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# A Systematic Literature Review of Healthy Psychological Working Environment in Haryana Region

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## Abstract

*A supportive psychological environment in the workplace is increasingly recognized as a key factor influencing employee well-being, productivity, and long-term organizational effectiveness. In recent years, scholars have emphasized the importance of mental and emotional conditions at work as critical drivers of employee performance and satisfaction (Bakker & Demerouti, 2022; Kaur & Bedi, 2023). The present study undertakes a systematic review of contemporary literature published between 2022 and 2026, with a specific focus on Haryana. About 20 peer-reviewed studies were carefully examined using a structured and systematic approach to identify major trends and findings. The review reveals that several organizational and psychological factors—including psychological safety, workplace spirituality, work-life balance, leadership support, and organizational culture—play a significant role in shaping employee stress levels and overall well-being (Pradhan et al., 2022; Sharma & Bansal, 2025). Additionally, emerging workplace challenges such as technostress and the pressures associated with remote work have been identified as important areas affecting mental health outcomes (Tarafdar et al., 2023; Yadav & Madhukar, 2024). The study further identifies key research gaps, particularly the lack of region-specific empirical studies, and highlights the need for organizational policies that prioritize psychological health and sustainable work practices.*

**Keywords:** *Psychological environment, workplace well-being, stress management, Haryana, psychological safety, workplace spirituality*

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## 1. Introduction

A healthy psychological workplace environment can be understood as a set of organizational conditions that support employees' mental health, emotional security, and overall job satisfaction. It involves creating a work setting where individuals feel valued, respected, and safe to express themselves. In recent years, rising job pressures, rapid technological advancements, and evolving work structures have increased the importance of fostering such supportive environments within organizations (Bakker & Demerouti, 2022; Kaur & Bedi, 2023).

Workplace stress has become a global issue with significant implications for both employees and organizations. High levels of stress not only affect individual health but also reduce productivity, engagement, and overall organizational effectiveness. Research suggests that unfavorable

psychological work conditions can contribute to mental health challenges such as anxiety, depression, and burnout, ultimately impacting employee performance and retention (Dhingra & Rani, 2023; Tarafdar et al., 2023).

In the Indian context, the need for a psychologically healthy workplace is becoming increasingly important, particularly in states like Haryana, where rapid industrialization and growth in the service sector have transformed work environments. These changes have led to increased job demands and stress levels, making it essential for organizations to adopt practices that promote employee well-being and psychological resilience (Yadav & Dahiya, 2024; Sharma & Bansal, 2025).

## 2. Objectives of the Study

1. To systematically examine recent academic literature on the psychological environment in the workplace.
2. To identify and analyze the key factors that contribute to a healthy psychological work environment.
3. To review and evaluate studies conducted within the Indian context, with particular reference to Haryana.
4. To explore existing research gaps and propose directions for future studies in this field.

## 3. Research Methodology

This study is based on a systematic review of existing literature on the psychological workplace environment. Secondary data was collected from reliable academic sources such as Google Scholar, Scopus, and Research Gate. Only peer-reviewed articles published between 2022 and 2026 were included to ensure relevance and accuracy. After screening for quality and relevance, 20 research papers were selected for analysis. The selected studies were then examined using a thematic approach to identify key factors such as psychological safety, work-life balance, and workplace stress. This method helped in providing a clear and structured understanding of the topic.

## 4. Review of Literature

### 4.1 Psychological Safety and Work Environment

Psychological safety is widely recognized as a foundational element of a healthy workplace environment, as it allows employees to communicate openly without fear of criticism or negative consequences. It reflects the degree to which individuals feel comfortable sharing ideas, raising concerns, and participating in discussions. Recent research suggests that when employees perceive a high level of psychological safety, they are more likely to engage in collaborative behaviors and demonstrate higher levels of performance. Amoadu et al. (2023) highlight that a strong psychosocial safety climate contributes to reduced stress levels by encouraging supportive leadership and transparent communication practices. In

addition, Edmondson (2022) emphasizes that such environments foster innovation by enabling employees to take interpersonal risks without hesitation. Evidence from Indian organizations further supports these findings, as Singh and Jain (2023) observed that employees working in psychologically safe environments reported improved job satisfaction and lower levels of workplace anxiety. Despite these benefits, establishing psychological safety remains difficult in many organizations due to rigid hierarchies and limited participative culture.

