

A SYSTEMATIC REVIEW OF THE ROLE OF EMPLOYEE WELL-BEING IN ENHANCING ORGANIZATIONAL COMMITMENT

Ramdan Rustarmono ^{a*)}, Slamet Sutrisno ^{a)}, Yusuf Iskandar ^{a)}

^{a)}Universitas Nusa Putra, Sukabumi, Indonesia

^{*)} Corresponding Author: idam.nathan@rocketmail.com

Article history: received 19 May 2026; revised May 26, 2026; accepted 24 June 2026

DOI: <https://doi.org/10.33751/jhss.v10i02.356>

Abstract. This study aims to explore the important role of employee well-being in enhancing employees' commitment to their organization. In an increasingly competitive work environment, organizations need to pay attention to employee well-being as a key factor in creating strong and sustainable relationships. Using a Systematic Literature Review (SLR) approach, this study analyzes 100 scientific articles published between 2013 and 2023. The findings show that employee well-being, including psychological well-being, work-life balance, and organizational support, has a significant positive impact on employees' commitment to their organization. These findings confirm that by improving employee well-being, organizations can strengthen loyalty, reduce turnover rates, and improve performance. This study recommends that employee well-being should become a central part of human resource management policies in order to create a mutually beneficial relationship between employees and organizations.

Keywords: Employee Well-Being, Organizational Commitment, Systematic Literature Review, Human Resource Management, Organization.

I. INTRODUCTION

In today's increasingly competitive work environment, organizations face significant challenges in retaining employees who are not only competent and productive but also loyal and committed to organizational goals. Employee well-being has therefore become a central concern in human resource management because it is closely related to the quality of the employment relationship, employee attitudes, and organizational sustainability. Well-being in the workplace does not only refer to physical health, but also includes psychological, emotional, and social conditions that influence how employees experience their work, interact with the organization, and maintain their motivation over time. Guest (2017) emphasized that human resource management should not focus solely on performance outcomes, but should also prioritize employee well-being as a foundation for building a positive and sustainable employment relationship. Similarly, Bhoir and Sinha (2024) argued that employee well-being human resource practices are increasingly important because they help organizations design work systems that support employee welfare and long-term organizational effectiveness.

Organizational commitment is also an important construct in understanding the relationship between employees and organizations. Meyer and Allen (1991) conceptualized organizational commitment through three components, namely affective commitment, continuance commitment, and normative commitment. Affective commitment reflects employees' emotional attachment to the organization, continuance commitment relates to the perceived costs of

leaving the organization, while normative commitment refers to the sense of obligation to remain with the organization. In this context, employees who experience higher levels of well-being are more likely to develop stronger emotional attachment, greater involvement, and a stronger willingness to contribute to organizational objectives. Thus, employee well-being can be viewed as an important antecedent that strengthens employees' commitment to the organization.

However, many organizations still do not fully recognize the strategic role of employee well-being in strengthening organizational commitment. This condition can be reflected in several organizational problems, such as high turnover intention, low employee engagement, declining job satisfaction, and weak attachment to organizational values. Saks (2006) found that employee engagement is associated with important work outcomes, including organizational commitment and intention to quit. This indicates that when employees feel engaged, supported, and psychologically connected to their work, they tend to show stronger commitment to the organization. In addition, Caesens et al. (2017) explained that perceived organizational support contributes to employee well-being, showing that employees' perception of organizational care and support is an important factor in shaping positive employee outcomes.

Employee well-being is also closely related to the availability of job resources and supportive organizational practices. Schaufeli and Bakker (2004) explained that job resources play an important role in reducing burnout and increasing work engagement. This means that organizations

need to provide sufficient support, autonomy, development opportunities, fair treatment, and a healthy work environment to maintain employee well-being. Bakker (2015) further emphasized that employee well-being should be understood from a multilevel perspective because it is influenced not only by individual factors, but also by team, leadership, and organizational conditions. Therefore, organizations that are able to create a supportive work climate are more likely to enhance employee well-being and, in turn, strengthen organizational commitment.

