

INDUSTRIAL PSYCHOLOGY AND ADOPTION OF PSYCHOLOGICAL HEALTH FOR EMPLOYEES WELLBEING IN ORGANISATIONS

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Abstract

This paper explores the emergence as well as the growing adoption of Psychological Health and Wellbeing within organisational contexts as a branch of Industrial Psychology. Specifically, it analyses the trends that resulted to the need for organisations to give attention to the mental wellbeing of its members and ways by which such can be actualised within the operational framework of the organisation. The paper cross-examined existing literature and follow up the trends in the transformation across the four industrial revolutions, highlighting how technological and social changes have reshaped workplace dynamics. The paper established the need for more recognition and embracement of psychological health and wellbeing activities to support employees and ensure organisations thrive. This paper also carries out a comparative analysis between occupational safety and psychological safety to underscore, that besides physical protection, mental and emotional support should also be organisational priority. The study used Carol Ryff's Model to propose an actionable framework to create a culture that reflects psychological health and wellbeing. The paper further examines the multi-layered benefits of psychological wellbeing, which include improved employee engagement, resilience, and productivity. Finally, it outlines practical strategies such as leadership commitment and supportive policies; that would help organisations integrate psychological wellness initiatives.

Keywords: Industrial psychology, Psychological wellbeing, Industrial revolution, Occupational health, Organisations.

Introduction

The rapidly evolving work environment in this 21st century has resulted to a situation where the psychological health and wellbeing of workers have emerged as a critical concern for organisations worldwide. As businesses circumnavigate the dynamics of technological advancement, shifting social norms, and increasing demands for improved performance, the human resources within the workplace has gained renewed attention. With no limitations to just physical safety and operational

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efficiency, the scope of Industrial Psychology has expanded to embrace the mental and emotional dimensions of employee experience. This shift reflects an obvious recognition that mental and emotional wellness are no more marginal concerns but foundations of sustainable organisational success. From the early focus on proficiency and labour maximisation to a more holistic understanding of human factors reflects the broader changes ushered in by the four industrial revolutions. Each industrial revolution redefined work, causing organisation to reexamine the nature of space provided for work and how it affects the workforce. Sine emphasis is no more only on safeguarding physical health but also on fostering environments that nurture psychological resilience, emotional safety, and personal fulfillment. It becomes important for organisations to go beyond carrying assessment, by embracing strategies to ensuring that its members' psychological health and wellbeing are secured.

This paper therefore takes on the initiative to explore the evolution of Psychological Health and Wellbeing as a distinct and increasingly relevant subfield within Industrial Psychology. It highlights the trends that preceded the demand for mental awareness and development, contrasts occupational safety with psychological safety, and applies Carol Ryff's Model to propose actionable frameworks for cultivating a mentally supportive workplace. The benefits of psychological health and wellbeing, ranging from enhanced employee engagement to improved productivity underscores the limitless gains for organisations. Ultimately, this paper advocates for where mental wellbeing is not portrayed and budgeted for as a luxury, but a foundational organisational priority.

Meaning and Epistemology of Industrial Psychology

Industrial psychology, now popularly referred to as industrial-organisational (I/O) psychology, came to light in the late 19th and early 20th centuries, which was when psychologists started the application of scientific methods to understanding the varied workplace behaviour (Spector, 2021). Specifically, the emergence of Industrial psychology is accounted for by the works of Hugo Münsterberg, and Walter Dill Scott. While Dill Scott was one of the first individuals to discover advertising and personnel selection, which led to the publication of the book titled; *The Theory of Advertising* (1903), Hugo Münsterberg's birthed psychological assessments in employee selection and training. Other who should be accredited as it concerns the rise of industrial psychology include Wilhelm Wundt and James Cattell (Vinchur & Koppes, 2014).

The field received significant attention during World War I, when the Army Alpha and Beta tests was developed by Robert Yerkes developed for the assessment of mental abilities of military new intakes (Bendersky, 1988). The outcome of the assessment and its relevance to the empowering the satisfaction and productivity of the employees resulted to its institutionalisation in both military and civilian sectors. Following the Army Alpha and Beta tests, was the Hawthorne Experiments at Western Electric in the 1920s and 1930s, which exhibited the more usefulness of industrial psychology (Hassard, 2012; Zoller, & Muldoon, 2021). By the mid-20th century, industrial psychology had become a recognised professional and academic discipline that embraced functional areas like motivation, job satisfaction, leadership and

organisational culture. Formal training programs, consulting firms and professional association became dedicated to attending to industrial psychology in organisations.

