**RESEARCH PAPER**

# Workplace well-being in organizations: a systematic review of the literature (2020–2025)

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**Abstract**
Occupational well-being has become an essential concept in institutional design, closely linked to commitment, mental health, organizational climate, and productivity. This study presents a systematic literature review of occupational well-being research published between 2020 and 2025. Following the PRISMA guidelines, 21 open-access empirical articles in Spanish, indexed in Scopus, were analyzed. The findings demonstrate that occupational well-being is a multidimensional phenomenon influenced by factors such as leadership, organizational culture, autonomy, recognition, and occupational health. Research on this topic is primarily documented in Spain and Latin American countries, with Peru showing limited representation. Furthermore, methodological and thematic gaps were identified, highlighting a lack of longitudinal studies, mixed-methods approaches, and standardized indicators. This literature review provides an updated conceptual foundation for researchers and for the design of organizational policies aimed at promoting employee well-being.

**Keywords:** Well-being; work; occupational; climate; organizational
**How to cite this article:** Pozo-Calderón A, Cieza-Mostacero SE, Hidalgo-Lama JA. Workplace well-being in organizations: a systematic review of the literature (2020–2025). Int J Drug Deliv Technol. 2026;16(75s): 1694-1709.
DOI: 10.25258/ijddt.16.75s.180

## 1. Introduction

During the last twenty years, employee well-being has begun to be examined from corporate management and human performance analysis, taking into account that the current context is characterized by marked uncertainty and technological acceleration and changes in the psychosocial context, more than those that occurred in previous decades. Traditionally, well-being at work has been considered from a one-dimensional perspective that focused, on the one hand, on employee satisfaction, or, on the other hand, on the comfort that the employee could have in the physical space to be occupied. Within a reference work, the integral stability of personnel, in a general sense, is apprehended as the most positive that a worker can have, based on the subjective assessment of the context where he interacts, the interpersonal relationships he maintains, the balance he can manage in his life and his work activity, the occupation he performs, the vocation it has, and the structure that the organizational system has (Diener et al., 2009; Renard et al., 2021; Warr, 2002; Yáñez et al., 2020). From this perspective, well-being should not only be considered a reaction of individuals, but it should also be considered a systemic phenomenon, which is determined by the interrelation of various symbolic and emotional structures that make up the occupational scenario.

The consolidation of well-being as an institutional axis is based on proven findings from various studies, which show that those who experience greater work balance tend to show superior institutional adherence, prolonged permanence, high performance, and reduction of emotional conditions (Krech et al., 2022; Kechagias et al., 2024). Such results prompted the revision of classic performance schemes, admitting that allocating resources to human balance elevates work experience and corporate performance (Papadopoulos & Rokai, 2024).

Well-being at work has been examined from different perspectives, based on Watson et al.'s theory of positive and negative affects and Maslow's theory of human needs, 1943, and, in recent years, Seligman's PERMA model of organizational well-being, 2011. This model has been widely referenced in the literature, as has the AMO (Aptitude, Motivation, Opportunity) model, which is related to well-being and refers to the conditions that allow the possession of competencies, intrinsic motivation and opportunities for involvement that have been shown to have a positive influence on the individual appreciation of the occupational environment (Appelbaum et al. 2000).

The Social Exchange Theory (Blau, 1964) considers that, in the organizational environment, employees promote favorable positions towards the entity for issues such as equity, recognition, and organizational justice, which are the basis of commitment and well-being. In this sense, inspirational driving, functional independence, definition of functions, and psychological balance are recurrently recognized as key predictors of balance (Mansour et al., 2022; Kloutsiniotis & Mihail, 2020). The COVID-19

outbreak has intensified institutional interest in the health of personnel, the health crisis exposed the experience of distancing, affective pressure, occupational instability, technological exhaustion, mental health problems that affected various employees in multiple industries. In response, organizations have implemented psychological balance plans, flexible organizational design, comprehensive management, and adopted hybrid work models, being the basis for the creation of workspaces that respond to institutional vitality.

The formulation and implementation of effective tactics to promote peace and develop an effective culture of peace and well-being is perhaps one of the most complex and problematic challenges for the International Labour Organization. It not only requires overcoming the multiple barriers and problems identified and analyzed in the literature, such as the lack of holistic conceptualization of phenomena and the multiple dimensions to be considered. It also requires establishing multiple objectives to close the significant gaps identified in industrialized nations and Latin American territories, in the region of informal work, scarce funding in talent management, and structural inflexibility (ILO, 2023; Flores & Valverde, 2022). In Peru, research on working conditions and well-being is still in its infancy, and despite the presence of state programs aimed at occupational care and professional equality, there is little or no empirical work in the literature, many of which are extensive in their methodological support or sectoral scope. In the areas of connectivity, retail, education and health care, there is only partial attention to well-being, through the implementation of bilateral initiatives that focus on specific actions without systemic and sustained integration.

During this period, it is expected that systematic reviews will be an input that helps to understand the contributions of occupational balance in workers' performance. In this sense, it is hoped that the review will help to identify the most relevant trends in research focused on occupational well-being. Allowing to identify the most relevant theories, the most frequent dimensions, the elements linked to the balance of personnel in different types of organizations, the shortcomings in the studies and the unfortunate geographical gaps that derive from this analysis, seeking to offer an input for the design of applied research that helps in the creation of evidential organizational policies for the Latin American environment.

For a more adequate fulfillment of the proposed objective, there are the PRISMA guidelines, where an analysis of the Scopus Database was made, in empirical or review articles that, in turn, are in open access, in Spanish and are within the period between the years 2020 and 2025. Out of a total of 21 articles that fit the established parameters, 21 are published. Hence, the study is based on the following objective of the study: (1) to determine the general characteristics of the analyzed studies of occupational well-being, (2) to identify the dimensions of occupational well-being that are most frequently repeated, (3) to identify the instruments for measuring occupational well-being, (4) to estimate bias with the CASP methodology checklist, and (5) mapping of results according to the OPI framework.

