



Workplace Wellbeing as a Pillar of Sustainable Healthcare Organizations: Evidence from Healthcare Employees

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Abstract:

Background: The sustainability of the healthcare profession centers on main-training a healthy and resilient manpower coupled with economic and environmental concerns. This investigation aims to probe the relationship between workplace well-being and sustainable health outcomes, whereas occupational well-being constitutes a key mechanism for ensuring persistent employee engagement, retention, and absence in patient care. It highlights how distress contributes to burnout, job dissatisfaction, increased absenteeism, and adverse patient outcomes.

Research Purpose: To scrutinize how workplace wellbeing enhances organizational sustainability in the healthcare sector.

Design/ Methodology/Approach: A systematic Literature Review (SLR) technique was applied to analyze articles retrieved from the SCOPUS Database. The sample comprised 40 articles published between 2015 and 2026, which underwent thorough analysis based on Boolean Syntax.

Findings: A systematic literature review revealed a considerable surge in publications on employee well-being in the healthcare industry after COVID-19, which was highest in 2025, and Europe leads globally in terms of research publications.

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Introduction

Healthcare Employee wellbeing plays a pivotal role for physical, mental, and psychological health of employees embracing dimensions like work -life harmony, occupational satisfaction, and euphoria since it directly influences patient care (Chen & Fang 2025), to mitigate this workplace vitality programs like Staff Wellbeing programs by offering targeted support empowering hospitals staff to mitigate stress, optimize performance, and enhance collaborative workplace relationship (Corallo et al., 2025). Sustainability in the health care setting is characterized by the third (SDG) that transforms healthcare system by fostering approachable, unbiased, top-notch facilities by ensuring healthy lives across the lifespan, aiding medical professionals in reducing burnout and turnover by securing a prolonged personnel sustainability, therefore relationship between emotional resilience and (HPWS) process affects occupational burnout to promote

long term employee well-being in conformity with SDG3 (Jaber et al., Fu et al., & Zeshan et al., 2025). Sustainable employee branding is rising in priority for employees in healthcare organizations because it boosts staff recruitment, reduces turnover, promotes a positive corporate ethos, and therefore it helps clinicians to render best-in-class support to patients in an environmentally conscious and substantial way (Ta'Amnha et al., 2025).

Emotional demands of nurturing considerably affect nurses' operational effectiveness and well-being by amplifying emotional strain, inner conflict, and nursing staff may even face psychological hurdles such as exhaustion, empathy fatigue, and moral anguish (Skaale et al., 2025). The COVID-19 pandemic resonated strongly on the physical wellness, psychological wellness, and holistic well-being of medical practitioners like doctors, nurses, paramedical, residents encompassing disagreements between individual and professional domains owing to high pressure led to burnout, triggering depression and anxiety within employees and therefore CLAN Culture helps in reducing corporative and reinforcing work environment (Panda et al., & Mohamed et al., 2025). Obesity and insomnia drastically lower efficiency in hospitals by diminishing physical, and mental health, and their cumulative impact affects absenteeism and presenteeism errors, imparting organizational productivity (Malta et al., 2025).

Work-life balance (WLB) is a key to enhancing employee retention by increasing organizational efficiency, and a positive workplace environment promotes mental resilience, job satisfaction and competence among healthcare staff (Rajendran et al., 2025; Hoxha et al., 2024). Psychological risks are progressively acknowledged as a significant workplace hazard where shift work is very important to reduce burnout and mental health issues. To mitigate this risk, flexible working hours help alleviate stress levels in employees and help in upholding high-quality healthcare (Albairaq & Rasdan, 2025). Nurses are the driving force behind clinical services, emotional and spiritual domains boost job satisfaction, motivation & holistic well-being of nurses (Ličen & Prosen 2025).