Based on the above discussion, this study aims to provide a deeper understanding of how employee well-being contributes to the improvement of organizational commitment. By using a Systematic Literature Review approach, this study analyzes previous scholarly works to identify the relationship between employee well-being and organizational commitment. The main focus of this study is to examine the aspects of well-being that have the most significant influence on employee commitment and to provide practical recommendations for organizations in developing human resource policies that place employee well-being as a strategic priority. Through this discussion, the study is expected to contribute to the development of human resource management literature and provide practical insights for organizations seeking to build a more committed, loyal, and sustainable workforce.

Employee Well-Being

Employee well-being is a multidimensional concept that refers not only to employees' physical health, but also to their psychological, emotional, and social conditions in the workplace. In organizational studies, employee well-being is generally understood as the extent to which employees experience positive feelings, life satisfaction, meaningful work, psychological functioning, and a supportive work environment. Diener et al. (1999) explain subjective well-being through life satisfaction, positive affect, and negative affect, while Ryff (1989) emphasizes psychological well-being as a broader concept that includes self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Therefore, employee well-being should be viewed as a holistic condition that influences how employees perceive their work and organization.

In the organizational context, employee well-being is closely related to the quality of employees' work experiences. Zheng et al. (2015) argue that employee well-being consists of three main dimensions, namely life well-being, workplace well-being, and psychological well-being. Life well-being refers to employees' overall satisfaction with their lives, workplace well-being relates to employees' satisfaction and positive experiences at work, while psychological well-being concerns employees' internal psychological functioning and sense of meaning. This perspective indicates that employee well-being is not limited to job satisfaction, but also includes broader aspects of employees' lives and psychological conditions.

Employee well-being can also be understood through hedonic and eudaimonic perspectives. Hedonic well-being focuses on happiness, pleasure, comfort, and satisfaction, whereas eudaimonic well-being emphasizes meaning, self-realization, personal development, and the fulfillment of human

potential. Bartels et al. (2019) state that eudaimonic workplace well-being reflects the extent to which employees feel that their work is meaningful, allows them to grow, and enables them to express their best potential. Thus, organizations that seek to improve employee well-being need to pay attention not only to material benefits or physical health programs, but also to meaningful work, supportive leadership, career development, and a positive organizational climate.

Furthermore, employee well-being is strongly influenced by human resource management practices and organizational support. Guest (2017) argues that human resource management should give greater priority to employee well-being and positive employment relationships, rather than focusing only on performance outcomes. Similarly, Caesens et al. (2017) found that perceived organizational support contributes to employee well-being because employees who feel valued and cared for by their organization are more likely to experience positive psychological conditions. Therefore, employee well-being is an important strategic issue because it influences employees' attitudes, motivation, engagement, and long-term attachment to the organization.

Organizational Commitment

Organizational commitment refers to the psychological attachment between employees and the organization. It reflects the extent to which employees identify with organizational goals, feel emotionally connected to the organization, and are willing to remain as members of the organization. Meyer and Allen (1991) developed a three-component model of organizational commitment consisting of affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees' emotional attachment and identification with the organization. Continuance commitment refers to employees' awareness of the costs associated with leaving the organization. Normative commitment refers to employees' sense of obligation to remain with the organization.

Among these three components, affective commitment is often considered the most desirable form of commitment because it is based on emotional attachment and voluntary willingness to contribute to the organization. Employees with strong affective commitment tend to stay in the organization because they want to, not merely because they need to or feel obligated to do so. Meyer et al. (2002) found that affective, continuance, and normative commitment are related but conceptually distinguishable, and each form of commitment has different relationships with employee behavior and organizational outcomes. This shows that organizational commitment is a complex construct that needs to be examined from different psychological dimensions.