Rather, occupational well-being should be seen as positivity, rather than just a lack of dissatisfaction. Following the theories of the demand-resource model of work, the amount of tension and well-being of the employee depends on the balance between resources and work demands (Bakker & Demerouti, 2017). Likewise, the theory of self-determination explains that well-being and personal stimulation are mediated by the coverage of requirements for independence, efficacy and attachment (Deci & Ryan, 2000). This research helps not only to address the gaps in terms of the state of the art of occupational well-being, but also advances in the adaptation of more contextual and coherent research patterns for the organizational reality of Latin America, more specifically, Peru.

## 2. Methodology

Wellbeing in the workplace has shifted from an understanding focused purely on the absence of conditions or discomfort to a more holistic understanding that takes into account both personal and environmental elements. From the perspective of positive psychology (Diener & Seligman, 2004), well-being is defined as the presence of high levels of happiness, commitment, and meaning. Within the occupational field, the definition is manifested as a positive professional experience characterized by the sustained integration of job satisfaction, vital meaning and healthy social bonds. Supporting this research approach, in 2011, Seligman adapted the construct to the PERMA model (Positive Emotions, Commitment, Relationships, Meaning, and Achievement) that has undergone several adaptations in organizational environments to analyze balance from a comprehensive view.

Within the Latin scenario, it was found (Yáñez et al., 2020; Bernal et al., 2021) which prompted the creation and verification of instruments that include constructs such as emotional balance, competencies, recognition, somatization, and alienation. From these perspectives, it can be understood that well-being in the workplace cannot be determined by the individual alone, but is evident in the interaction of the individual and their organizational environment. Thus, it is a psychosocial construct with a considerable number of intervening factors.

The most relevant theoretical models of work in relation to the origin and dynamics of the perception of well-being at work are the AMO model (Appelbaum et al., 2000). This model indicates that balance is achieved in the workplace through organizations that develop and nurture employees' skills, stimulate their intrinsic drive, and provide them with ideal spaces to integrate into decision management. This approach has been applied in empirical studies with the aim of explaining the effects of certain organizational practices on the perception of employee well-being in different industries (Renard et al., 2021).

The Social Exchange Theory (Blau, 1964) has also been used to account for how positive and reciprocal connections between the employee and the company, and especially in relationships of trust, support and justice, cause favorable effects on corporate loyalty, satisfaction and integral balance. In this sense, the tacit agreement between the worker and the institution has been an essential factor in explaining the connection between working conditions and integral balance and is a main

factor in the perception of the employee's general well-being (Guest, 2017).

On the other hand, there is the perspective (Luthans et al., 2007) about positive capital, which talks about personal confidence, positive expectation, optimism and adaptability, which are considered internal capacities that promote optimism and well-being, even in adverse work situations. This model has been corroborated in surveys in Spain, Colombia and Peru.

Positive psychological capital (Luthans et al., 2007) is consolidating itself as a key predictor of resilience in the face of job uncertainty. In addition, recent studies affirm that ethical and authentic leadership promotes a climate of organizational justice that, in turn, improves perceived balance (Walumbwa et al., 2008; Hoch et al., 2018). Under the positive psychology approach, occupational well-being is appreciated not only as an end in itself, but as a means to its multiplication through greater innovation and sustainability (Huppert & So, 2013).

There are also certain organizational factors recognized in the literature that are significantly associated with staff stability, such as transformational direction, appreciation, flexibility, work-life harmony, internal corporate exchange, and an inclusive corporate environment. Providing workspaces where employees have more control, feedback, and clarity in roles improves psychological well-being, and decreases stress and turnover.

The COVID-19 health crisis also showed the relevance of employee balance in times of change and uncertainty. For example, in the most recent study in the service sector, the author analyzes the results of technological well-being intervention programs and mental balance tactics, concluding that organizations that emotionally cared for their employees maintained high degrees of productivity and organizational involvement (Kechagias et al., 2024). However, there are still some limitations in terms of studies on Latin America. Most do not have longitudinal designs, use measurement tools that are not well validated, and fail to build firm causal links (Vílchez & Navarro, 2023).

Workplace well-being is a reality, but it is also a social construction. Psychosocial models have been incorporated into the diagnosis of the work environment, but in the case of Peru there is still a lack of systematization of the application of theoretical models. Therefore, this review seeks to consolidate the most important evidence available between 2020 and 2025, and provide a summary that can inform more sustainable people-oriented workplace interventions and regulations.

## 3. Materials and Methods

### 3.1. Research design

The current study was carried out using literature review systems (RSL) under the guidance of the systematic review methodology (PRISMA 2020) (Page et al., 2021). All these strategies make it possible to guarantee the location, choice, analysis and consolidation of scientific findings on work balance in organizational environments. The review sought to analyze occupational balance and its connection with organizational management in the context of 2020–2025, a key period marked by the pandemic and the labor transformations associated with teleworking and digitalization (Sonnentag, 2018). The following are the consultation formulas applied in English and Spanish that facilitated the location of relevant research:

