

Identifying and Ranking Core Components of Organizational Wellness Systems Improving Productivity

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Article Info

Article type:

Original Research

Section:

Occupational and Organizational
Counseling

How to cite this article:

Karimov, D., Rahman, F. H., & Christou, E. (2026). Identifying and Ranking Core Components of Organizational Wellness Systems Improving Productivity. *KMAN Counseling and Psychology Nexus*, 4, 1-12.

<http://doi.org/10.61838/kman.ooc.psynexus.5679>



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ABSTRACT

This study aimed to identify and rank the core components of organizational wellness systems that most effectively enhance employee productivity. This research followed a mixed-methods sequential design. In the first phase, a qualitative literature review was conducted until theoretical saturation was achieved, and all extracted data were coded and analyzed using NVivo 14 to identify wellness components. In the second phase, these components were operationalized into a structured questionnaire and distributed to 240 employees from various organizational sectors in Malaysia. Data from the quantitative phase were analyzed using SPSS-26 through descriptive statistics, reliability testing, and ranking procedures to determine the relative importance of each wellness component. Quantitative rankings revealed eight major components with varying levels of influence on productivity. Leadership and Organizational Culture received the highest mean importance score ($M = 4.80$), followed by Psychological and Emotional Wellness ($M = 4.70$) and Organizational Policies and Support Systems ($M = 4.60$). Mid-range rankings included Career Growth and Professional Development ($M = 4.50$) and Work Environment and Organizational Design ($M = 4.40$). Lower-ranked but still important dimensions included Employee Physical Wellness ($M = 4.30$), Social and Interpersonal Wellness ($M = 4.20$), and Organizational Communication and Engagement ($M = 4.10$). All components demonstrated strong relevance to productivity enhancement. The study confirms that organizational wellness is a multidimensional construct in which leadership quality, psychological support, and institutional policies form the most significant pillars of productivity. The findings emphasize the need for integrated wellness systems that balance mental, physical, structural, social, and developmental components. Organizations seeking to improve productivity should prioritize leadership development, psychological wellness programs, and comprehensive support policies while maintaining systemic attention to all dimensions of wellness.

Keywords: Organizational wellness; employee productivity; occupational health; mental health; workplace environment; leadership; organizational culture; wellness systems; workplace stress; employee wellbeing.

1. Introduction

Organizational wellness has become an essential pillar of modern productivity management, as rapid global transformations increasingly challenge employee wellbeing, work environments, and organizational sustainability. The relationship between wellness and productivity is no longer conceptual but empirically established across regions, sectors, and organizational structures. As organizations confront rising psychosocial risks, health-related productivity losses, mental health burdens, and changing work patterns, scholars have emphasized the need to design integrated organizational wellness systems capable of addressing multidimensional determinants of employee functioning. Contemporary research highlights that productivity cannot be understood solely through economic or operational indicators but must be framed within employee health, safety, mental resilience, and organizational support mechanisms. These integrated perspectives have laid the groundwork for systematic approaches to organizational wellness that emphasize psychological, physical, social, environmental, and structural factors influencing performance outcomes. Such a comprehensive approach is consistent with emerging global frameworks in occupational health, public health, human resource management, and organizational psychology, all of which converge on the need for holistic wellness strategies to sustain workforce performance in increasingly complex environments (Živković & Veljković, 2025).

Recent studies underscore that psychosocial risks—such as stress, anxiety, job insecurity, discrimination, and organizational conflict—are rising at unprecedented rates, necessitating sophisticated risk management systems in the workplace. The psychosocial risk management perspective identifies stress control, mental health strengthening, and organizational support as key determinants of workplace functioning (Živković & Veljković, 2025). This growing recognition aligns with findings that workplace stress is not a single-domain problem but a composite of environmental stressors, digital demands, interpersonal pressures, and organizational expectations. For example, workplace stress significantly affects health and productivity, contributing to reduced performance, absenteeism, presenteeism, and long-term burnout (Zahid Husain Ibne Hasan, 2025). Similar observations have been made in studies that link stressors such as workload, role ambiguity, job insecurity, and interpersonal conflict to declines in employee psychological functioning and increases in organizational costs (Behera,

2025). Collectively, these insights highlight the urgency of creating comprehensive wellness systems capable of addressing complex employee needs across multiple levels.