Industrial Psychology therefore, is the scientific field that studies human behaviour in the workplace with the goal of improving the wellbeing of employee as well meeting the set goals of the organisation (Dewangan, 2025). Its focus is to examine and understand the interactions of people in the work setting through the application of principles and theories leading to better employee work experience, and overall improved organisational performance. Consequently, industrial psychology closes the gap between human resource and productivity. It assists in the creation of environments that allows and supports individual employee to thrive, collaborate, and contribute meaningfully (Spector, 2021). Industrial psychologist is involved in activities that range from the designing of hiring process to restructurings to achieve a thriving workplace culture

The Four Trends of Industrial Psychology

Traditionally, industrial psychology focused mostly on productivity, job performance, organisational efficiency and all related personal management systems. However, over the years, there has been a need for expanded views that embrace issues like workplace stress, burnout, and mental health. This implies the shift from employee performance-centred to employee wellbeing-centred approaches. This shift is captured over the four industrial revolutions that spans from the 18th to the 21th century.

The First Industrial Revolution was a transformative period between the mid-18th and early 19th centuries, marked by the shift from agrarian economies (a type of economy that relies primarily on agricultural industry including livestock farming or crop production) to industrialised ones, beginning in Britain (van Leeuwen et al 2023). It announced groundbreaking technologies like the steam engine, spinning jenny, and mechanised looms, which revolutionised textile production and manufacturing. Powered by coal and steam, there was movement from manual labour to machine-based systems, resulting in the rise of factories, rapid urbanisation, and notable changes in transportation, such as railways and steamships. This era reshaped social structures, created new economic classes, and laid the foundation for modern industrial society (van Leeuwen et al 2023).

The Second Industrial Revolution, spanning roughly from 1870 to the onset of World War I in 1914, was an era of rapid technological advancement and industrial expansion that built upon the foundations of the first industrial revolution (Thomes, 2022). It introduced transformative inventions such as electricity, the internal combustion engine, and the telephone, which altered manufacturing, transportation, and communication. Different from the first industrial revolution, this era saw industrialisation go beyond Britain to countries like Germany, the United States, and Japan (Atif, 2025). It therefore fuelled global capitalism and urban growth. The rise of mass production and assembly lines profoundly increased efficiency, while materials like steel and chemicals restructured infrastructure and consumer goods.

Third Industrial Revolution, also known as the Digital Revolution, started off in the late 20th century and marked a remarkable shift from mechanical and analogue technologies to digital systems (Thomes, 2022). It was driven by the rise of

information technology, computers, and the internet, which transformed how industries operated, how people communicated, and how economies functioned. This period saw the automation of production, the globalisation of markets, and the emergence of a knowledge-based society, where data and connectivity became central to innovation and productivity (Atif, 2025). It laid the groundwork for today's interconnected world and set the stage for the Fourth Industrial Revolution.

The Fourth Industrial Revolution (4IR), which is also referred to as Industry 4.0 is the current phase of technological evolution, characterised by the fusion of digital, physical, and biological systems (Hossain, 2023). It emerged in the early 21st century, and though it builds on the digital foundations of the Third Industrial Revolution, it birthed intelligent technologies like artificial intelligence, robotics, quantum computing, and biotechnology that are rooted into everyday life. This revolution is reshaping industries, economies, and societies by enabling hyper-connectivity, real-time data exchange, and autonomous decision-making. Unlike previous revolutions, it's not defined by a single innovation but by the fusion of multiple technologies that are transforming how the human lifestyle, work patterns, and relationships with others (Taiwo & Vezi-Magigaba, 2021).