**Table 1. Search equations in English and Spanish (source: authors).**

| No. | Search Equations in English | | Search for equations in Spanish |
|---|---|---|---|
| 1 | TITLE-ABS-KEY (“Workplace well-being" OR "Workplace well-being" OR "Employee well-being" OR "Employee well-being" OR "Occupational well-being" OR "Occupational well-being”) | | TITLE-ABS-KEY ("Workplace Wellness" OR "Workplace Wellness" OR "Employee Wellness" OR "Employee Wellness" OR "Occupational Wellness") |
| 2 | TITLE-ABS-KEY (“Workplace well-being" OR "Workplace well-being" OR "Employee well-being" OR "Employee well-being" OR "Occupational well-being" OR "Occupational well-being"“) AND PUBYEAR > 2019 AND PUBYEAR < 2026 | | TITLE-ABS-KEY ("Wellness at Work" OR "Wellness at Work" OR "Employee Wellness" OR "Employee Wellness" OR "Occupational Wellness" OR "Occupational Wellness") AND PUBYEAR > 2019 AND PUBYEAR < 2026 |

| | | | |
|---|---|---|---|
| | 3 | TITLE-ABS-KEY (“Workplace well-being" OR "Workplace well-being" OR "Employee well-being" OR "Employee well-being" OR "Occupational well-being" OR "Occupational well-being”) AND PUBYEAR > 2026 AND (LIMIT-TO (DOCTYPE, "ar”)) | TITLE-ABS-KEY ("Workplace Wellness" OR "Workplace Wellness" OR "Employee Wellness" OR "Occupational Wellness" or "Occupational Wellness") AND PUBYEAR > 2019 AND PUBYEAR < 2026 AND (LIMIT-TO (DOCTYPE, "ar")) |
| **3.2.** | 4 | TITLE-ABS-KEY ( "Workplace well-being" OR "Workplace well-being" OR "Employee well-being" OR "Employee well-being" OR "Occupational well-being" OR "Occupational well-being”) AND PUBYEAR > 2019 AND PUBYEAR < 2026 AND (LIMIT-TO (DOCTYPE, "ar”)) AND (LIMIT-TO (OA, "all")) | TITLE-ABS-KEY ("Workplace Wellness" OR "Workplace Wellness" OR "Employee Wellness" OR "Employee Wellness" OR "Occupational Wellness" OR "Occupational Wellness") AND PUBYEAR > 2019 AND PUBYEAR < 2026 AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (OA, "all")) |
| | 5 | TITLE-ABS-KEY (“Workplace well-being" OR "Workplace well-being" OR "Employee well-being" OR "Employee well-being" OR "Occupational well-being" OR "Occupational well-being”) AND PUBYEAR > 2019 AND PUBYEAR < 2026 AND (LIMIT-TO (DOCTYPE, "ar”)) AND (LIMIT-TO (OA, "all")) AND (LIMIT-TO (LANGUAGE, "Spanish")) | TITLE-ABS-KEY ("Workplace Wellness" OR "Workplace Wellness" OR "Employee Wellness" OR "Employee Wellness" OR "Occupational Wellness" OR "Occupational Wellness") AND PUBYEAR > 2019 AND PUBYEAR < 2026 AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMITED TO (OA, "all")) AND (LIMITED TO (LANGUAGE, "spanish")) |

**Data source and search criteria**

The widespread coverage in journals indexed in Elsevier Scopus and the conformity with the scientific quality standards necessary to carry out a methodical evaluation, determined the determination of this data source. Boolean commands were implemented so that, in titles, summaries, and keywords. Controlled terms and their equivalents in English and Spanish were used. The search was developed in five steps that began with the selection of documentation and year, to, in consecutive stages, apply the remaining filters, which consisted of language and access.

**3.3. Inclusion and exclusion criteria**

In order to ensure the relevance and excellence of the materials included in this analysis, very strict inclusion criteria were set. The first criterion was the time of issuance; only research published from January 2020 to May 2025 was considered. The most recent findings were included. Preference was given to articles from unpublished empirical works, systematic analyses or studies with a solid qualitative or quantitative approach. Another important criterion was that the articles were in Spanish and published in open access journals, since this would allow a more complete understanding and the necessary information would be much more complex. In addition, the articles were required to explicitly mention the analysis, diagnosis or promotion of occupational well-being with institutions to ensure their thematic alignment with the research purposes of the study.

Repeated publications, theses, book chapters, technical reports, and conferences and research that focused on non-working populations (infants, pensioners, etc.) or that did not have immediate relevance to organizational factors were discarded.

**3.4. Selection process**

It was possible to obtain 5,151 records without discipline restrictions due to the initial search strategy. The first step was to eliminate 1639 records published before the year 2020. The next deletion steps included 856 records without full text, 1426 records that were not open access,

and 1209 records that were not in Spanish. Finally, after a meticulous review of headings, synopses and complete documents, the inclusion and exclusion criteria were documented, which led to the final corpus consisting of 21 scientific articles that scrupulously complied with all the methodological parameters for an exploratory review. Selection was carried out by two independent evaluators, with a Cohen's Kappa agreement of 0.82 ($p < 0.001$), indicating a substantial level of agreement (Cohen, 1960). In the analytical framework, one by one, we build profiles on how to operationalize data extraction. The operational profile we built delineated what data was collected by countries, which sectors were covered, what designs were used, what samples were taken and what measuring instruments were used. The studies were further examined for their use of theoretical frameworks covering the JD-R (Bakker & Demerouti, 2017), COR (Hobfoll, 2001), and SDT (Deci & Ryan, 2000) theories that are prevalent in the literature and focus on the work-related domain of interest, well-being, and motivation. the methodological rigor of the studies was assessed through instruments available from JBI (2020) designed for quantitative studies, the CASP (2018) designed for qualitative studies, and by MMAT (Hong et al 2018) for mixed-methods studies. The synthesis of results involved both narrative and thematic analyses (Popay et al., 2006; Thomas & Harden, 2008), and a random-effects meta-analysis was employed when the data were homogeneous enough to warrant such an analysis (Borenstein et al., 2009).

**Table 2. PRISMA Item Selection Flow**

| Stage of the process | No. of articles | % of initial total |
|---|---|---|
| Initially identified | 5,151 | 100% |
| Excluded by year (< 2020) | 1,639 | 31.80% |
| Excluded for lack of full text | 856 | 16.60% |
| Excluded because they are not in open access | 1,426 | 27.70% |
| Excluded by language (non-Spanish) | 1,209 | 23.50% |
| Included in the final review | 21 | 0.40% |

The PRISMA process shows how much rigor was used during the selection process. Of more than five thousand initial registrations, only 21 (0.4%) met each of the methodological criteria for inclusion and exclusion. Such a low proportion reflects both the investigative rigor of the research in Spanish and the relevant criteria used in inclusion and exclusion.