The literature also demonstrates the intertwined nature of mental health and organizational productivity. Research within human resource management shows that fostering mental health is not merely a supportive measure but a strategic organizational investment. Human resource practices that enhance mental health—such as counseling services, psychological safety, supportive leadership, and recognition—have been found to reduce burnout, improve engagement, and elevate job satisfaction (Bhattacharjee, 2025). Mental health discrimination, a persistent barrier in many workplaces, further complicates this landscape. Studies indicate that discriminatory practices significantly undermine employee wellness and disrupt collaborative functioning, thereby reducing overall organizational capacity (Bravo, 2025). Occupational mental health perspectives from the Global South also emphasize that mental health must be prioritized through proactive organizational strategies, culturally sensitive interventions, and inclusive policies that recognize the diverse needs of employees across populations (Elliason, 2025). Taken together, these findings assert that mental wellness is a foundational element of organizational productivity and must be treated as a core dimension within any wellness system.

The role of digitalization and technology in workplace wellness is another emerging theme, particularly as digital fatigue and burnout rise in hybrid and remote environments. A growing body of research explores digital mental health interventions—ranging from self-guided tools to predictive analytic platforms—designed to support psychological resilience and prevent burnout. Digital mental health solutions have shown potential in expanding accessibility to emotional support, enhancing self-regulation, and reducing early indicators of overload (Etezad et al., 2025). Complementing this work, the development of biometric-enabled wellbeing platforms has provided a data-driven approach to monitoring employee health indicators, predicting risks, and offering personalized wellness recommendations (Ezeh, 2025). Systematic reviews on digital health interventions emphasize that these platforms must be ethically governed, designed for inclusivity, and evaluated rigorously to ensure they meaningfully support employee health outcomes (Kechagias et al., 2024). These advancements demonstrate that digital components of organizational wellness systems are becoming indispensable

in the era of smart workplaces and data-informed performance management.

Another critical dimension is physical wellness, occupational safety, and health-preserving behaviors in the workplace. Occupational health and safety (OHS) systems have traditionally focused on hazard prevention; however, recent evidence indicates that OHS significantly influences productivity through both direct health protection and indirect impacts on motivation and engagement. Studies reveal that well-structured OHS programs reduce workplace accidents, foster a safety culture, and improve morale (Firescu, 2024). Research in manufacturing sectors demonstrates that effective OHS practices create more stable work environments that enhance productivity (Abu Khaled Rony Syeedul, 2025). Physical health strategies, such as exercise prescriptions and corporate health management programs, have also been associated with improved physical functioning, stress reduction, and increased creative output (Fang et al., 2024). Similarly, workplace exercise and wellness programs have been linked to enhanced cognitive functioning and creativity among employees (Hochi & Mizuno, 2024). These insights reinforce that physical wellness must be embedded within organizational wellness systems to ensure employees experience sustained, holistic health benefits.

Workplace stress management and intervention strategies are equally vital. Organizational research highlights the importance of programs that address stress at both individual and structural levels. Stress management programs such as mindfulness, health awareness initiatives, job redesign, recreation centers, and mental health audits have demonstrated effectiveness in reducing stress and improving organizational functioning (Hasin et al., 2024; Tiwari & Sharma, 2025). Holistic stress mitigation models emphasize the need to integrate personal coping resources with organizational support mechanisms to create more resilient workplaces (Hapsari, 2025). Literature also notes that post-pandemic workforce challenges—such as increased workloads, hybrid work conditions, and evolving employee expectations—require sustainable performance strategies tailored to dynamic work environments (D’Ornay et al., 2025). These findings suggest that well-designed stress management frameworks are an indispensable dimension of robust organizational wellness systems.

The social dimension of wellness—particularly workplace violence, bullying, and discrimination—has also emerged as a significant factor influencing employee functioning. Workforce studies indicate that workplace

bullying is strongly associated with mental distress, job dissatisfaction, and significant productivity loss (Lomotey, 2025). Issues of psychological violence also remain prevalent across industries, compromising emotional security and leading to long-term wellbeing deterioration (Velásquez, 2024). Discriminatory practices based on identity, ability, or social characteristics have been shown to weaken employee engagement, reduce motivation, and hinder organizational cohesion (Bravo, 2025). These insights highlight the importance of integrating anti-discrimination, conflict resolution, and psychological safety components into organizational wellness systems to maintain a supportive and equitable environment.

Furthermore, emerging research showcases the importance of organizational policies and structural supports in ensuring employee wellbeing. Frameworks for corporate strategy that prioritize health, safety, and wellness demonstrate significant improvements in long-term organizational growth, stability, and productivity (Halliday et al., 2023). Studies also indicate that organizations that integrate wellness programs strategically into their occupational safety and health systems achieve better alignment between employee wellbeing and corporate performance outcomes (Ozobu et al., 2023). Occupational health management interventions that emphasize prevention, monitoring, and continuous improvement have similarly shown positive effects on employee wellbeing (Mappangile & Ramdhan, 2022; Montolalu et al., 2025). Collectively, these findings emphasize that organizational wellness is not merely an HR initiative but a strategic, multi-level governance system.