Organizational commitment is also closely associated with employees' perceptions of organizational support, fairness, recognition, and work experience. Eisenberger et al. (1986) explain that perceived organizational support reflects employees' belief that the organization values their contributions and cares about their well-being. When employees perceive that the organization is committed to supporting them, they are more likely to develop stronger emotional attachment and commitment to the organization. This indicates that commitment is not formed automatically,

but develops through continuous interaction between employees and the organization.

In addition, organizational commitment is important because it is related to various organizational outcomes, such as employee retention, job performance, engagement, and turnover intention. Saks (2006) found that employee engagement has important consequences for organizational commitment and intention to quit. Employees who are engaged in their work and organization tend to demonstrate higher levels of commitment and lower intention to leave. Therefore, organizational commitment plays a strategic role in maintaining workforce stability and supporting organizational effectiveness.

The Relationship Between Employee Well-Being and Organizational Commitment

The relationship between employee well-being and organizational commitment can be explained through the principle of social exchange. When employees feel that the organization values their contribution, supports their needs, and cares about their well-being, they tend to respond with positive attitudes and stronger commitment. Eisenberger et al. (1986) state that perceived organizational support can increase employees' affective attachment to the organization. In this sense, employee well-being becomes an important antecedent of organizational commitment because it strengthens employees' emotional connection with the organization.

Employee well-being can also improve organizational commitment by increasing job satisfaction, engagement, and positive work attitudes. Schaufeli and Bakker (2004) explain that job resources such as autonomy, support, feedback, and development opportunities can reduce burnout and increase work engagement. When employees experience adequate job resources and a healthy work environment, they are more likely to feel satisfied, motivated, and committed to the organization. This suggests that employee well-being functions as a psychological foundation that supports the development of organizational commitment.

Furthermore, work engagement can serve as a connecting mechanism between employee well-being and organizational commitment. Saks (2006) explains that employees who experience positive engagement with their work and organization are more likely to show stronger organizational commitment. This means that well-being does not only influence employees' emotional condition, but also shapes their involvement, loyalty, and willingness to contribute to organizational goals. Therefore, organizations that promote employee well-being are more likely to develop a committed and productive workforce.

The relationship between employee well-being and organizational commitment is also strengthened by supportive human resource management practices. Guest (2017) emphasizes that organizations should develop HRM practices that support well-being, fairness, employee voice, security, and positive employment relationships. These practices can create a work environment in which employees feel respected, protected, and motivated to remain with the organization. In this regard, employee well-being is not only an individual issue but also a managerial and organizational responsibility.

Based on the literature, employee well-being has a significant role in strengthening organizational commitment. Employees who experience psychological well-being, meaningful work, work-life balance, organizational support, and positive workplace relationships are more likely to develop stronger affective commitment to the organization. Therefore, organizations need to place employee well-being as a strategic priority in human resource management. By doing so, organizations can improve employee loyalty, reduce turnover intention, enhance engagement, and support sustainable organizational performance.

II. RESEARCH METHODS

Systematic Literature Review Approach

This study employed a Systematic Literature Review (SLR) approach to obtain a comprehensive understanding of the relationship between employee well-being and organizational commitment. The SLR method was selected because it allows researchers to identify, collect, evaluate, and synthesize relevant previous studies in a systematic, transparent, and replicable manner. In the field of management and organizational studies, a systematic review is considered useful for developing evidence-based knowledge because it enables researchers to integrate findings from various studies and identify theoretical patterns, research gaps, and practical implications (Tranfield et al., 2003).

The review process in this study was conducted through several stages. The first stage was article identification, which involved searching for relevant scientific articles using keywords related to the main topic, such as "employee well-being," "organizational commitment," "workplace well-being," "employee engagement," and "organizational support." The search was carried out through academic databases and indexing platforms, including Google Scholar, Scopus, and PubMed. The articles selected for initial review were limited to publications from 2013 to 2023, with priority given to peer-reviewed journal articles and publications indexed in reputable databases.