**PRISMA Flow Chart**

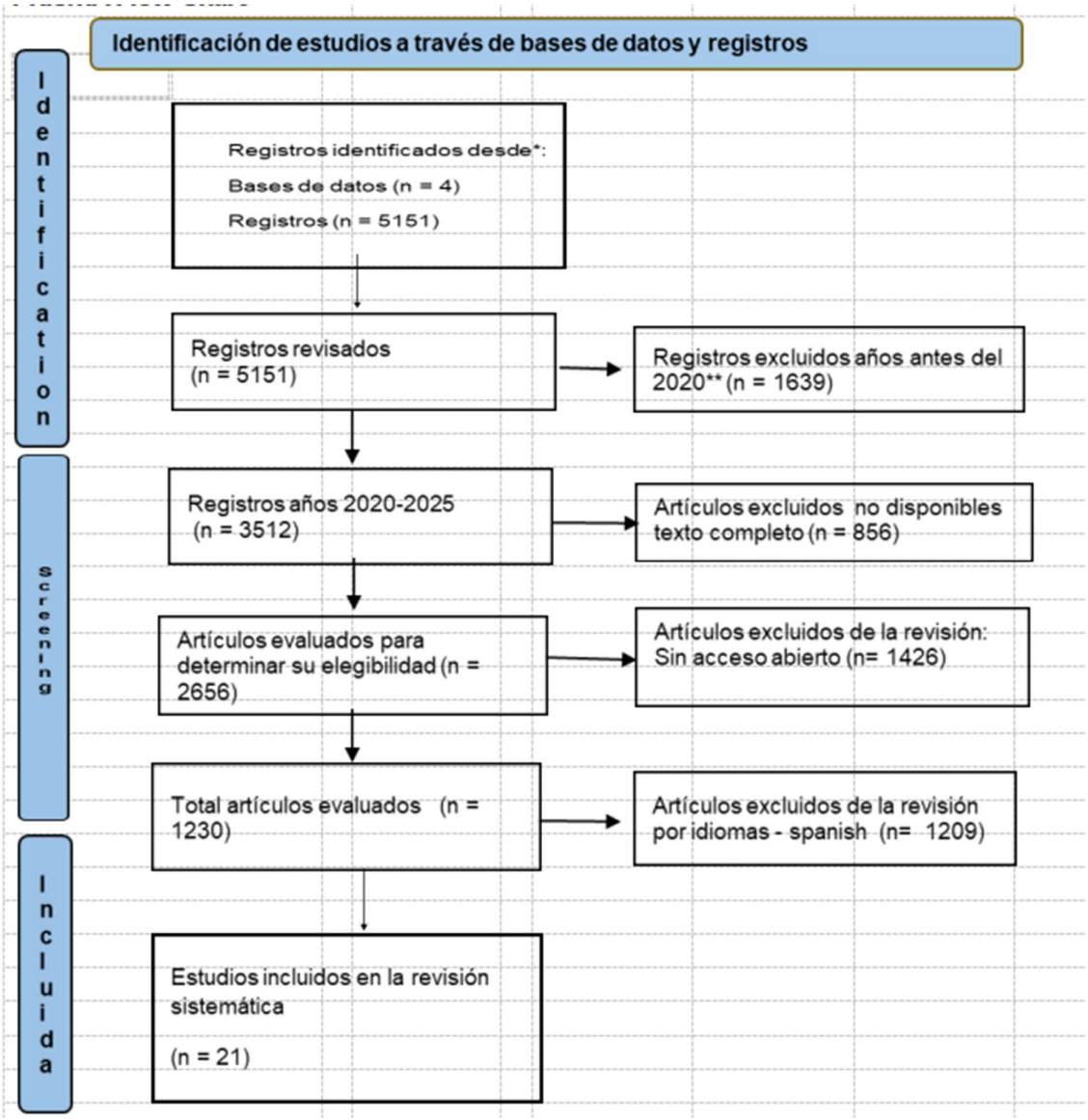


**Figure 1. PRISMA 2020 flowchart (source: own elaboration).**

**Table 3. Geographical identification of studies (n = 21)**

| N° | Abbreviated title of the article | DOI | Country where the research was carried out |
|---|---|---|---|
| 1 | Life and Work: Management Decisions and Well-Being in Mexico | https://doi.org/10.17163/ret.n29.2025.09 | Mexico |

| | | | |
|---|---|---|---|
| 2 | Internal communication and workplace well-being in service companies | https://doi.org/10.17163/ret.n29.2025.10 | Ecuador |
| 3 | University Teacher Training in Spain | https://doi.org/10.31637/epsir-2025-1182 | Spain |
| 4 | Occupational well-being in youth reception centres | https://doi.org/10.15366/riejs2024.13.2.011 | Spain |
| 5 | Teacher well-being in health during COVID-19 | https://doi.org/10.1016/j.rmclc.2024.10.005 | Chile |
| 6 | Occupational well-being of dentists in Peru | https://doi.org/10.17533/udea.iatreia.229 | Peru |
| 7 | Work engagement and well-being: systematic mapping | https://doi.org/10.14349/sumneg/2024.V15.N33.A8 | Colombia |
| 8 | Virtual organizations and workplace well-being | https://doi.org/10.31637/epsir-2024-543 | Colombia |
| 9 | Psychosocial risks in young workers in Bogotá | https://doi.org/10.31637/epsir-2024-933 | Colombia |
| 10 | Social Responsibility and Well-Being in Domestic Workers | https://doi.org/10.31637/epsir-2024-928 | Colombia |
| 11 | Inclusive Leadership and Workplace Wellbeing | https://doi.org/10.15304/rge.33.1.9412 | Spain |
| 12 | Occupational Wellness in Surgery and Resident Law | https://doi.org/10.30944/20117582.2508 | Colombia |
| 13 | Psychological flexibility intervention at work | https://doi.org/10.1590/1413-8271202429e269673 | Brazil |
| 14 | Positive mental health in Colombian organizations | DOI:10.22507/rli.v21n2a3504 | Colombia |
| 15 | Authentic Leadership and Organizational Communication | https://doi.org/10.46661/revmetodoscuanteconempresa.6439 | Spain |
| 16 | Excitement in essential and non-essential industries | https://doi.org/10.1590/S0034-759020230506 | Brazil |