Trends from the industrial revolutions and the Rise of Psychological Health and Well Being. The journey from the first through to the fourth industrial revolution saw the increased interactions with technology in organisations, diversity reorientations in the workplace and the emergence of globalisation leading to certain trends and the need for Psychological Health and Well Being. Psychological Health & Wellbeing refers to the holistic state of an individual's mental, emotional, and social functioning. It encompasses both the absence of psychological distress and the presence of positive attributes such as resilience, purpose, autonomy, and meaningful relationships. In the context of industrial psychology, this concept is rapidly gaining prominence as organisations recognise that employee wellbeing is not just a moral imperative; it is also a strategic advantage (Olawade et al, 2022). The need for Psychological Health and Well Being became apparent due to several factors, out of which four are presented below:

Digital Transformation Stress: Digital Transformation Stress (DTS) is a version of psychological tension resulting from the rapid and persistent interactions of digital technologies into organisational processes. It is different from work-related stress because it not attributed to tangible elements like overwhelming workload but to specifically to the pressure to get familiar with emerging digital tools, platforms, and workflows, which most times happen under deadlines and with inadequate limited support (Grassini, 2023). Such pressure is not just from change but from the speed of change, the fear of not meeting up with expectations, and the anxiety of possible insecurity since automation and AI have reshaped traditional roles. This phenomenon of DTS became more obvious with pandemics like COVID-19. COVID-19 (Amankwah-Amoah,. 2021). Besides less boundaries, digital connectivity led to more working hours and virtual meetings, thereby encroaching on personal time. DTS eventually has resulted in higher chances of employee burnout, disengagement, and reduced productivity (Sidhu, 2024).

Remote and Hybrid Work: Even though, remote and hybrid work models, born from technological advancements in communication and collaboration tools,

have revolutionised the modern workplace, it is not without consequences for employee wellbeing. While these arrangements offer flexibility and autonomy, they can also blur the boundaries between work and personal life, leading to longer hours, reduced downtime, and increased feelings of isolation (Adisa et al, 2022). Remote workers, too, are faced loneliness and reduced social interaction, which can erode team cohesion and emotional support (Adisa et al, 2022). The physical inseparable space between home and office can make it difficult to mentally turn on and off, contributing to burnout and reduced energy levels. Moreover, hybrid workers have the higher probability of skipping exercise and handle concentration issues, suggesting that despite its flexibility, the remote work model may ultimately compromise physical and cognitive health. Therefore, as technology increasingly reshape work, organisations should be proactive towards addressing the resultant unfavourable cost by promoting digital wellness, (Hameed et al, 2024).

Trauma-Informed Workplaces: The rise of technology in the workplace has fast-tracked the need for trauma-informed environments, but unfortunately, it can also destabilise employee wellbeing when not thoughtfully implemented. Some of the advantages of Digital tools include constant connectivity, remote monitoring, and rapid communication, but workers efforts to navigate such benefits can produce stress, erode psychological safety, and amplify feelings of vulnerability (Chen et al 2022). Ultimately, workers experience trauma. In response Trauma-informed workplaces are focus on creating safe and supportive spaces that acknowledged the potentially impact of trauma on work behaviours and outcomes even though the same technology can make it harder to detect visible stress signals in face-to-face settings (Housel, 2023). Without a purposeful strategy to handle trauma, tech-driven environments are liable becoming emotionally sterile. Purpose strategy should include intentional digital work design and empathetic leadership that integrates trauma-informed principles that crates a healthy balance between productivity and psychological resilience. This implies that to support wellbeing, organisations must integrate trauma-informed principles into their digital practices, ensuring that tech enhances, rather than erodes, the human experience at work (Gray 2025).

Neurodiversity and Inclusion: Though technology has opened doors for greater neurodiversity and inclusion in the workplace through offering tools like AI note-taking, customisable interfaces, and flexible scheduling, it can also accidentally cause challenges that affect the wellbeing of neurodivergent employees (Walkowiak, 2024). Many digital systems are designed with neurotypical users in mind, often overlooking the sensory sensitivities, cognitive processing differences, and communication styles of individuals with conditions such as autism, or dyslexia (Alper et al, 2023). For example, constant notifications, cluttered interfaces, or rigid software workflows can overwhelm or distract neurodivergent workers, leading to stress, fatigue, and reduced productivity. Aso, the demand for digital efficiency can sideline the gap that needs to be filled with personalised care, especially when organisations fail to consult neurodivergent voices in tech implementation. To aid neurodiversity, workplaces must be intentional to go beyond tool usage to restructuring work patterns that foster environments where tech adapts to diverse minds, not the other way around