Antecedents implement practices that strengthen positive workflows by deliberately creating an assistance network, leadership, and organizational climate that protect staff wellbeing through risk-free and comprehensive care (Jaldestad & Dellve 2025, Sharma et al. 2024). Work-related quality of life (WRQoL) is a contributing factor towards workplace sustainability (Christofilea et al. 2025). Digitalization facilitates sustainable economic behavior in hospitals by streamlining processes, reducing waste, effectively utilizing resources utilization and strengthening decision processes by delivering high-quality patient care (Alkish et al. 2025). COVID-19 pandemic triggered notable negative consequences on workforce wellbeing, leading to job loss and financial strain on employees (Hameed et al. 2024). Tele-health is a revolutionary factor for healthcare infrastructure by elevating accessibility, efficiency, safety, patient activation, and system resilience (Cannedy et al. 2023).

Monitoring work-life quality during COVID-19 is pivotal for ensuring safety of nurses to promote mental and physical health during crises situations (Lorber & Dobnik 2023), and therefore COVID-19 carries substantial outcome on CSR activities in hospitals by reconstructing priorities to immediate crises management (Deselaers et al. 2022), employee well-being was not only a health priority but a core driver for steering employee loyalty (Hegyes et al. 2021). Career commitment is a fundamental factor for health professionals by bridging professional self-image with compassionate care, resilience, retention, and long-term viability, and career commitment serves as an intervening role between leader-provided career support and workplace well-being (Xu et al. 2021). Safety and health through integrated facilitated teams (SHIFT) promoting staff safety, patient health, collaboration, stewardship, and such teams drive a sustainable shift towards multidimensional healthcare well-being (Punnet et al. 2020).

Objectives

- To systematically examine pre-existing literature on workplace wellbeing among healthcare employees.
- To highlight key factors and measures of workplace wellbeing in a healthcare entity.
- To scrutinize how workplace wellbeing enhances organizational sustainability in the healthcare sector.
- To analyze the conceptual frameworks and research methods deployed in workplace well-being in healthcare studies.
- To identify research gaps and upcoming trends to foster sustainable healthcare organizations.

Methodology

A systematic review of literature in healthcare is a framework-based, integrated, evaluating, and consolidating all relevant research concerning specific healthcare issues. It seeks to reduce potential bias and offer credible findings to disseminate takeaways for future research. To execute this process, this study utilizes the SLR methodology for reviewing the literature.

- **Review Protocol**

Moreover, this review adopted the PRISMA Framework (Preferred Reporting Items for Systematic Reviews and Meta- Analysis) to foster accountability and meticulousness in examining the literature search and assessment process. Applying a PRISMA - based strategy to occupational well-being in the healthcare industry is also facilitated by identifying gaps, underpinning intervention design, and empowering the development of resilient theoretical models to aid in the hospitality sector.

- **Data Sources and Database Search Strategy**

The scholarly literature search was conducted by employing Scopus Database (Elsevier), this database was selected by virtue of its extensive coverage of peer-reviewed journals spanning healthcare, social sciences, and management disciplines. The database search was conducted using the SCOPUS database for studies published in English from 2015 to 2025. The searches was performed by employing consolidated keywords and Boolean Syntax as outlined: ("workplace wellbeing" OR "employee wellbeing" OR "workplace well-being" OR "employee well-being") AND ("healthcare" OR "health care" OR hospital* OR "healthcare organization*") AND (sustainab* OR "organizational sustainability" OR "employee sustainability").

- **Inclusion and Exclusion Criteria**

This systematic review followed the inclusion criteria as outlined below in Table 1:

Table 1

Domain	Description
Target group	Healthcare professionals, patients, & healthcare organizations
Focus	workplace wellbeing, employee wellbeing, healthcare, hospital, healthcare organization
Outcomes variables	Physical/mental/ psychological/ occupational satisfaction/ burnout/stress
Study Framework	Peer- reviewed study
Methodology	Qualitative, Quantitative and mixed approach
Publication year selected	2012-2025
Accessibility	Open access full text articles

Studies were excluded if they did not focus on the concept of workplace well-being, employee well-being, healthcare, hospital, healthcare organization, sustainability among healthcare contexts, and the target group was not centered on keywords like Healthcare professionals, patients, & healthcare organizations. Non-English publications were omitted, and those lacking full-text availability were omitted.