**3.5. Quality assessment and data extraction**

| | | | |
|---|---|---|---|
| 17 | Teacher well-being in primary and secondary schools | https://doi.org/10.21615/cesp.5984 | Colombia |
| 18 | Teacher occupational well-being: an international review | https://doi.org/10.1590/ES.260346 | Brazil |
| 19 | Regulation of occupational welfare and CSR | http://dx.doi.org/10.22325/fes/res.2020.20 | Spain |
| 20 | Occupational well-being: conceptual delimitation | http://dx.doi.org/10.22325/fes/res.2020.17 | Spain |
| 21 | Happiness and well-being at work: categorization of variables | https://doi.org/10.1590/S0034-759020190503 | Peru |

To ensure the reliability of the methodology of the selected research, CASP checklists adapted according to the design of each of the studies were used. The extracted data were entered into a table organized with: researcher, date, nation, type of research, methodological strategy, aspects of occupational well-being and essential results. This coding will facilitate a brief presentation of the results and provide a more analytical and thoughtful analysis during the discussion.

## 4. Results

This section synthesizes the central findings after the implementation of the Prisma methodology and the review of 21 scientific articles. For the presentation of the results, a classification is chosen in five aspects, which are: (1) general characteristics of the studies analyzed, (2) dimensions of occupational well-being that are repeated most frequently, (3) identification of the measurement instruments , (4) bias estimation with the CASP methodology checklist, and (5) mapping of results according to the OPI framework, an assignment is made to the OPI (Inputs–Processes–Impacts) structure presented in other documents. This section integrates the results into a theoretical review that uses the approaches of the JD-R theory (Bakker & Demerouti, 2017), the COR theory (Hobfoll, 2001), and the PERMA welfare theory (Seligman, 2011) in a summary of findings.

### 4.1. General characteristics of the studies analyzed.

Research design. According to the study designs, a marked predominance of quantitative studies (57.1%) was reported, followed by qualitative studies (23.8%)
and mixed design studies (19.1%). This phenomenon is also observed predominantly in the analysis of the literature of the area investigated, due to the preference for quantitative design in studies of well-being at work, due to the ease of generating metrics in comparison (Nielsen et al., 2017).

**Table 4. Design of the included studies**

| Study design | Frequency (n) | Percentage (%) |
|---|---|---|
| Quantitative | 12 | 57.10% |
| Qualitative | 5 | 23.80% |
| Mixed | 4 | 19.10% |

The prevalence of quantitative studies affirms the focus on the objective measurement of variables, although the presence of qualitative and mixed approaches underscores the need to understand well-being in its subjective dimension.

The studies in question are all in Spanish, open access, peer-reviewed, and concern the time period from January 2020 to April 2025. Most are from Latin America and Europe, particularly from Mexico (1), Ecuador (1), Chile (1), Peru (2), Brazil (3), Spain (6) and Colombia (7). This trend is indicative of the increase in the generation of academic knowledge in Spanish-speaking nations, particularly in Peru and Mexico, and thus improves the regional contribution to international discourse (Huppert & So, 2013).

**Table 5. Geographical distribution of studies (n = 21)**

| Country | No. of studies | % of total |
|---|---|---|
| Colombia | 7 | 33 |
| Spain | 6 | 29 |
| Brazil | 3 | 14 |
| Peru | 2 | 10 |
| Mexico | 1 | 5 |
| Chile | 1 | 5 |
| Ecuador | 1 | 5 |

**Sectors analyzed**

Motivation and engagement are relevant terms at the level of care, and this is largely related to clarity in the educational and health fields. In the area of education with 33.3%, health with 28.6%, and then private industry with 23.8%, and the public sector with 14.3%, these are the most investigated. These results corroborate the importance that has been given to it in environments of high emotional demand (Grawitch et al., 2006).

**Table 6. Sectors analyzed**

| Sector analysed | Frequency (n) | Percentage (%) |
|---|---|---|
| Education and universities | 7 | 33.30% |
| Health and social services | 6 | 28.60% |
| Private Companies/Industry | 5 | 23.80% |
| Public / State Sector | 3 | 14.30% |

| Dimension | No. of studies | % on Total |
|---|---|---|
| Mental and emotional health | 15 | 71% |
| Organizational climate | 11 | 52% |
| Autonomy and work-life balance | 9 | 43% |
| Recognition and purpose | 8 | 38% |
| Culture and positive leadership | 7 | |
| Source: Authors' elaboration based on a systematic review. | | |

**4.2. Most frequent dimensions of well-being at work**

The information obtained after carrying out a systematic analysis of 21 articles allowed a manual process of coding the topic of well-being at work. This allows us to identify the frequency in which some essential dimensions of occupational well-being are addressed, based on the theoretical analysis carried out, the results or empirical contributions, as well as the practice of the analysis.

The findings of the qualitative analysis of the manual coding reveal five dimensions that were addressed with high incidence.

**Table 7. Dimensions of well-being at work (n = 21)**

The literature demonstrates a clear focus on the effects of the post-pandemic context, remote work and inspiring direction on workers' perception of well-being.