Psychological Health and Wellbeing Versus Occupational Health and Safety

In response to changes in the workplace brought about by increasing technology usage, organisations presume that occupational health and safety serve as the appropriate measure to focus on. Consequently, occupational health and safety one of the concepts which is easily mistaken for psychological health and wellbeing is occupational health and safety (Jain et al, 2021). Despite the functional difference between the two concepts, the relevance of psychological health and wellbeing has often been played down by the assumption that occupational health and safety is enough to empower employees against stress and burnout. Hence some organisations have embraced policy making and financial support for ergonomics in the workplace, but give low attention to the state of the mind, counselling services, and personal development of its members (Adiga, 2023). The difference between the two concept is evident in their definitions and other aspect as presented in Table 1 below;

Table 1: Differences Between Psychological Health and Wellbeing and Occupational Health and Safety

Aspect	Psychological Health and Wellbeing	Occupational Health and Safety
Definition	Focuses on mental, emotional, and social wellness, which means how individuals feel, cope, and thrive	Focuses on physical safety and health in the workplace, which implies preventing injuries, illness, and accidents.
Main Goal	To foster resilience, emotional balance, and fulfilment.	To promote a safe and hazard-free work environment.
Scope of Care	Handles internal experiences: stress, burnout, relationships, purpose, self-esteem.	Handles external conditions: equipment safety, ergonomics, exposure to chemicals, emergency protocols.
Major variables	Emotional resilience, Self-acceptance, Purpose in life, Positive relationships, Autonomy, Personal growth	Hazard identification, Risk assessment, Safety training, PPE use, Health surveillance, Compliance with regulations
Measurement Tools	Uses Psychological scales such as Ryff's Wellbeing Scale, stress inventories, burnout assessments).	Uses safety audits, incident reports, health screenings, compliance checklists.
Preventive Measures	Mental health programs, counselling, flexible work policies, mindfulness, peer support.	Safety drills, protective equipment, signage, ergonomic setups, health monitoring.
Impact on Employees	Enhances motivation, reduces burnout, improves job satisfaction and emotional stability.	Reduces physical harm, improves productivity, ensures legal compliance and workplace trust.
Organisational Responsibility	Often part of HR or wellness initiatives.	Typically managed by safety officers, compliance teams, or facility managers.

Source: Author's Compilation (2025)

Carol Ryff's Framework for adoption of Psychological Health and Wellbeing in the Workplace

This study uses the Carol Ryff's widely accepted model to provide an understanding of psychological health & wellbeing. Carol Ryff's Six-Factor Model of Psychological Wellbeing; proposed that psychological wellbeing entails six dimensions that are interrelated, namely; Autonomy, Environmental Mastery, Personal Growth, Positive Relations with Others, Purpose in Life and Self-Acceptance (Serdeña et al, 2022). The six factors are presented below:

Autonomy: Autonomy refers to one's ability to control their behaviour independently, manage external pressures, while showing a sense of self-determination. For the workplace, autonomy grants authority to employees to make decisions, have a voice, and behave in ways that align with their values (Jenkins & Neal, 2025). This sense of control is relevant in creating a resistance against stress and burnout, especially when the workplace is a high-pressure environment. Autonomy is required in cases where employees feel micromanaged or forced to accept decisions that negate their beliefs. Autonomy fosters resilience by empowering each worker to develop at their own pace (Zaidi & Qasim, 2024). It motivates employees since it provides the feeling of being in charge of their work life, Organisations can promote autonomy, and ultimately psychological health and wellbeing by creating a system of flexible work arrangements, participative decision-making, and trust-based leadership.

Environmental Mastery: Environmental mastery is the ability to manage effectively one's environment that includes work requirement, relationships and resources. It shows the person strength in being able to construct their environment to satisfy your needs and set goals. In the case of the workplace, environmental mastery represents the competence in handling responsibilities, accepting change and utilising support systems (Turyadi et al, 2023). When an employee is able to organise their workload, delegate tasks, and seek help when needed all of which are vital in preventing burnout, it is said that the employee has high environmental mastery. On the other hand, the feeling of being overwhelmed or inadequacy towards influencing work conditions, then stress accumulates rapidly. Mastery instils confidence and a sense of agency, enabling employees to respond proactively to challenges rather than reactively (Uzunbacak & Karagöz, 2025). To have environmental mastery, employees can be trained, given clear role expectation, and working tools to boost performance.