- **Study Selection Process**

The study selection process was conducted according to the PRISMA criteria. All entities identified through database querying were scrutinized by title, abstract, and keywords to filter out non-pertinent studies and duplicates. Entire text articles were then investigated based on pre-established inclusion and exclusion criteria; in turn, the study selection process is synopsisized in PRISMA flow in Figure 1. In the Identification stage, extensive research was carried out using the Scopus database. A total of 107 records were identified by established search parameters. After removing 1 record, 106 unique articles persisted and were reviewed; records excluded as limited to open access were 49. In the screening stage, a total of 57 articles were reviewed, and records were excluded as limited to only articles, language to English, and sources to the journal were 1. In the eligibility stage, full text versions of the 56 articles, a total of 47 were assessed for eligibility, and re- examined whereof 10 articles were excluded limited to Social Science, Environmental Science, Medicine, Nursing, Psychology, and Health profession area. Finally, in the inclusion stage, a total of 40 studies complied with all criteria.

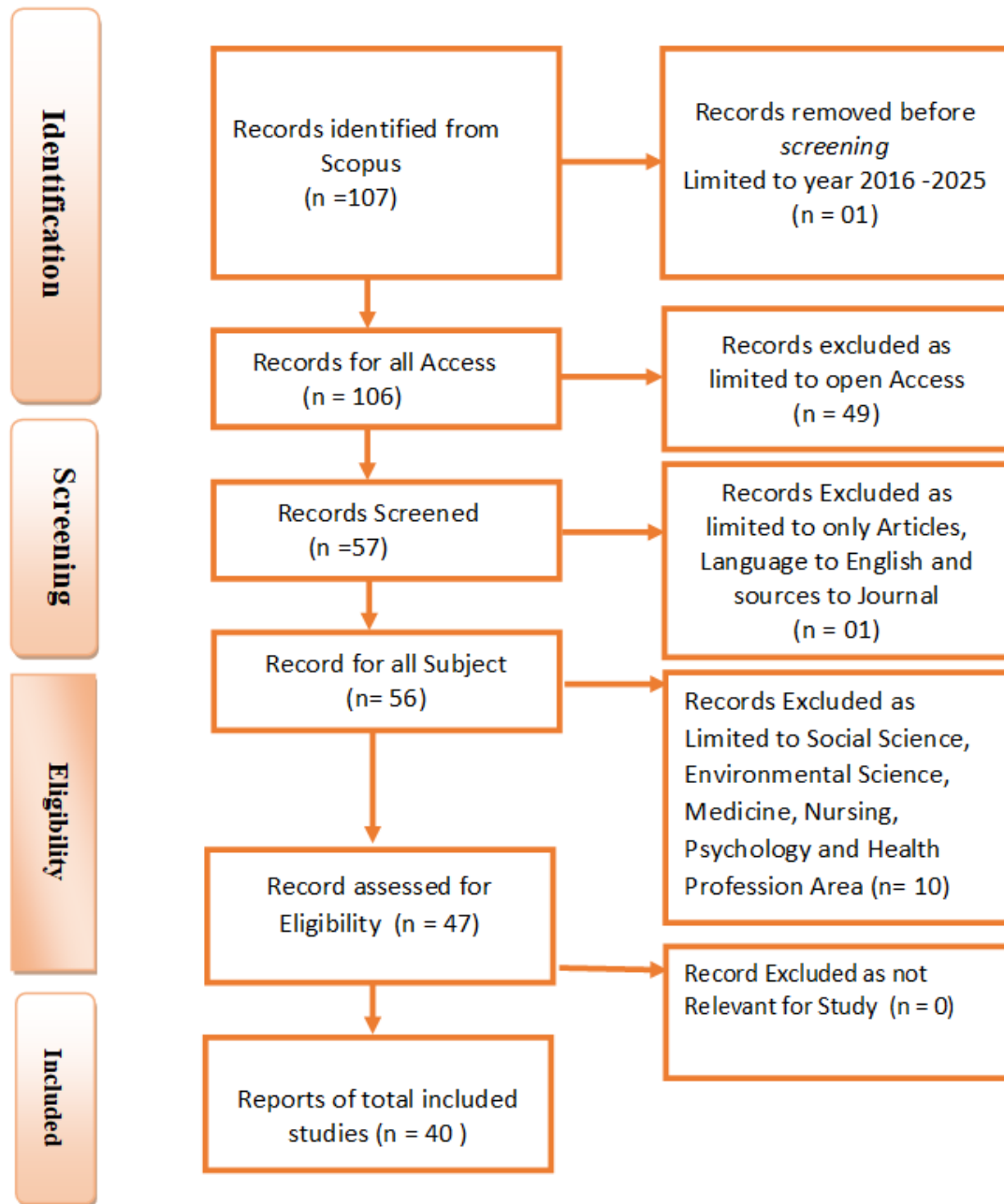


Figure 1

Results

• Documents by Years

A total of 40 publications addressing Workplace Wellbeing in the healthcare industry were identified and analysed that were published between 2015 and 2025, as illustrated in Figure 2. A noticeable increase in the volume was observed after the post- COVID-19 pandemic, with 1,1,1, 5,4,6, and 21 publications respectively, which was highest in 2025. The pandemic exposed pivotal vulnerabilities in healthcare workers, triggering research on employee well-being as a core determinant of sustainability.

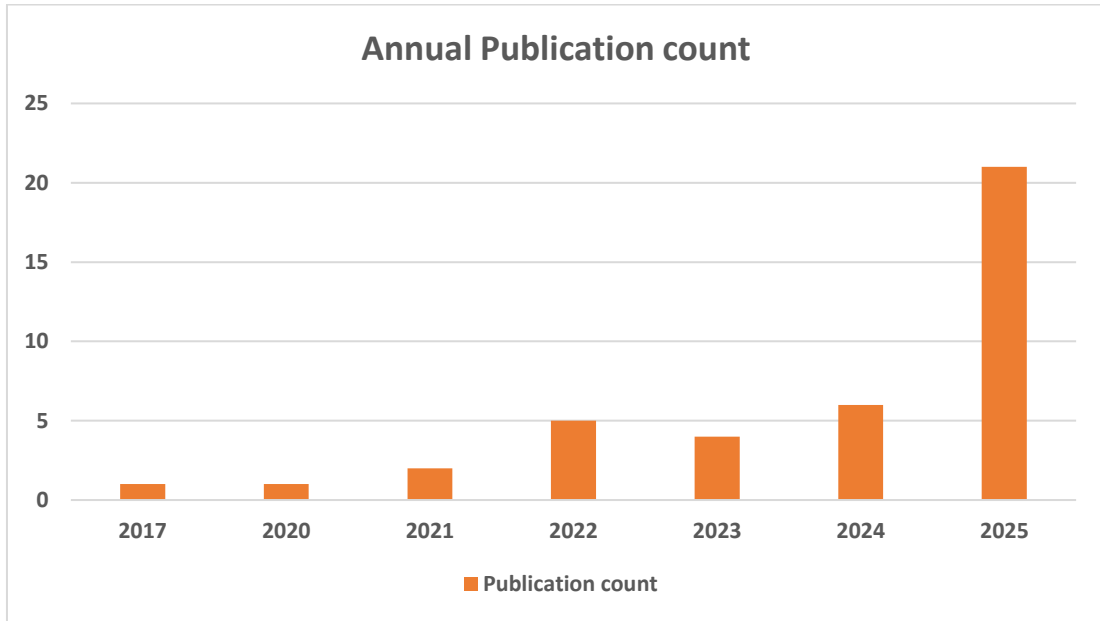


Figure 2

- **Geographical Analysis with Highest Publication Output**

The analysis of publication output country-wise exhibits a clear prioritization of scholarly output within a limited number of nation given in Figure 3. Europe is the leading country with 9 publications, followed by Pakistan, the second largest, with 5 publications, the UK has 5 publications, the US has 3, and lastly, India has only 2 articles published on this topic. The top five-tier nations contribute appreciably to the global entity of peer-reviewed publications and play a central role in driving research focus and scientific enhancement within the field.