A growing body of evidence also highlights the broader economic, behavioral, and organizational returns gained from mental health initiatives. Cost-benefit analyses demonstrate that investments in mental health programs produce strong returns through reduced absenteeism, enhanced engagement, and improved organizational performance metrics (Ramesh, 2024). Poor mental health, in contrast, generates substantial productivity losses, emotional exhaustion, and increased organizational strain (R., 2024). Research also illustrates that workplace mental health management significantly influences engagement, motivation, and organizational citizenship behaviors (Jing, 2025). These insights affirm the economic significance of organizational wellness systems and the need for evidence-driven prioritization of key components.

Another emerging area is the integration of environmental sustainability with employee wellness

through green HRM strategies. Research suggests that environmentally responsible HR practices foster stronger workplace wellbeing and resilience, promoting both ecological and human sustainability in organizations (Wijaya et al., 2025). The synergy between green HRM, workplace climate resilience, and employee wellness further strengthens the case for holistic organizational wellness systems that extend beyond conventional health and safety frameworks. Additionally, literature indicates that improving workplace resilience through wellness initiatives requires sustained leadership commitment, organizational adaptability, and cultural transformation (Sundram & Kusumareswaran, 2024). These insights demonstrate the growing importance of ecological and resilience-oriented approaches to organizational wellness.

Finally, organizational wellness must be conceptualized not only as a health or HR concern but as a multidimensional productivity-enhancing system that integrates psychosocial, physical, digital, environmental, and policy-related components. The diverse body of literature—ranging from occupational health management to mental health audits, digital wellness platforms, exercise programs, anti-bullying interventions, safety systems, and organizational resilience models—demonstrates that wellness initiatives function most effectively when implemented as holistic, interrelated systems rather than isolated practices. Therefore, the current study aims to systematically identify and rank the core components of organizational wellness systems that contribute most significantly to enhancing productivity, based on a comprehensive mixed-methods approach combining qualitative synthesis and quantitative prioritization.

Thus, the aim of this study is to identify and rank the core components of organizational wellness systems that most effectively improve employee productivity.

2. Methods and Materials

2.1. Study Design and Participants

This study employed a two-phase mixed-method design consisting of an initial qualitative phase followed by a quantitative ranking phase. The qualitative phase was conducted using a systematic literature review approach to identify the foundational components of organizational wellness systems. In the second, quantitative phase, the identified components were subjected to empirical ranking using survey data collected from employees in Malaysia.

The participant sample for the quantitative phase consisted of 240 employees working across diverse industries in Malaysia, including education, healthcare, corporate services, manufacturing, and governmental sectors. A stratified sampling method was used to ensure representation across job levels and organizational sizes. Eligible participants were full-time employees with at least one year of organizational experience to ensure familiarity with workplace wellness practices.

2.2. Measures

In the first phase, data were collected exclusively through an extensive literature review. Peer-reviewed journal articles, books, conference papers, and authoritative organizational development reports were examined. The aim was to explore and extract conceptual, empirical, and theoretical insights related to organizational wellness systems. Articles published in reputable databases such as Scopus, Web of Science, PubMed, and Google Scholar were included. Literature review continued until theoretical saturation was reached—meaning no new components or concepts emerged from additional sources. All qualitative data, including extracted themes and subthemes, were imported into NVivo 14 for coding and thematic analysis.

For the second phase, a structured questionnaire was developed based on the themes identified in the qualitative phase. The survey included Likert-scale items measuring perceived importance of each organizational wellness component. The questionnaire was distributed electronically via email and social media channels to reach participants across Malaysia. Participation was voluntary, and anonymity was ensured. In total, 240 valid responses were collected and used for the statistical analysis.

2.3. Data analysis

The qualitative dataset derived from the literature review was analyzed through thematic analysis using NVivo 14. The process involved open coding to identify key concepts, axial coding to group related codes, and selective coding to refine emergent themes that form the core components of organizational wellness systems. The validity of emergent themes was ensured through constant comparison and repeated code refinement until saturation.

Quantitative data obtained from the survey were analyzed using SPSS version 26. Descriptive statistics (means, standard deviations, and frequencies) were used to summarize participant responses. To rank the identified

components, appropriate inferential techniques such as mean ranking analysis and Friedman test were applied. Reliability analysis (Cronbach's alpha) was conducted to ensure internal consistency of each dimension in the questionnaire. The final outcome provided a prioritized list of organizational wellness components based on empirical ranking from Malaysian employees.