### 4.2 Workplace Spirituality and Employee Well-being

Workplace spirituality has emerged as an important factor influencing employees' psychological health by addressing their need for purpose, connection, and value alignment. It involves creating a work environment where individuals find meaning in their roles, experience a sense of belonging, and feel aligned with organizational values. Research indicates that such environments positively influence both emotional well-being and work attitudes. Pradhan et al. (2022) found that employees who perceive their work as meaningful tend to exhibit higher levels of satisfaction and engagement. Similarly, Gupta and Kumar (2024) observed that organizations promoting ethical values, trust, and compassion create a more supportive psychological climate. Supporting this perspective, Sharma and Bansal (2025) concluded through a systematic review that workplace spirituality significantly reduces burnout while strengthening resilience among employees. These outcomes are particularly relevant in the Indian setting, where cultural values often emphasize collective identity and meaningful contribution.

### 4.3 Work-Life Balance and Stress Management (Haryana Context)

Maintaining a balance between professional responsibilities and personal life has become increasingly challenging in modern workplaces, especially in rapidly developing regions such as Haryana. The growing demands of work, extended working hours, and continuous digital connectivity have contributed to rising stress levels among

employees. Kamboj and Anthonysamy (2026) found that employees who are able to maintain a satisfactory work-life balance experience lower stress and better overall well-being. In a region-specific study, Yadav and Dahiya (2024) reported that employees in Haryana often face conflicts between work and family roles, which negatively impacts their mental health and job satisfaction. The study also revealed that supportive organizational practices, such as flexible schedules and family-friendly policies, can help reduce these conflicts. These findings suggest that promoting work-life balance is essential for improving psychological well-being in the regional context.

#### **4.4 Organizational Stress and Quality of Work Life**

Organizational stress continues to be a major concern affecting employee well-being and productivity. It arises from various workplace factors, including excessive workload, unclear job roles, and lack of managerial support. Dhingra and Rani (2023) found that employees experiencing high levels of role ambiguity and work pressure are more likely to report dissatisfaction and psychological strain. Similarly, Verma and Singh (2025) observed that poor quality of work life leads to negative outcomes such as reduced morale, absenteeism, and increased turnover intentions. The Job Demands-Resources framework proposed by Bakker and Demerouti (2022) provides a useful explanation for these findings, suggesting that while job demands can lead to exhaustion, the availability of adequate resources such as autonomy and support can mitigate these effects. This highlights the need for organizations to focus on improving working conditions and reducing stress-inducing factors.

#### **4.5 Psychosocial Work Environment and HR Practices**

The psychosocial work environment encompasses various aspects of the workplace, including interpersonal relationships, organizational culture, and human resource practices. A positive psychosocial environment is characterized by mutual respect, fairness, and employee participation, all of which contribute to improved well-being. Rahman et al. (2024) found that employees working

in supportive environments experience lower stress and higher levels of satisfaction. In addition, Khan and Ali (2023) emphasized that HR practices such as training opportunities, performance recognition, and participative decision-making play a significant role in shaping employee perceptions of the workplace. According to Mehta and Suri (2025), organizations that incorporate well-being initiatives into their HR strategies tend to achieve better employee engagement and organizational outcomes. These findings suggest that HR practices are central to fostering a psychologically healthy workplace.

#### **4.6 Emerging Trends: Technology, Remote Work, and Technostress**

Technological advancements and the rise of remote work have transformed traditional work environments, bringing both opportunities and challenges. While remote work offers flexibility and autonomy, it can also lead to feelings of isolation and difficulties in maintaining work-life boundaries. Yadav and Madhukar (2024) found that although remote work enhances flexibility, it may also increase stress due to reduced social interaction. Furthermore, technostress has emerged as a significant issue in modern workplaces. Tarafdar et al. (2023) defined technostress as the stress experienced due to excessive reliance on technology and found that it negatively impacts both productivity and mental health. However, the study also indicated that appropriate training and effective management of technology can help minimize these negative effects. This suggests that organizations must adopt balanced approaches to digital transformation.