The second stage was article screening. At this stage, the articles obtained from the initial search were examined based on their titles, abstracts, keywords, and relevance to the research focus. The inclusion criteria used in this study were: articles that discussed employee well-being and organizational commitment, articles published in peer-reviewed journals, articles written in English or Indonesian, and articles published between 2013 and 2023. Meanwhile, the exclusion criteria included articles that were not directly related to the research topic, articles that discussed only one variable without explaining its relationship to the other variable, duplicate articles, non-academic publications, and articles without sufficient methodological clarity.

The third stage was eligibility assessment. Articles that passed the initial screening were examined more deeply by reviewing their full texts. This process aimed to ensure that the articles were conceptually and methodologically relevant to the focus of the study. The assessment considered the clarity of research objectives, theoretical framework, methodological rigor, findings, and contribution to the discussion of employee

well-being and organizational commitment. Through this stage, the study was able to identify articles that were more appropriate for further analysis.

The fourth stage was data extraction and synthesis. The relevant articles were analyzed by extracting key information, including author names, year of publication, research objectives, theoretical framework, research method, main findings, and implications. The extracted data were then synthesized to identify recurring themes, conceptual relationships, and dominant findings in the literature. This study also used supporting tools such as Publish or Perish to assist in collecting bibliometric information, VOSviewer to map relationships among concepts and keywords, and a web-based mind map to summarize the main findings visually. The use of bibliometric mapping helped the researcher understand the conceptual structure of the literature and identify the relationship between employee well-being and organizational commitment (van Eck & Waltman, 2010).

PRISMA Protocol

To ensure transparency and accountability in the literature selection process, this study followed the PRISMA protocol, which stands for Preferred Reporting Items for Systematic Reviews and Meta-Analyses. PRISMA provides a structured guideline for reporting systematic reviews by explaining how studies are identified, screened, assessed for eligibility, and included in the final analysis (Page et al., 2021). Although PRISMA was originally developed for health-related systematic reviews, its reporting principles are widely applicable to systematic reviews in social sciences, management, and organizational studies because it supports a clear and transparent review process.

In this study, the PRISMA process began with the identification stage. A total of 100 scientific articles related to employee well-being, organizational strengthening, human resource management, and sustainability were identified from academic databases and search platforms. These articles were published between 2013 and 2023. After the identification stage, the articles were screened by reviewing their titles, abstracts, keywords, and relevance to the main topic of this study. Articles that did not directly discuss the relationship between employee well-being and organizational commitment were excluded from the review.

The next stage was eligibility assessment. At this stage, the remaining articles were reviewed more thoroughly by examining their full-text content. The purpose of this assessment was to determine whether the articles provided sufficient theoretical or empirical contribution to the topic. From the initial 100 articles, 10 articles were found to be more relevant to the focus of this study. These 10 articles were then analyzed further to identify the most central and conceptually relevant studies. After a more detailed assessment, 4 core articles were selected as the main sources for synthesis and were summarized through a mind map.

The final stage was inclusion. The 4 core articles that met the eligibility criteria were included in the final analysis. These articles were analyzed using thematic and a posteriori synthesis, meaning that the main themes were developed after the researcher reviewed and compared the findings from the selected studies. This approach allows the synthesis to emerge

from the evidence rather than being fully determined before the analysis process. Through this method, the study was able to identify several important themes, including psychological well-being, work-life balance, perceived organizational support, employee engagement, and organizational commitment.