3. Findings and Results

The qualitative phase of this study aimed to extract the foundational structure of organizational wellness systems by conducting an extensive literature review until theoretical

saturation. Through systematic coding of conceptual, empirical, and theoretical sources using NVivo 14, a comprehensive set of themes was identified that collectively reflect the multidimensional nature of organizational wellness. The iterative process of coding, comparison, and categorization allowed the emergence of eight core themes representing the essential components influencing productivity through organizational wellness. Each theme comprises several subthemes, and each subtheme is grounded in open codes (concepts) extracted from the literature, ensuring depth, precision, and conceptual richness.

Table 1

Main Themes, Subthemes, and Concepts

Main Theme (Category)	Subtheme	Concepts (Open Codes)
Leadership and Organizational Culture	Transformational Leadership	Inspirational motivation; Vision sharing; Supportive mentoring; Ethical leadership
	Psychological Safety Culture	Open communication; Error tolerance; Non-punitive climate
	Wellness-Oriented Values	Employee-centered norms; Wellbeing commitment; Inclusive decision-making; Respect and dignity
Employee Physical Wellness	Change Support Climate	Adaptability norms; Change readiness; Learning from failure; Encouraging feedback
	Health Promotion Programs	Fitness initiatives; Health screenings; Ergonomic practices
	Healthy Workplace Environment	Cleanliness standards; Air quality; Noise reduction; Lighting optimization
Psychological and Emotional Wellness	Occupational Safety Practices	Hazard prevention; Safety training; Risk monitoring
	Stress Management Resources	Counseling support; Stress-reduction workshops; Mindfulness training; Relaxation spaces
	Emotional Support Systems	Peer support networks; Empathy-driven leadership; Mentoring relationships
Social and Interpersonal Wellness	Work-Life Integration	Flexible scheduling; Remote work options; Family-support benefits
	Burnout Prevention	Workload balance; Recovery time; Early warning detection
	Team Cohesion	Trust-building activities; Collaborative norms; Cross-team communication
Career Growth and Professional Development	Community Building	Social events; Informal gatherings; Volunteering culture
	Inclusiveness and Belonging	Anti-discrimination norms; Diversity respect; Employee resource groups; Equity-promoting policies
	Conflict Resolution Mechanisms	Mediation processes; Supervisory intervention; Clear grievance channels
Work Environment and Organizational Design	Skills Development Opportunities	Technical training; Soft skills workshops; Upskilling programs
	Performance Feedback Systems	Continuous feedback; Growth-oriented evaluations; Goal-setting clarity
	Career Pathing	Promotion pathways; Talent mapping; Succession planning
Organizational Policies and Support Systems	Learning Culture	Knowledge-sharing; Coaching; Reflective practice
	Job Design Quality	Autonomy; Task variety; Role clarity
	Workload Management	Fair task distribution; Break scheduling; Prioritization systems
	Physical Workspace Design	Layout efficiency; Quiet zones; Collaborative spaces; Technology integration
	Workflow Optimization	Process standardization; Reducing bottlenecks; Digitalization
	Wellness-Oriented Policies	Leave policies; Parental support; Health insurance; Attendance flexibility

Organizational Communication and Engagement	Anti-Harassment and Safety Policies	Zero-tolerance rules; Confidential reporting; Investigation procedures
	Compensation and Benefits	Fair wages; Incentive structures; Financial wellness programs
	Crisis and Emergency Support	Emergency planning; Psychological first aid; Rapid communication systems
	Transparent Communication	Policy clarity; Open announcements; Two-way communication
	Employee Voice Mechanisms	Suggestion systems; Feedback channels; Participation opportunities
	Engagement Strategies	Recognition programs; Motivation campaigns; Personalized rewards
	Internal Branding and Identity	Shared mission; Organizational storytelling; Value reinforcement

The first core theme identified in the qualitative phase highlights the foundational role of leadership and organizational culture in shaping a successful wellness system. Transformational leadership behaviors—such as inspirational motivation, vision sharing, supportive mentoring, and ethical conduct—were repeatedly emphasized as catalysts for employee wellbeing and productivity. A psychologically safe culture marked by open communication, error tolerance, and a non-punitive climate further strengthens these leadership practices by promoting honesty and reducing fear-based dynamics. Additionally, wellness-oriented values that prioritize respect, dignity, employee-centered norms, and participatory decision-making contribute to creating an environment where wellness initiatives are not merely programs but lived organizational commitments. Finally, a strong change-support climate characterized by adaptability, readiness for change, constructive feedback, and learning from failure ensures that wellness systems remain responsive and evolve in alignment with employee needs.