#### **4.7 Physical Work Environment and Employee Well-being**

In addition to psychological and social factors, the physical work environment also plays an important role in influencing employee well-being. Elements such as workspace design, lighting conditions, and access to natural surroundings can significantly impact mental health. Lee et al. (2024) found that exposure to natural elements, such as greenery and open spaces, helps reduce stress and enhances creativity. Similarly, Patel and Shah (2023) reported that well-organized and comfortable workspaces

contribute to higher levels of employee satisfaction and productivity. These findings indicate that organizations should consider physical workplace design as an integral component of employee well-being strategies.

#### 4.8 Mental Health Interventions and Resilience

Recent studies have increasingly focused on the importance of structured interventions in improving employee mental health. Robertson et al. (2025) conducted a meta-analysis and found that targeted interventions addressing stress, anxiety, and depression lead to significant improvements in both well-being and work performance. In addition, resilience has been identified as a key factor that enables employees to cope effectively with workplace challenges. Abdulah (2025) reported that individuals with higher resilience are better equipped to manage stress and maintain psychological stability. In the Indian context, Sharma and Verma (2024) found that interventions such as mindfulness training and stress management programs are effective in reducing burnout. These findings highlight the importance of adopting proactive approaches to mental health in the workplace.

#### 4.9 Theoretical Frameworks and Integrated Models

Theoretical models provide valuable insights into the factors that influence workplace psychological well-being. Kaur and Bedi (2023) proposed an integrated framework that links employee well-being with organizational variables such as leadership style, culture, and engagement. Similarly, the Job Demands-Resources model developed by Bakker and Demerouti (2022) continues to be widely used to explain how job characteristics influence employee outcomes. These frameworks suggest that well-being is not determined by a single

factor but rather by the interaction of multiple organizational and individual variables. They also offer a strong foundation for future empirical research, particularly in region-specific contexts.

#### 4.10 Research Gap

Despite the availability of extensive global and national literature, research focusing specifically on Haryana remains limited. Most studies have concentrated on urban corporate settings, with relatively little attention given to sectors such as manufacturing and small-scale industries. Yadav and Dahiya (2024) noted that employees in Haryana face unique challenges, including long working hours and limited access to mental health resources. Additionally, there is a lack of longitudinal studies examining long-term outcomes of workplace psychological environments. This indicates a clear need for more region-specific research to better understand and address the challenges faced by employees in Haryana.

### 5. Conceptual Framework based on Research Gap

Based on the review of literature, a significant research gap has been identified, particularly in the context of Haryana, where limited empirical studies examine how organizational and psychological factors collectively influence employee well-being. Most existing studies focus on individual variables in isolation, with less attention given to their combined impact. Additionally, emerging factors such as technostress and remote work stress have not been sufficiently integrated into existing models.

To address this gap, the present study proposes a conceptual framework that examines the relationship between key workplace factors and employee stress management and well-being.

Figure 5.1

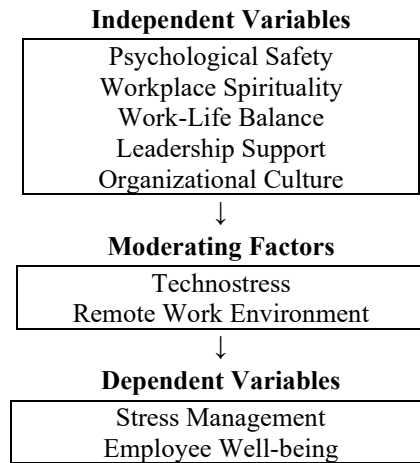


Figure 5.1 presents the study’s conceptual framework linking key organizational factors to stress management and employee well-being. The independent variables—psychological safety, workplace spirituality, work-life balance, leadership support, and organizational culture—collectively create a supportive work environment that helps employees cope with stress. These factors encourage open communication, meaningful work, balanced responsibilities, empathetic guidance, and positive workplace norms, all of which reduce strain and enhance resilience.