Personal Growth: Personal growth involves the development of one's potential, welcoming habits to new experiences, and a sense of continual learning. It reflects the individual dynamic perspective there can be an evolving and expansion of character and worth over time (Søvold et al, 2021). In organisations, opportunities for skill development, career advancement, and intellectual stimulation can aid personal growth. This is especially so when employees see their work as a platform to grow, take advantage of the available opportunities and utilise it to overcome stagnation. Where there is no chance to grow personally because of repetitive tasks, lack of feedback, or limited mobility, employees may feel caged, which can result in disengagement and emotional exhaustion. Empowering employees to access personal growth through mentorship, stretch assignments, and recognition of achievements promotes a lifestyle of psychological thriving (Nithya, 2025).

Positive Relations with Others: This dimension focuses on the relevance of warm, trusting, and meaningful interpersonal relationships. It consists of empathy, emotional intimacy, and the ability to maintain strong social connections. Good interpersonal relationships shows that employees have a connected with their colleagues and therefore are less likely to experience isolation, which is a major contributor to burnout (Hunderfund et al, 2022). Positive Relations with others provide shields individuals from emotional breakdown, makes practical assistance accessible, and gives a sense of belonging. On the other hand, toxic work environments marked by conflict, exclusion, or poor communication can negatively affect wellbeing and accelerate burnout (George, 2023). Building a work culture of collaboration, mutual respect, and open dialogue strengthens bonds and supresses psychological strain.

Purpose in Life: Purpose in life means having goals, direction, and a sense of purpose. It's is the feeling that you are making contribution to a bigger course than your individual purpose (Serdeña et al, 2022). In organisations, having a purpose in life serves as a motivational anchor that helps employees endure stress by drawing comfort from that fact that they work makes much more meaning than just a job that they need to fulfil. Otherwise, there will be the feeling of being disconnected from one's identity and burnout becomes more likely the outcome (Kim et al, 2022). Employees who find meaning in their roles are more resilient, committed, and psychologically fortified against adversity. Organisations can help employee have a purpose by aligning job task with individual strengths, providing feedback on the impact of what is being done and fostering a values-driven culture.

Self-Acceptance: Self-acceptance is feeling good and adequate in one's self. It involves having a positive attitude toward oneself, acknowledging both strengths and limitations, and maintaining a stable sense of self-worth (Serdeña et al, 2022). In organisations, self-acceptance is crucial for psychological resilience. Employees who have low self-esteem because they accept themselves are less than who they actually are likely to internalise failure or criticism in destructive ways. When such employees make mistakes, they migrate to self-doubt, instead of just learning from the mistakes. Good self-acceptance reduces the need for constant external validation, which then allow individuals to navigate stress with greater emotional independence. On the other hand, low self-acceptance can lead to perfectionism, imposter syndrome, and chronic anxiety, which would most likely end up in burnout. Organisations can support self-acceptance by fostering inclusive environments, celebrating diverse strengths, and encouraging honest self-reflection (Ahmed et al, 2025).

Significance of Psychological Health and Wellbeing in Organisations

Against the argument that Psychological Health & Wellbeing should not be the focus of the organisation on the ground that organisations should stay on the primary course of production and profit making, there are several benefits association with Psychological Health & Wellbeing in organisations. The following significance of Psychological Health & Wellbeing in Organisations are discussed in this paper as presented below:

Boosts Employee Productivity: Psychological wellbeing directly affects how employees concentrate, solve problems, and maintain performance consistently.

According to Chang, (2024), there is a positive significant relationship between the mental state of an individual and his performance. Consequently, when employees feel mentally and emotionally balanced, they engage deeply with their tasks, show initiative, and produce high-quality work. Accordingly, the employers would benefit from a more efficient workforce, fewer errors, and improved overall output. Ultimately, the organisations would have a mentally healthy team, which is not just faster, but would also be smarter, more creative, and better equipped to handle complex challenges.