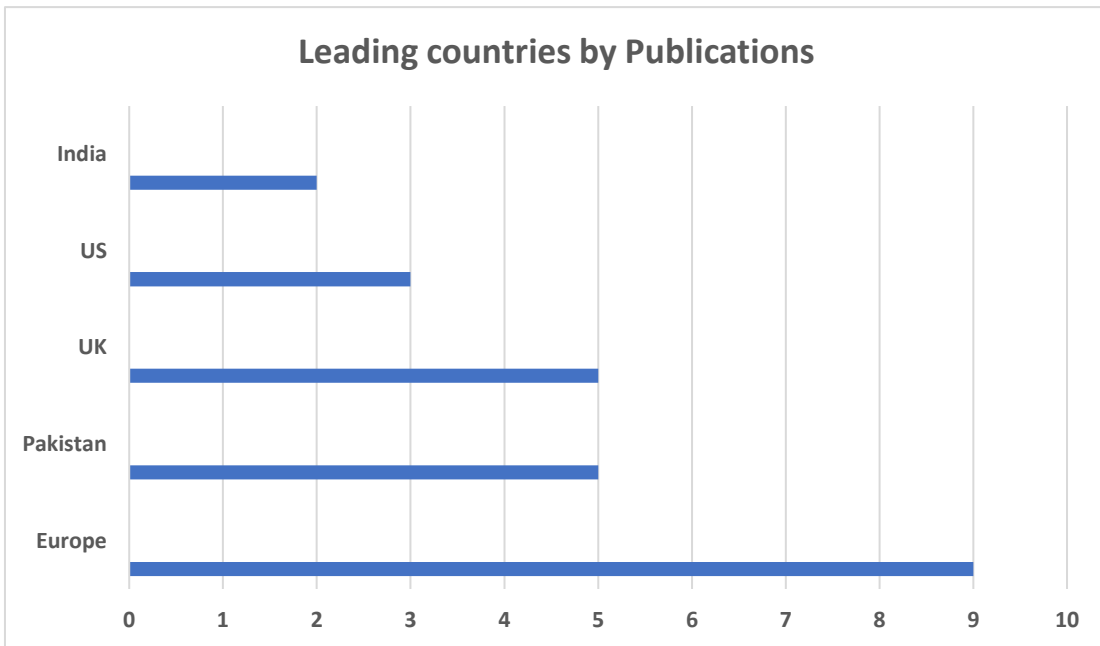


Figure 3

- **Review of Highly Cited Articles**

The present study reviews the top ten most cited articles in Table 2. Multiple influential studies furnish provides underlying principles on how to craft a research papers, using this top ten cited articles were employed as standards. Collectively, the opted studies address core elements of research writing, notably article framework, lucidity, narrative thread, and reporting benchmarks underpinning the foundation for this current study.

Table 2

Rank	Authors	Title	Year	Journal	Sources
1.	Ahmad et al.	From Corporate Social Responsibility to Employee Well-Being: Navigating the Pathway to Sustainable Healthcare	2023	Psychology Research and Behavior Management	65
2.	Bos et al.	Financial performance, employee well-being, and client well-being in for-profit and not-for-profit nursing homes: A systematic review	2017	Health Care Manage Rev	45
3.	Van Engen et al.	Value-Based Healthcare From the Perspective of the Healthcare Professional: A Systematic Literature Review	2022	Frontiers in Public Health	31
4.	Hoxha et al.	Sustainable Healthcare Quality and Job Satisfaction through Organizational Culture: Approaches and Outcomes	2024	Sustainability	29
5.	Giousmpasoglou	Working Conditions in the Hospitality Industry: The Case for a Fair and Decent Work Agenda	2024	Sustainability	16
6.	Lasisi et al.	Workplace Favoritism and Workforce Sustainability: An Analysis of Employees' Well-Being	2022	Sustainability	16
7.	Punnett	Safety and Health through Integrated, Facilitated Teams (SHIFT): stepped-wedge protocol for prospective, mixed-methods evaluation of the Healthy Workplace Participatory Program	2020	BMC Public Health	16
8.	Abid et al.	Sustainable leadership and wellbeing of healthcare personnel: A sequential mediation model of procedural knowledge and compassion	2023	Frontiers in Psychology	15
9.	Assander et al.	Individual and organisational factors in the psychosocial work environment are associated with home care staffs' job strain: a Swedish cross-sectional study	2022	BMC Health Serv Res	14
10.	Xu et al.	Supervisory Career Support and Workplace Wellbeing in Chinese Healthcare Workers: The Mediating Role of Career Commitment and the Moderating Role of Future Work Self-Salience	2021	Sustainability	12