The model also shows that this relationship is influenced by moderating factors, namely technostress and the remote work environment. These conditions can strengthen or weaken how effectively organizational support translates into better stress outcomes.

The dependent variables, stress management and employee well-being, represent the outcomes of this interaction, indicating that a healthy organizational climate, adjusted for technological and work-setting challenges, promotes employees’ ability to handle stress and maintain overall well-being.

**6. Results & Discussion**

The present study examined the concept of a healthy psychological workplace environment through a systematic review of recent literature, with particular emphasis on the Indian and Haryana context. The findings indicate that employee well-

being is shaped by a combination of organizational, psychological, and environmental factors, highlighting its multidimensional nature. Psychological safety emerged as a crucial element, as employees who feel secure in expressing their ideas and concerns tend to be more engaged, collaborative, and productive. Similarly, workplace spirituality was found to enhance employees’ sense of purpose and belonging, thereby improving job satisfaction and resilience. These aspects are especially relevant in the Indian context, where cultural values and collective identity play a significant role in shaping workplace experiences. In addition, work-life balance was identified as a key determinant of mental health, with imbalances leading to stress, burnout, and reduced productivity. This issue is particularly significant in regions like Haryana, where rapid industrial and service-sector growth has increased job demands and pressure on employees.

The study also highlights the impact of organizational stressors such as heavy workload, role ambiguity, and insufficient support, all of which negatively affect employee well-being and performance. These findings align with the Job Demands-Resources perspective, which suggests that while job demands can create strain, the presence of adequate resources can help employees manage stress effectively. Furthermore, emerging trends such as technological advancements and remote work have introduced new challenges, including technostress and social isolation, which

can weaken the positive effects of supportive workplace practices if not properly managed. Human resource practices and organizational culture were also found to play a vital role in shaping a positive psychological environment, particularly when organizations adopt employee-centered policies and encourage participation. Despite these insights, the review reveals a lack of region-specific research in Haryana, indicating the need for more empirical studies to understand local workplace conditions. Overall, the findings suggest that organizations must adopt a comprehensive and balanced approach to foster psychological well-being and ensure sustainable performance.

## 7. Conclusion

This study set out to examine the importance of a healthy psychological environment at the workplace through a systematic review of recent literature. The findings clearly indicate that employee well-being is influenced by a combination of factors, including psychological safety, workplace spirituality, work-life balance, leadership support, and organizational culture. These elements collectively contribute to creating a supportive and positive work environment that enhances both individual performance and overall organizational effectiveness.

The review also highlights that unmanaged workplace stress, excessive job demands, and lack of support can negatively impact employees' mental health, leading to reduced productivity and increased burnout. At the same time, emerging challenges such as technostress and the growing prevalence of remote work have added new dimensions to workplace stress, requiring organizations to adopt more adaptive and balanced approaches. In the context of India, particularly Haryana, rapid economic and industrial development has increased the need for organizations to focus on employee well-being as a strategic priority.

Overall, the study emphasizes that creating a psychologically healthy workplace is not a one-time effort but an ongoing process that requires continuous attention from management. Organizations must integrate employee well-being into their core policies and practices by promoting

open communication, supportive leadership, and flexible work arrangements. Additionally, the study identifies a lack of region-specific research, suggesting the need for more empirical investigations in Haryana to better understand local workplace challenges. By addressing these issues, organizations can foster a more resilient workforce and achieve long-term sustainability.

## 9. Limitations of the Study

1. The study is based on secondary data, so the findings depend on the quality and scope of the selected literature.
2. Only studies published between 2022 and 2026 were considered, which may exclude some important earlier research.
3. The review includes a limited number of studies, which may not cover all aspects of the topic.
4. There is a lack of region-specific research, particularly related to Haryana, which limits contextual understanding.
5. The study does not include primary data, so direct relationships between variables cannot be empirically tested.
6. Emerging factors like technostress and remote work are still developing areas, and their long-term effects are not fully explored.