The research (see table 7) has found five dimensions on employee well-being, with mental and affective well-being standing out as the most researched, covering 71\% of the research (15 articles). The dimension of well-being focused on the presence of psychological disorders, such as stress, emotional exhaustion, anxiety and burnout, taking as a reference normative psychosocial health scales, especially with regard to mental health in the workplace (articles 3, 6, 9, 13, 17, 18). Next, there is the organizational climate, which was mentioned in 52\% of the studies (11 articles) and was characterized by the presence of emotional trust, inclusion, supportive cooperation and team spirit, essential components for the development of healthy labor relationships (articles 2, 5, 10, 12, 14).

As far as the articles can be analyzed, 43% of the studies, 9 of them, contained the description of autonomy and work-life balance and focused on the description of balance and time control of the activity that was functionalist in labor terms 1, 7, 11, 20. 38% of the research, 8 of them, were related to and described the conceptualization, structure and meaning, which was related to a positive view of those who perform, of leaders and colleagues in their tasks 6, 13, 18. 33% of the articles, 7, describe the dimension of culture and positive leadership, which describes the influence of transformative, integrative and genuine leadership, and the role of the organizational environment in the development of collaborative and lasting environments 4, 8, 14, 19.

### 4.3. Instruments for measuring well-being at work

The instruments most commonly used in the analysis, the UWES (38.1%), the GHQ-12 (23.8%) and the MBI (19.1%), have been validated in large studies. The PERMA Profiler (9.5%) in turn timed the shift towards positive psychology and the measurement of well-being (Butler & Kern, 2016).

**Table 8. Instruments used**

| Measuring instrument | Main Purpose | Frequency (n) | Percentage (%) |
|---|---|---|---|
| UWES – Utrecht Work Engagement Scale | Mide engagement laboral | 8 | 38.10% |
| GHQ-12 – General Health Questionnaire | Assesses psychological well-being | 5 | 23.80% |
| MBI – Maslach Burnout Inventory | Evaluate burnout | 4 | 19.10% |
| PERMA Profiler | Assesses multidimensional subjective well-being | 2 | 9.50% |
| Ad hoc instruments | In-house designs adapted to local contexts | 2 | 9.50% |

The predominance of UWES confirms the importance of engagement as a key measure of employee well-being, while the integration of PERMA indicates the penetration of the positive psychology approach into contemporary organizational analysis research.

### 4.4. Assessing risk of bias with CASP list

Adapted checklists from the Critical Appraisal Skills Program (CASP) were used. Two independent review authors analysed the studies and assigned a low, moderate or high level of risk of bias to each of the 21 articles.

**Table 9. Assessing risk of bias using CASP**

| Risk level | No. of studies | % of total |
|---|---|---|
| Low | 15 | 71% |
| Moderate | 6 | 29% |
| High | 0 | 0% |
| Source: Independent evaluation by authors, 2025. | | |

Intermediate-hazard investigations reflected some degree of mitigation of low risks, such as the lack of external

verification and/or limited sampling details; however, this did not appear to compromise the overall validity of the findings.

Following the explanation for the analysis of the probability of distortion, it is appropriate to further explore the established understanding of the studies in question. Of the 21 documents included, there appears to be a concentration on personal staff satisfaction, which has progressively led to an indicator of team organizational health as an important variable in overall performance, employee engagement, and retention of capabilities.

One of the most common observations is the dimension of psychic and affective balance, which is present in 71% of the sample. This perspective is the effect of professional load and burnout due to tasks, together with anxiety, psychosocial disorders, work stress, enrichment, duplication of work and work overload, especially those most reported during recent years after the COVID-19 health crisis. Remote or hybrid work is one of the main determinants of social isolation and emotional burden, psychosocial stress and job insecurity.

Another common characteristic is the impact of change-oriented management and organizational identity as positive factors have shown that a leader who actively listens recognizes and has confidence in the work of his team, generates an environment with psychological safety, a sense of belonging, cohesion and equity that allows a system of social integration and improves well-being at work.

Throughout this period, organizational policies aimed at achieving harmony between the professional and the private, such as flexible working hours, the ability to detach from technology, and scheduled remote work, are also recognized in more than 40% of the studies as essential tactics to avoid prolonged burnout. From this perspective, the findings underline the considerable predictive role of work autonomy on mental well-being, surpassing economic remuneration.

Despite this, the review shows that what is most alarming is the lack of research over time or combined approaches, which can capture the dynamics of well-being across time or based on situational factors (e.g., age, gender, rank, etc.). In addition, few studies employ uniform metrics, or those that are proven, at the international level, such as PERMA, WEMWBS, or WHO-5, which has created some challenges in the comparability of findings.

Of the sectors considered, the most examined are education and health. While these sectors are also among the most stressed and burned-out, it seems pertinent to broaden the focus to different high-investment areas, such as telecommunications, retail and finance, where the occupational health of staff also drives business and customer findings.

Then there are the very few Peruvian studies, which demonstrate the clear gap in literature in the geography of the world. Of the five investigations carried out in the country, a large part are related to health personnel in the pandemic period. No studies have been found in the independent telecommunications business arena, and there is an urgent need for an interdisciplinary and multisectoral approach to scientific research in the production of studies on workplace well-being at national and regional levels.

Thus, the following conceptual mapping is produced (Table 6), which brings together the connections identified with the entity's internal procedures, intervention strategies, results and job satisfaction, offering a scheme of understanding, which bases the bases on which future initiatives in the field could be built.

### 4.5. Mapping of results according to IPO framework

In order to consolidate the discoveries into a cohesive scheme, the OPI (Results, Processes, Impacts) framework was proposed. This scheme makes it easier to determine causal links between internal procedures (resources), intermediary elements and impacts on job satisfaction.