The second theme pertains to employee physical wellness, which emerged as a significant pillar of organizational wellness systems. Health promotion programs—such as fitness initiatives, regular health screenings, and ergonomic interventions—were identified as essential strategies that directly enhance employees' physical functioning and reduce health-related productivity losses. A healthy workplace environment also plays a critical role, with factors such as air quality, lighting optimization, cleanliness, and noise reduction forming the backbone of a supportive physical setting. Complementing these elements are robust occupational safety practices that include hazard prevention, regular safety training, and continuous risk monitoring. Together, these subcomponents demonstrate that maintaining a high-quality physical environment is indispensable for fostering long-term employee vitality and minimizing preventable workplace injuries or fatigue.

Psychological and emotional wellness emerged as the third major theme, underscoring the importance of mental

health and emotional balance in driving workforce productivity. Stress management resources—including counseling services, mindfulness training, stress-reduction workshops, and dedicated relaxation spaces—form the core of this dimension. Emotional support systems further reinforce psychological resilience by promoting empathy-driven leadership, peer support networks, and mentoring relationships that help employees navigate emotional challenges. Additionally, facilitating work-life integration through flexible scheduling, remote work opportunities, and family-support benefits was frequently mentioned as a mechanism to reduce stress and prevent burnout. The subtheme of burnout prevention, particularly workload balance, recovery periods, and early-warning detection systems, highlights the necessity of proactively safeguarding employees against chronic stress and emotional exhaustion.

The fourth theme centers on social and interpersonal wellness, emphasizing the relational and community aspects of organizational life. Team cohesion—supported by trust-building activities, collaborative norms, and effective cross-team communication—was identified as a critical ingredient in fostering collective performance and mutual support. Community-building initiatives, such as social events, informal gatherings, and volunteering activities, strengthen bonds and build a sense of shared identity among employees. Inclusiveness and belonging further reinforce the social fabric through anti-discrimination norms, diversity appreciation, equity-driven policies, and employee resource groups that ensure all individuals feel valued. Effective conflict resolution mechanisms, including mediation processes, supervisory intervention, and clear grievance channels, ensure that interpersonal tensions are managed constructively, preventing disruptions to wellness and productivity.

Career growth and professional development emerged as an important theme reflecting the developmental needs and aspirations of employees. Skills development opportunities—including technical training, soft-skills workshops, and upskilling initiatives—enable employees to

enhance their capabilities and adapt to evolving work demands. Performance feedback systems characterized by continuous, growth-oriented evaluations and goal-setting clarity reinforce employees' sense of competence and progression. Career pathing mechanisms such as promotion pathways, talent mapping, and succession planning provide long-term direction and reinforce perceptions of organizational investment in employee futures. Finally, cultivating a learning culture that embraces coaching, knowledge-sharing, and reflective practice empowers employees to continuously improve, contributing to a more adaptive and high-performing workforce.

Theme six highlights the importance of organizational design and the structural arrangement of work. Job design quality—through autonomy, role clarity, and task variety—was identified as essential for promoting motivation, engagement, and job satisfaction. Effective workload management that ensures fair task distribution, scheduled breaks, and prioritization systems supports both productivity and employee wellbeing. Physical workspace design, including efficient layouts, quiet zones, collaborative spaces, and technology-supported environments, was also shown to enhance workflow efficiency and reduce environmental stressors. Workflow optimization, characterized by process standardization, digitalization, and elimination of bottlenecks, completes this theme by demonstrating the critical role of organizational systems in enabling employees to work seamlessly and effectively.

The seventh theme focuses on formal policies and institutional support structures that enable organizational wellness systems to function effectively. Wellness-oriented policies—such as flexible leave arrangements, parental support, and comprehensive health insurance—serve as strong signals of organizational commitment to employee wellbeing. Anti-harassment and safety policies promote a secure and respectful environment through zero-tolerance rules, confidential reporting channels, and fair investigation

procedures. Compensation and benefits, including fair wages, financial wellness programs, and structured incentive systems, directly reinforce employees' sense of security and satisfaction. Additionally, crisis and emergency support mechanisms—such as psychological first aid, emergency-response planning, and rapid communication systems—ensure that employees receive timely and appropriate assistance during unexpected events.