## 10. Practical Implications of the Study

### 10.1 Implications for Organizations

The findings of this study highlight the importance of creating a work environment that supports employees' psychological well-being. Organizations should focus on building a culture of trust, open communication, and psychological safety so that employees feel comfortable expressing their ideas and concerns. Implementing flexible work arrangements, managing workloads effectively, and promoting work-life balance can help reduce stress and improve productivity. Additionally, organizations should invest in leadership development programs that encourage supportive and empathetic management styles. Integrating workplace spirituality by fostering meaningful work and shared values can further enhance employee engagement and resilience. Proper management of technology and remote work practices is also

essential to minimize technostress and maintain employee well-being.

## 10.2 Implications for Policymakers

The study suggests that policymakers need to recognize workplace mental health as a critical area of concern. There is a need to develop guidelines and frameworks that encourage organizations to adopt practices promoting psychological well-being. Policies should support the implementation of employee assistance programs, mental health awareness initiatives, and stress management interventions. In regions like Haryana, where industrial and service sectors are rapidly expanding, policymakers should focus on ensuring that workplace regulations address both physical and psychological aspects of employee health. Encouraging organizations to maintain a healthy work-life balance and regulate excessive working hours can also contribute to improved employee well-being.

## 10.3 Implications for Researchers

This study provides a foundation for future research by identifying key factors influencing the psychological workplace environment. Researchers should focus on conducting empirical studies, particularly in region-specific contexts such as Haryana, to gain a deeper understanding of local workplace challenges. There is also a need for longitudinal research to examine the long-term effects of psychological workplace factors on employee well-being and performance. Future studies can explore sector-specific differences and incorporate emerging variables such as technostress and remote work dynamics. By addressing these areas, researchers can contribute to the development of more comprehensive and context-specific models of workplace well-being.

## 11. Conclusion

This study provides a comprehensive synthesis of recent literature on the role of a healthy psychological workplace environment in shaping employee well-being and organizational outcomes. The findings underscore that psychological well-being at work is not determined by a single factor but is the result of a complex interaction among organizational practices, leadership behavior, and

individual experiences. Key dimensions such as psychological safety, workplace spirituality, work-life balance, and organizational culture consistently emerge as critical contributors to reducing stress and enhancing employee engagement and productivity.

The review further highlights that contemporary workplace transformations, particularly the increasing reliance on digital technologies and remote work arrangements, have introduced new challenges such as technostress and social isolation. These evolving dynamics necessitate a more adaptive and integrated approach to workplace management, where traditional well-being practices are complemented by strategies addressing digital and structural changes. In the context of India, and especially in rapidly developing regions like Haryana, the need to institutionalize psychologically supportive work environments is even more pronounced due to rising job demands and changing employment patterns.

From a broader perspective, the study contributes to the existing body of knowledge by integrating traditional and emerging determinants of workplace well-being into a unified framework. However, the limited availability of region-specific empirical research highlights the need for further investigation to develop contextually relevant insights. Overall, the study suggests that fostering a psychologically healthy workplace should be viewed as a strategic priority, requiring continuous organizational commitment, evidence-based interventions, and supportive policy frameworks to ensure sustainable employee well-being and long-term organizational effectiveness.

## 12. Future Scope of the Study

There is considerable scope for future research in the area of psychological workplace environments. Further studies can focus on collecting primary data to provide stronger empirical evidence on the relationship between workplace factors and employee well-being. Researchers may also conduct region-specific studies in Haryana to gain a deeper understanding of local workplace conditions and challenges. In addition, longitudinal research can be undertaken to examine the long-term effects of psychological factors on employees. Future studies

can also explore sector-wise differences, such as in banking, manufacturing, and IT industries, to identify specific issues across different work settings. Emerging aspects like technostress, remote work, and digital work environments offer important areas for deeper investigation. Moreover, advanced analytical techniques, including structural equation modeling, can be used to better understand the relationships among variables. Comparative studies between urban and rural workplaces may also provide broader insights into variations in psychological work environments.

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