**Table 10. Mapping results according to the IPO framework**

| Inputs | Processes | Observed impacts |
|---|---|---|
| Transformational Leadership and Organizational Support | An atmosphere of trust, efficient communication, and | Motivation, satisfaction, retention |
| Flexibility and work-life balance policies | Autonomy, stress reduction, work-life balance | Emotional well-being, decreased staff turnover |
| Emotional Salary and Recognition Programs | Perception of justice, identification with the company | Organizational Commitment, Loyalty |
| Occupational health interventions and sociopsychological ergonomics | Definition of burnout, positive coping strategies | Reduced absenteeism, sustainable performance. |
| Organizational culture based on values and purpose | Mission alignment, meaning at work | Subjective well-being, proactivity and innovation |
| Source: Authors' elaboration based on thematic coding of the 21 studies (2020–2025). | | |

## 5. Discussion

The contributions of this review make evident the trends, methodologies, dimensions and results related to studies on workplace wellbeing from 2020 to 2025. The 21 studies, mostly from the European and Latin American

context, show that well-being in the workplace has become a complex and interdisciplinary field, influenced by organizational, psychosocial, cultural and technological factors. Studies focused on the areas of training and health care support the claims of Grawitch et al. (2006) about the well-being of workers in socially demanding areas, stating that it is directly related to the level of excellence of the care offered and to the results of the institution.

The first of these heterogeneities refers to the types of approaches that exist with respect to well-being at work. Therefore, some studies consider it from a positive approach at the affective level, while others, from a broader approach in which they integrate relational, cognitive and physical dimensions at work. (Renard et al, 2021; Kechagias et al., 2024). This generates a diversity of concepts that, in turn, hinders the comparability of the results. However, this also highlights the importance of this field and its ability to adjust in different work and sociocultural contexts.

From the methodological approach, a preeminence of correlational and descriptive designs with a quantitative approach is observed. A large amount of time is invested in organizational contexts using standardized scales, such as the Workplace Well-Being Index, or adapted tools; however, there is a significant absence of longitudinal studies or studies with large-scale experimental designs. This is consistent with what previous researchers have pointed out regarding the scarcity of evidence that establishes a causal relationship on the effect that organizations' actions can have on staff satisfaction (Montañés-Sánchez et al., 2025). Throughout the literature reviewed, there is a scarcity of studies that functionally apply in-depth mixed or qualitative methods approaches that, in some way, could facilitate the understanding of the internal and symbolic processes linked to the feeling of well-being.

The prevalence of quantitative studies is influenced by the JD-R theory with its focus on validated instruments such as the UWES and the MBI. The JD-R theory holds that the balance between demands and support in the workplace determines the levels of commitment and burnout (Bakker & Demerouti, 2017). In this sense, the findings of the 21 included articles show that professional means (autonomy, social support, feedback) are consistently associated with greater well-being, which reflects recent meta-analyses that confirm the importance of these factors as predictors of sustainable performance (Nielsen et al., 2017).

A very notable feature of this study is the geographical gap in research output. The study shows that more than 25% of the research comes from Colombia. Spain and Mexico accompany Colombia. On the other hand, there is very little representation from Peru, and even from additional nations in the Andean region, which shows an alarming knowledge gap in areas that still have very high informal employment and organizational stress. This gap is even more alarming in Latin America, as work-related psychosocial well-being is reported to be poor due to structural problems such as precariousness, institutional authoritarianism, and poor investments in occupational health.

Occupational well-being includes a number of factors: mental health, environment, autonomy, appreciation, fusion between the professional and the private, and leadership. Although these factors are not listed independently, they are related and work to enable or inhibit well-being in general, emphasizing that role delineation and transformational leadership are fundamental to perceiving work environments as healthy. In addition, studies suggest that affective and representative valuation exerts a more profound effect than conventional economic compensation. This indicates a conceptual transformation in personnel management that is more innovative in post-pandemic times.

On the other hand, the recognition of psychological and organizational well-being focuses on self-determination theory (SDT), which states that meeting the requirements of independence, ability, and connection boosts internal motivation and, therefore, an increase in job satisfaction (Deci & Ryan, 2000). This is particularly important for the Latin American context, where research has shown a growing interest in understanding how well-being is related not only to performance, but also to talent retention and organizational innovation.

Another key finding is related to the intermediary role of psychosocial factors between the work environment and personal satisfaction. Research shows that psychological resources (self-confidence, positive expectation, optimism, and resilience) together with institutional involvement enhance well-being in demanding work contexts (Kloutsiniotis & Mihail, 2020; and Yin, 2023). These findings are consistent with the black box model, which indicates that job performance and well-being are not only the result of objective conditions, but also of the ways in which employees subjectively interpret and emotionally experience those conditions (Appelbaum & Batt, 1994).

While I continue to incorporate other studies, other gaps continue to be pointed out, such as the fact that the studies do not have cross-analyses of gender, age, level of hierarchy and contractual modality, as well as the evaluation of well-being is carried out through self-report without a triangulation of data with objective data such as absenteeism, productivity or dropout. These kinds of methodological limitations could skew data and hinder the ability of studies to produce actionable findings. In addition, the study of well-being under fully remote or hybrid models remains poorly researched, which is even more relevant in the post-pandemic world.

In the applied world, this review reinforces the hypothesis that employee well-being is not a "desirable bonus" but should be treated as an "indispensable" strategic investment. For example, in the telecommunications industry and other highly competitive industries, creating a healthy workplace not only elevates workers' well-being and reduces the hidden costs of labor mobility, unproductive disputes, partial absenteeism, and internal lack of coordination. This type of logic is primarily aimed at organizations that have problems in their work culture, top-down leadership, and work fragmentation due to a mix of outsourcing, stable core staff, and employees on short-term contracts.

The review confirms that work-related well-being is indeed a multifaceted construct that includes individual,

interpersonal, and organizational components. However, there is still a need to adopt objective and longitudinal indicators as suggested by the JD-R and PERMA studies (Sonnentag, 2018; Seligman, 2011). In addition, there is international literature that shows that organizations that invest in employee assistance and occupational health programs have significant returns in productivity and engagement (Grawitch et al, 2006; Nielsen et al, 2017).

