performance in the banking sector in Nepal. Using Structural Equation Modeling (SEM) with 404 respondents, the results showed that supportive HR policies improve mental health ($\beta = 0.42, p < .01$), which in turn improves job performance ($\beta = 0.38, p < .01$). This model explained 52% of the variance in mental health and 47% of the variance in job performance. These findings underscore the importance of HR's role in creating a psychologically healthy work

environment. Analytically, this study combines Job Demand-Resource (JD-R) and Social Exchange Theory (SET) to explain the reciprocal relationship between organizational policies and employee well-being. When organizations demonstrate concern for mental health through flexible work policies, employee assistance programs, and empathetic leadership support, employees reciprocate with increased commitment, productivity, and loyalty. The practical implication of this research is the need for banking organizations to integrate mental health strategies into HR policies as part of a long-term investment to reduce work stress and increase organizational competitiveness.

Mental health mediates the influence of work environment, quality of work life on work productivity

Research from Prayoga et al., (2025) This study highlights the relationship between the work environment, Quality of Work Life and work productivity of Generation Z with mental health as a mediating variable. Using the Structural Equation Modeling (SEM) method, this study involved Generation Z respondents across various occupations in Indonesia. The results show that a positive work environment and good quality of work life have a significant effect on work productivity, especially when workers' mental health is stable. In the context of Generation Z, which is highly sensitive to stress and work pressure, mental health is an important bridge that strengthens the effect of the work environment on productivity. This study confirms the importance of the psychological dimension in the dynamics of modern organizations. A supportive work environment, both physical aspects such as lighting and air conditioning, and social aspects such as communication and collaboration, play a role in shaping psychological well-being. A high quality of work life increases satisfaction and motivation, ultimately optimizing productivity. The practical implication is that organizations need to integrate mental health policies into their HR management strategies, especially for the younger generation, who are the dominant workforce in the digital era.

CONCLUSION

This study attempts to analyze the causal relationship between mental health and employee performance. There is strong empirical evidence that mental health has a positive impact on employee performance. Mental health is also a major factor in absenteeism, turnover, and increased risk of errors. The results of this study confirm that mental health is not merely a personal issue but a strategic organizational asset. Structured mental health support, such as employee assistance programs, resilience training and equitable work-life balance policies is essential for promoting employee well-being and maintaining high performance. Work environment and leadership style are also key factors influencing employee mental health. Companies need to pay attention to their work environments to ensure they remain conducive and supportive. This study recommends further research to examine the long-term effectiveness of the impact of mental health specifically across various organizational sectors.

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