Reduction of Absenteeism and Presenteeism: With poor mental health, employees tend to take more sick days, and even when they are present physically, they are not productively engaged. The state of physical presence, but disengaged is presenteeism. For the organisation, presenteeism leads to lost productivity and increased strain on teams, while for the employee, presenteeism, stress or anxiety not attended to can spiral into chronic conditions, making recovery harder and costly (Karanika-Murray, 2021). Both scenarios have short- and long-term effect on the sustainability of the organisation. By adopting psychological wellbeing through awareness and timely intervention such as flexible work approach, accessible support structures and counselling, employers can manage the eventualities that may arise and maintain a healthier, more reliable workforce.

Improves Employee Retention: Employees who feel psychologically safe and supported are more likely to stay longer with an organisation. With stable mental wellbeing comes a good sense of belonging, purpose, and loyalty, which reduces the rate of turnover as well as the relative expenses of recruitments, selections and training (Ahmed, 2025). Also, when employees, know that their mental health is prioritised, it creates a deeper emotional connection with the goals and objectives of their workplace. Hence, they are encouraged to grow within the company rather than seek for new jobs elsewhere. While, there is retention for employees, employers benefit from the resultant team cohesion, preserved institutional knowledge, and strong company's reputation as a desirable place to work (Ahmed, 2025).

Enhances Team Collaboration and Communication: Psychologically healthy employees listen actively, express themselves clearly, and handle conflict constructively, hence they are better communicators and ultimately emotionally intelligent (Vanamali, 2023). Emotionally intelligent people make for good teamwork especially in highly diversified workplace. For employees, good mental health enables them to build trust, empathise with colleagues, and contribute positively to group dynamics. In like manner, organisations enjoy smoother collaboration, fewer interpersonal issues, and more effective problem-solving, which cumulates to culture that recognises and fosters openness, mutual respect and psychological wellbeing (Nithya, 2025).

Strengthens Organisational Reputation: Research indicate that in socially conscious climate, organisations have become increasingly judged by how people are valued and treated. It is ethical to prioritise psychological health and wellbeing (Adiga, 2023). For employees, belonging to an organisation with a strong reputation for promoting good mental health support enhances pride and morale. According, such organisations attracts top talent, fortify brand identity, and earn stakeholders' trust. Communication appreciation and recognition for mental health initiatives like

awards, certifications, or media coverage serve as a competitive advantage in the marketplace.

Mitigates Risk of Workplace Conflict and Harassment: Poor psychological health often has proven to result to tension, miscommunication, and reactive behaviour, which when not checked can lead conflict or harassment (Nithya, 2025). For employees, the presence of conflict or harassment indicates a toxic environment that undermines sense of safety and belonging. For employers, undermining sense of safety and belonging leads to legal risks, reputational damage, and costly investigations. In response, the promotion of mental health empowered by clear policies, training, and support systems, organisations can proactive in handling such issues.

Supports Innovation and Adaptability: Mental wellbeing supports curiosity, confidence, and openness to change, which ultimately leads to all critical traits for innovation. When an employee is psychologically healthy, taking risk is easier, while also embracing new technologies or processes. For the individual, this means greater personal growth and career development. For the organisation, it translates to staying competitive in a rapidly evolving market. Investments in psychological health results in a culture where experimentation is encouraged and failure is a learning opportunity, not a threat (Sharma, 2024)

Improves Customer Satisfaction: Employees who are mentally well have the greater chance of delivering exceptional service (Chang, 2024). They tend to be more patient, empathetic, and emotionally stable and available, hence more accessible to customers. For employees, good mental health enables authentic engagement with clients, attend calmly to issues that may arise and sustain build lasting relationships. On the other hand, for employers, there is customer retention, better reviews, and increased revenue. A psychologically healthy workforce is a frontline asset in shaping positive customer experiences and brand loyalty.

Reduces Healthcare Costs: Mental health overtime becomes physically evident in forms like fatigue, headaches, or chronic illness (Strauss et al, 2021). Besides the arising immediate health care cost, there is increased healthcare claims and insurance premiums. For employees, untreated psychological distress can result in long-term health complications and financial strain. For employers, this means higher costs and lower productivity. By investing in preventive mental health care that include wellness programs, therapy access, and stress reduction initiatives, organisations can reduce the burden on healthcare systems and promote sustainable wellbeing across the board.