Discussion

This Systematic Literature review (SLR) leads to a profound understanding on Healthcare related measure accentuate employee well-being as a key precursor of organizational sustainability. The findings of this review indicate that employee sustainability is formed by a multifaceted relationship of organizational, psychological, and individual aspects. Several studies draw attention to preventive

healthcare, not merely refining workforce wellbeing but also cutting down long-term healthcare costs. Across the reviewed studies, burdened workload, understaffing, and inadequate hospital aids correlated with unfavorable well-being outcomes leading to burnout, fatigue, and higher turnover intent. Although the greater part of studies report a harmonious relation with health-care support and occupational health. This analysis contributes to theory by amalgamating research across healthcare management, human resource management, and sustainability scholarly work.

This perspective casts workplace wellbeing as a bridging factor linking healthcare practices to sustainable organizational effectiveness. Supportive leadership tactics, marked by clear communication, appreciation, and involvement in resolutions, were correlated with intensive job engagement, satisfaction, and workplace allegiance perception. Enhanced employee wellness helped boost the quality of patient care, safer patient outcomes, and seamless service operation. The findings also support a paradigm shift towards preventive and structured wellness intervention, escaping from individual accountability towards organizational shared liability.

Implications

- **Theoretical Implication:** This research extends sustainability theory by advocating employee well-being as a crucial component of community resilience within healthcare organizations.
- **Practical implications:** Overall, the findings suggest that a green healthcare system depends on enduring healthcare professionals by operationalizing wellbeing research into action-oriented organizational, leadership capabilities, and policy interventions, that ensure employees perceive long-term prosperity.
- **Policy Implications:** Employee-oriented mindset wellbeing through unified and proactive policies can augment workforce stability, boost healthcare outcomes, and strengthen healthcare system endurance.

Conclusion

The study thereby concludes that workplace well-being is a cornerstone of sustainable healthcare organizations, as borne out by historical data and the perception of healthcare employees. The investigation uncovers that employee wellbeing radically influences occupational stability, job satisfaction, organizational loyalty, and the overall quality and continuity of healthcare services, when healthcare professionals operate within psychological and physically secure workplace. They are optimally positioned to deliver an effective, holistic care approach, thus reinforcing organizational sustainability. The insights emphasize that workplace wellbeing cannot be sustained via detached or short-term initiatives alone, but requires structured, long-term organizational engagement.

Nurturing staff wellness in healthcare is imperative to the endurance of health systems, as well as the quality of healthcare services offered. Focusing on well-being with a comprehensive approach, a systematic approach is pivotal for assuring a healthy, enthusiastic, and resilient healthcare workforce amidst current and emerging impending challenges. Deploying strategies such as flexible scheduling, psychological support programs, and praise initiatives can help alleviate the hurdles faced by healthcare workers and eventually enhance the clinical outcomes of patients.

Limitations

Existing literature on workplace wellbeing in healthcare primarily emphasize on isolated findings such as stress, burnout and job contentment, often failing to care for its role in organizational sustainability. The literature becomes scattered, with constrained sector-specific synthesis, tackling the distinct working conditions of healthcare employees. Furthermore, prior reviews seldom blend wellbeing within sustainable HRM or an enduring workplace sustainability framework. There is a deficit of systematic literature review that streamlines the conceptual framework, methodological approaches, and well-being dimensions from a sustainable clinical perspective. This research void accentuates the need for an extensive SLR positioning work-life balance as a vital aspect of sustainable healthcare organizations.

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