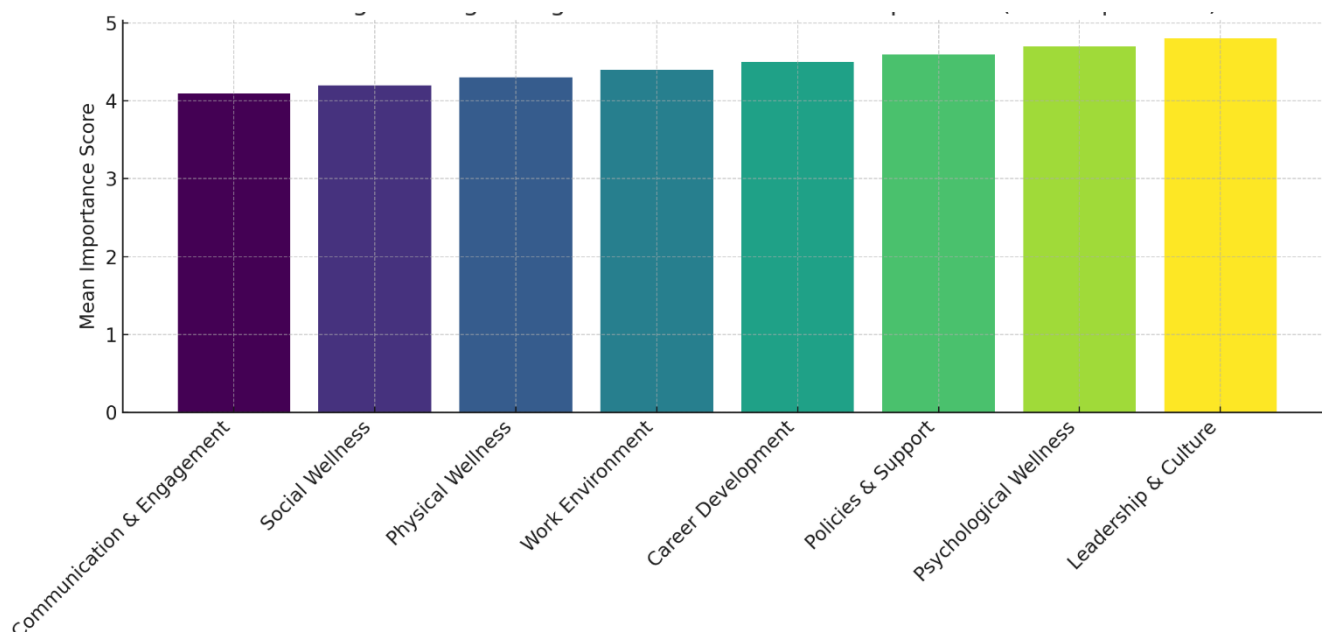
The eighth and final theme emphasizes communication and engagement as critical drivers of wellness system effectiveness. Transparent communication ensures employees fully understand organizational policies, receive essential updates, and engage in constructive two-way dialogues. Mechanisms that amplify employee voice—such as suggestion systems, feedback channels, and participatory opportunities—promote empowerment and trust. Engagement strategies, including recognition initiatives, motivation campaigns, and personalized rewards, strengthen commitment and reinforce positive behaviors. Lastly, internal branding and organizational identity-building, achieved through shared mission statements, organizational storytelling, and value reinforcement, strengthen employees' emotional connection to the organization and advance a unified, wellness-driven culture.

The quantitative phase of the study aimed to empirically prioritize the core components of organizational wellness identified in the qualitative stage. Using a structured questionnaire distributed to 240 employees across Malaysia, respondents rated the importance of each wellness component on a five-point Likert scale. The collected data were analyzed using SPSS-26, and the resulting rankings provide an evidence-based hierarchy of the elements most influential in enhancing organizational productivity. These rankings help clarify which wellness components organizations should prioritize when designing or improving comprehensive wellness systems.

Table 2

Ranking of Organizational Wellness Components

Theme	Mean Score (1–5)	Rank
Leadership & Organizational Culture	4.80	1
Psychological & Emotional Wellness	4.70	2
Organizational Policies & Support Systems	4.60	3
Career Growth & Professional Development	4.50	4
Work Environment & Organizational Design	4.40	5
Employee Physical Wellness	4.30	6
Social & Interpersonal Wellness	4.20	7
Organizational Communication & Engagement	4.10	8

Figure 1*Ranking of Organizational Wellness Components*

The quantitative ranking results revealed that Leadership and Organizational Culture received the highest importance score ($M = 4.80$), positioning it as the most influential determinant of organizational wellness and productivity. This was followed closely by Psychological and Emotional Wellness ($M = 4.70$), highlighting the critical role of mental health resources and emotional support systems. Organizational Policies and Support Systems ranked third ($M = 4.60$), demonstrating the essential contribution of protective and welfare-oriented policies. Further down the hierarchy, Career Growth and Professional Development ($M = 4.50$) and Work Environment and Organizational Design ($M = 4.40$) occupied middle ranks, reflecting their substantial yet comparatively lower influence. Meanwhile, Employee Physical Wellness ($M = 4.30$) and Social and Interpersonal Wellness ($M = 4.20$) were perceived as moderately important. The lowest-ranked dimension, though still significant, was Organizational Communication and Engagement ($M = 4.10$), suggesting that communication practices, while valuable, were considered less critical relative to other components in promoting workplace productivity.