Fosters a Culture of Inclusion and Equity: Psychological wellbeing is deeply tied to feeling seen, heard, and respected (Hasan et al, 2021). For employees, mental health support signals that their unique experiences and challenges are acknowledged, regardless of background, identity, or role. For employers, this commitment to inclusion strengthens diversity efforts and builds a more equitable workplace. Mental health initiatives often intersect with Diversity, Equity, and Inclusion strategies, creating environments where everyone has the opportunity to thrive (Chang, 2024).

Strategies For Adopting Psychological Health and Wellbeing in Organisations

Several recommendations have been given on how organisations can adopt Psychological Health and Wellbeing despite uniqueness as it may concern business type, location, and overall vision. These paper draws n several research to proffer methods to be used by organisations, and the methods include:

Establish a Mental Health-Friendly Culture: Organisations should create a culture that openly supports mental health, which is foundational to any wellbeing strategy. Such a culture can be created by normalising conversations around psychological challenges, reducing stigma, and encouraging empathy across all levels of the organisation. It could start with the leaders, who should model being vulnerable and openness by sharing their lived experiences as it concerns stress or burnout (Wu, 2021). When this is done, members can feel safe to share theirs too, which can then lead to a culture of open and honest conversations without fear of judgment among all members (Dewangan, 2025). Though, culture is not built overnight, but consistency is required, especially when backed up by policies and visible support systems.

Implement Employee Assistance Programs (EAPs): Employee Assistance Programs are structured services that make available confidential counselling, mental health support, and resources for personal and professional challenges (Bouzikos et al, 2022). With the program, employees can directly access to licensed professionals who can assist in navigating stress, anxiety, grief, relationship issues, and more. For employees, EAPs offer a lifeline for when employees are confused on what decision to take or what to do. Employers invest into EAPs workforce stability strategy. When employers od such, it reduces absenteeism, improve performance, and signal a commitment to employee care. To ensure that the EAOs are effective, organisations should ensure adequate awareness about the program, accessibility to the program and integrations with other broader wellness initiatives. Regular feedback and usage reviews can be used to respond to both current and evolving need of employees.

Provide training in Mental Health Literacy for Managers: Managers, especially supervisors or middle line managers are often the first of call when employees begin to struggle, but many are not equipped enough to identity and respond to mental health concerns effectively. Training should include topics like emotional intelligence, active listening, stress management, and crisis response (Wu, 2021).. Providing mental health literacy training equips managers with the skills to identify early warning signs, initiate supportive conversations, and refer employees to appropriate resources (Dewangan, 2025). As employees enjoy a safe and more responsive environment where their wellbeing is taken seriously, employers are able to reduce the risk of escalation, improves team dynamics, and strengthens leadership credibility.

Design Work for Wellbeing: The way work that include tasks, schedules, expectations is scheduled greatly impacts on psychological health. Consequently, roles and workflows should be designed in ways that ensure purpose, balance (Lovejoy et al, 2020). Organisations should design roles and workflows that promote balance, autonomy, and autonomy. Work design can offer this includes offering flexible hours, realistic workloads, opportunities for growth, and clear role definitions. For employees, well-designed work reduces stress, enhances engagement, and supports long-term satisfaction. For employers, it leads to higher retention, better

performance, and fewer burnout-related issues. Job crafting, which is where employees help shape their own roles, is a powerful tool in this strategy (Hesketh, 2022).

Measure and Monitor Psychological Wellbeing: Organisations should regularly assess the psychological health of their workforce using surveys, feedback tools, and wellbeing metrics. These assessments help identify stress hotspots, track progress, and guide interventions (Wu, 2021). For employees, it signals that their mental health is valued and taken seriously. For employers, it provides actionable data to refine strategies and allocate resources effectively. Tools like the Ryff Scales of Psychological Wellbeing or burnout inventories can be adapted for organisational use.

Conclusion and Recommendations

In conclusion, the evolution of industrial psychology across the four industrial revolutions resulted in the need for more attention to psychological health and wellbeing in the workplace. As organisations become increasingly aware that psychological safety is as relevant as physical safety, the emphasis on mental wellness has become a strategic imperative. The benefits of fostering psychological wellbeing, which include enhanced productivity and creativity to reduced burnout and turnover highlights its value not just for employees but also for organisational success. Organisations can adopt proactive measures such as supportive leadership, open communication, and mental health resources, companies to build a culture where employees thrive both professionally and personally, resulting to a resilient and progressive workforce.

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