In conclusion, the analysis shows that work-related well-being is not an end in itself, but rather an uninterrupted procedure that must include moral leadership, collaborative commitment, and harmonized structural norms. As institutions face uncertain, digital and competitive pressures, occupational health will be the foundation of corporate sustainability and institutional creativity. The application of the PERMA Profiler in some studies illustrates the influence of the well-being approach applied in the workplace (Seligman, 2011). This model, which includes positive emotions, relationships, and meaning, provides a complementary framework that allows us to understand work-related well-being not as the absence of discomfort, but as a condition that fosters organizational growth.

## 6. Conclusions

This systematic review of the literature synthesized empirical evidence on workplace well-being in organizational contexts during the period 2020-2025, addressing the proposed objectives and contributing to a structured understanding of the state of the art in this expanding field of research.

Regarding the first objective, aimed at identifying the general characteristics of the studies analyzed, the findings indicate that workplace well-being has evolved from a secondary theme to a central construct in research in organizational and human resource management. Most of the studies reviewed adopted quantitative and cross-sectional designs, with a predominant focus on the education and health sectors, contexts characterized by high emotional and psychosocial demands. Geographically, research output was concentrated in Spain and Colombia, while countries such as Peru remain underrepresented, revealing a significant gap in context-specific evidence for Latin American organizational environments.

In relation to the second objective, which sought to identify the most recurrent dimensions of occupational well-being, the review confirms the multidimensional nature of the construct. Mental and emotional health was found to be the dimension examined with the highest consistency, followed by organizational climate, autonomy and work-life balance, recognition and sense of purpose, and positive organizational culture and leadership. These findings suggest a shift from narrow interpretations of well-being based solely on job satisfaction to more holistic approaches that integrate the affective, relational, and meaningful components of work experiences.

Regarding the third objective, focused on the identification of instruments for measuring well-being at work, the results show a strong dependence on internationally validated scales, in particular the Utrecht Work Engagement Scale (UWES), the General Health Questionnaire (GHQ-12) and the Maslach Burnout Inventory (MBI). In addition, the gradual incorporation of instruments based on positive psychology, such as the PERMA Profiler, reflects a growing interest in assessing well-being beyond the absence of distress. However, the continued use of context-specific or ad hoc instruments highlights the persistent challenges related to standardization of measurements and comparability between studies.

With regard to the fourth objective, which was to estimate risk of bias using the CASP checklist, most studies demonstrated a low risk of methodological bias, supporting the overall strength of the evidence reviewed. A smaller proportion of studies were at moderate risk of bias, mainly associated with sampling limitations or insufficient methodological transparency. Importantly, no studies were classified as being at high risk of bias, reinforcing our confidence in the validity of the synthesized findings.

Finally, by addressing the fifth objective, which sought to map the results using the OPI (Inputs-Processes-Impacts) framework, the review allowed for an integrative interpretation of the dynamics of workplace well-being. Organizational inputs—such as leadership practices, flexibility policies, recognition mechanisms, and occupational health interventions—were consistently linked to intermediate processes such as trust, autonomy, engagement, and psychological safety. These processes, in turn, were associated with positive organizational impacts, such as increased job satisfaction, retention, reduced absenteeism, and sustainable performance.

Overall, the findings confirm that workplace well-being is not a static outcome, but a dynamic, systemic phenomenon rooted in organizational structures, practices, and cultures. From a managerial perspective, evidence suggests that well-being-oriented strategies should be understood as strategic investments and not as ancillary initiatives, given their documented association with both individual and organizational outcomes.

From a research perspective, this review highlights the need for more longitudinal designs, mixed-methods approaches, and comparative studies that incorporate diverse sectors and underrepresented regions, particularly in Latin America. Strengthening methodological rigor and expanding the use of standardized measurement tools would further enhance the explanatory capacity and practical relevance of future research.

In conclusion, well-being at work emerges as a key factor for organizational sustainability and human-centered management. Progress in this field requires continued empirical refinement, contextual sensitivity, and integration of welfare considerations into broader organizational and managerial research agendas.

## 7. Recommendations

Based on the findings of this review, recommendations are proposed both in the academic field and in corporate management, with the aim of strengthening the understanding and application of workplace well-being in contemporary contexts. In the academic field, it is recommended to promote longitudinal studies that allow analyzing the causal effects of workplace well-being on productivity and innovation, which would contribute to

reducing the temporal and methodological gap identified in this review (Nielsen et al., 2017). Likewise, it is essential to expand scientific production in Spanish, favoring the generation of contextualized knowledge that enriches international theories, such as the Labor Demands-Resources (JD-R) model and the Self-Determination Theory (SDT), adapting them to the cultural, social, and economic realities of Latin America. In the same way, the use of mixed methodologies that integrate quantitative and qualitative techniques is suggested, allowing to understand both the objective metrics of well-being and the subjective perceptions of workers, thus strengthening the validity and applicability of the results.

From an organizational perspective, it is recommended to implement positive and participatory leadership strategies based on the principles of SDT, promoting autonomy, a sense of competence and commitment among workers (Deci & Ryan, 2000). In addition, it is suggested to develop initiatives based on the psychology of well-being, incorporating the elements of the PERMA model (Seligman, 2011), such as strengthening healthy work relationships, fostering favorable feelings, and creating purpose and meaning at work. These actions must be complemented by human resources policies that are people-centred, that guarantee healthy working conditions, balance demands and resources, and include preventive strategies against burnout. Such measures not only increase psychological health, but also boost institutional performance and sustainability (Bakker & Demerouti, 2017). Finally, it is suggested that future research and business practices integrate well-being indicators as part of their performance evaluation systems, consolidating a corporate environment focused on occupational health and sustainable innovation.

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