4. Discussion and Conclusion

The purpose of this study was to identify and rank the core components of organizational wellness systems that

most effectively enhance employee productivity. The results demonstrated that eight major components—Leadership and Organizational Culture, Psychological and Emotional Wellness, Organizational Policies and Support Systems, Career Growth and Professional Development, Work Environment and Organizational Design, Employee Physical Wellness, Social and Interpersonal Wellness, and Organizational Communication and Engagement—differ in their degree of influence on productivity. Among these, Leadership and Organizational Culture emerged as the highest-ranked determinant, followed by Psychological and Emotional Wellness and Organizational Policies and Support Systems. Meanwhile, Organizational Communication and Engagement received the lowest ranking, though its average score remained strongly positive. These findings suggest that productivity is shaped by a constellation of interdependent wellness factors, with leadership, psychological support, and organizational policy forming the structural foundation.

The prominence of leadership and culture in this study aligns closely with extensive literature emphasizing the central role of leadership in shaping employee attitudes, emotional security, and psychological resilience. Research in psychosocial risk management has consistently demonstrated that effective leadership reduces stress exposure, strengthens coping resources, and enhances productivity (Živković & Veljković, 2025). Leadership

practices that prioritize employee wellbeing—particularly those grounded in transformative behaviors—have been found to reduce productivity losses associated with stress and anxiety (Ansari et al., 2023). Furthermore, studies examining workplace stress show that leadership deficiencies, lack of psychological safety, and inconsistent decision-making exacerbate mental strain and reduce organizational output (Behera, 2025; Zahid Husain Ibne Hasan, 2025). These converging findings reinforce the conclusion that leadership is the foundational driver of a successful wellness system, shaping organizational climate, communication norms, and employee engagement.

The second highest-ranked theme, Psychological and Emotional Wellness, highlights the urgent need to address mental health challenges in organizational environments. This is consistent with global research showing that employee mental health is one of the strongest predictors of productivity, turnover intention, and job satisfaction. Studies from occupational mental health perspectives emphasize that psychological support mechanisms, such as counseling, stress audits, mental health programs, and emotional resilience interventions, significantly improve performance outcomes (Elliason, 2025). Evidence from workplace mental health reviews similarly indicates that early detection of psychological distress and provision of digital mental health tools help employees manage stress and prevent burnout (Etezzad et al., 2025). These findings directly correspond to the ranking outcomes in the present study, demonstrating that organizations must prioritize mental health to sustainably improve workplace functioning. This also supports the notion that stress management is not merely corrective but preventive, reducing future productivity disruptions.

Organizational Policies and Support Systems ranked third in the study, indicating that formal structures and institutional supports significantly influence wellness outcomes and productivity. Research confirms that supportive organizational policies—such as occupational safety measures, mental health guidelines, and anti-harassment frameworks—create a protective environment that fosters employee stability and engagement. Occupational health and safety interventions, for example, are associated with improved company performance and substantial reductions in preventable productivity losses (Firescu, 2024). Similarly, large-scale analyses demonstrate that integrating wellness programs with OHS systems enhances employee safety culture and overall organizational functioning (Ozobu et al., 2023). Studies in manufacturing

sectors additionally show that improvements in health and safety standards directly increase worker productivity and reduce absenteeism (Abu Khaled Rony Syeedul, 2025). These findings show clear alignment with the ranking results, affirming that well-designed policies and organizational supports are foundational pillars of healthy and productive workplaces.

Career Growth and Professional Development, which ranked fourth, reflects the significance of skill development, growth pathways, and continuous learning in fostering employee motivation and productivity. The literature indicates that professional development contributes directly to workplace engagement and performance by strengthening job competencies, enhancing self-efficacy, and enabling upward mobility. For example, leadership development pathways, as highlighted in public health contexts, reinforce employee growth, expand organizational capacity, and reduce burnout (Ansari et al., 2023). Research on workplace wellbeing also shows that career development opportunities strengthen resilience and reduce stress by empowering employees with adaptive skills and future-oriented goals (Hapsari, 2025). This correspondence suggests that professional development must be integrated into wellness systems as a strategic mechanism for promoting long-term organizational productivity.

The middle-ranked theme, Work Environment and Organizational Design, reflects the importance of structural and environmental factors—including workload distribution, ergonomic conditions, physical design, and workflow optimization—in shaping employee wellbeing. Studies confirm that enhancements to physical workspace design, environmental quality, and job structure improve motivation, reduce fatigue, and increase creativity (Hochi & Mizuno, 2024). Research on exercise and health management also suggests that physical health initiatives implemented within corporate environments contribute to greater workplace creativity and productivity (Fang et al., 2024). Furthermore, analyses of job redesign strategies show improvements in stress levels, morale, and employee functioning (Hasin et al., 2024). These findings support the study's results by underscoring that while environmental and design factors may not rank as highly as leadership or mental health, they constitute essential elements of an integrated wellness system.

Employee Physical Wellness, ranking sixth, similarly demonstrates the necessity of promoting physical health for sustaining productivity. Numerous studies highlight the role of physical health in reducing absenteeism, improving

stamina, and enhancing workplace performance. Research linking exercise prescriptions and corporate health initiatives to organizational outcomes demonstrates positive effects on both physical and cognitive functioning (Fang et al., 2024). Broader examinations of occupational health management emphasize that physical health programs—including safety training, hazard prevention, and fitness initiatives—are foundational components of employee wellbeing and organizational success (Montolalu et al., 2025). These findings reinforce the importance of physical wellness in contributing to organizational output, though its relative ranking suggests that organizations may view mental and structural supports as more immediately impactful.

Social and Interpersonal Wellness ranked seventh, indicating that while employees recognize the importance of social cohesion and inclusion, these factors may be viewed as secondary to leadership or psychological support. However, the literature strongly suggests that social factors—such as workplace bullying, discrimination, and interpersonal conflict—have a profound impact on mental health and productivity. Studies have shown that workplace bullying significantly increases mental health risks, reduces job satisfaction, and decreases overall performance (Lomotey, 2025). Research on psychological violence further illustrates that harmful social environments generate emotional strain and reduce functional capacity across organizations (Velásquez, 2024). While the theme ranked lower, the strong evidence base underscores that social wellness remains a critical complement to psychological, structural, and leadership-based components.

Finally, Organizational Communication and Engagement ranked lowest, though still with a strong importance score. Although communication may be perceived as less critical than mental health or leadership, literature emphasizes its essential role in ensuring transparency, promoting involvement, preventing misinformation, and strengthening employee trust. Research on workplace mental health management highlights that strong communication systems improve engagement, reduce anxiety, and support organizational change processes (Jing, 2025). Studies on corporate strategy also emphasize that clear communication of health, safety, and wellness directives enhances workforce alignment and significantly improves organizational performance outcomes (Halliday et al., 2023). Therefore, even though communication ranked eighth, its importance should not be underestimated within holistic wellness systems.

Collectively, the discussion confirms that organizational wellness systems must be understood as complex and interdependent structures. Leadership, psychological wellness, and policy frameworks emerged as the strongest predictors of productivity, consistent with a global shift toward holistic and integrated wellness approaches in organizational management. The alignment between the study's rankings and extensive previous research reinforces the validity of the findings and highlights the need for organizations to adopt multi-level strategies that balance mental, physical, environmental, policy, and developmental supports.

This study is limited by its reliance on self-report data, which may introduce bias related to personal perceptions of organizational wellness factors. The sample, although adequate in size, was restricted to employees in Malaysia, limiting the generalizability of findings to other cultural or organizational contexts. The study also focused on perceived importance rather than actual behavioral or productivity outcomes, meaning that some highly ranked components may not directly correspond to measurable performance improvements. Additionally, the qualitative phase depended exclusively on literature review, which may omit emerging or unpublished practices.

Future studies should incorporate multi-country samples to strengthen cross-cultural understanding of organizational wellness priorities. Longitudinal research designs could explore how wellness components influence productivity over time rather than through single-point evaluations. Future research may also integrate objective productivity metrics to complement self-reported perceptions. There is also value in developing predictive modeling studies that examine how combinations of wellness components interact to influence performance outcomes. Finally, future studies could explore how technological advancements such as AI-driven wellness platforms reshape organizational wellness systems.

Organizations should integrate leadership training, mental health support, and policy reform into their wellness strategies, as these elements emerged as the strongest predictors of productivity. Wellness systems should be designed holistically to balance psychological supports, physical health programs, environmental enhancements, and professional development pathways. Communication systems should be strengthened to ensure clarity, participation, and trust. Organizations should regularly assess employee wellness needs and modify wellness

systems to remain responsive to evolving workplace challenges.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

Acknowledgments

We would like to express our gratitude to all individuals helped us to do the project.

Declaration of Interest

The authors report no conflict of interest.

Funding

According to the authors, this article has no financial support.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants.

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