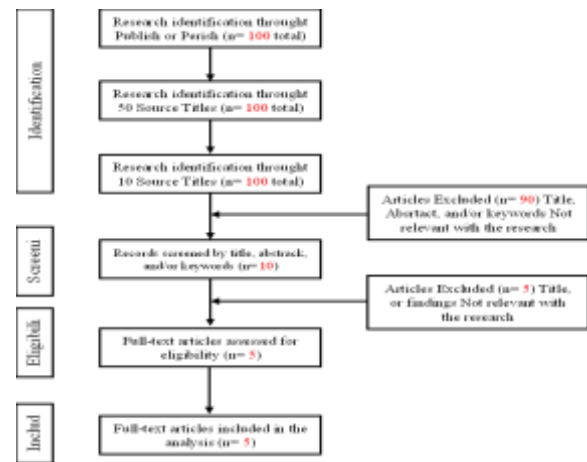


Figure 1. PRISMA Protocol

The PRISMA protocol in this study consisted of four main stages: identification, screening, eligibility assessment, and inclusion. In the identification stage, relevant articles were collected from academic databases using predetermined keywords. In the screening stage, articles were filtered based on title, abstract, keywords, and topic relevance. In the eligibility stage, full-text articles were examined to assess their methodological quality and conceptual relevance. Finally, in the inclusion stage, articles that met all criteria were included in the final synthesis and used as the basis for drawing conclusions about the role of employee well-being in strengthening organizational commitment.

III. RESULTS AND DISCUSSION

Data Profile

This study reviewed literature related to employee well-being and organizational commitment through several academic databases and search platforms, including Google Scholar, Scopus, and PubMed. The broader search initially identified approximately 150 articles published between 2013 and 2023. These articles were related to employee well-being, organizational commitment, employee engagement, organizational support, human resource management, and sustainable organizational practices.

After the initial search, the articles were screened based on predetermined inclusion and exclusion criteria. The inclusion criteria included articles that discussed the relationship between employee well-being and organizational commitment, articles published in peer-reviewed journals, articles indexed in reputable databases, and studies that provided clear theoretical or empirical contributions to the research topic. Meanwhile, articles that were irrelevant, duplicated, not academically published, or discussed only one of the main

variables without explaining its relationship to the other variable were excluded from the analysis.

Based on the screening process, 45 articles met the initial inclusion criteria. After further assessment of relevance, methodological clarity, and contribution to the research focus, 30 articles were selected for deeper analysis. These articles covered different industrial sectors, organizational contexts, and national backgrounds, thereby providing a broader perspective on how employee well-being contributes to organizational commitment. In addition, 100 articles were mapped as metadata using Publish or Perish to identify the distribution of publications based on year and keyword relevance.

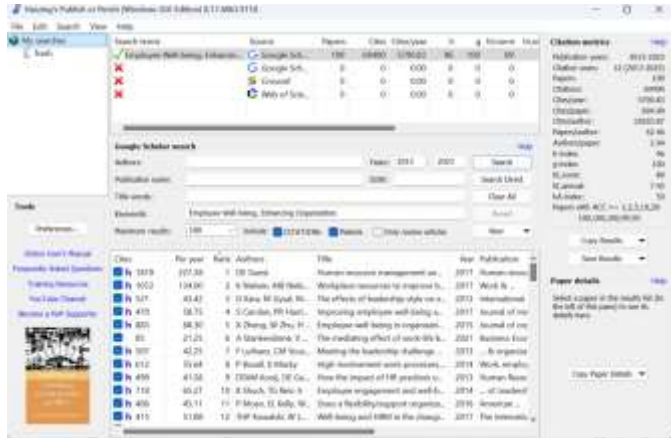


Figure 2. Metadata of 100 Research Papers from 2013 to 2023 Related to the Research Topic

The metadata mapping shows that studies on employee well-being and organizational strengthening were distributed across the period from 2013 to 2023. The highest number of articles was found in 2017, with 19 articles, followed by 2015 with 15 articles, and 2014 with 12 articles. This pattern indicates that the topic of employee well-being has received continuous attention in organizational and human resource management studies. However, the decline in the number of articles in 2022 and the absence of articles in 2023 in the metadata sample indicate the need for further exploration using updated databases and broader keyword combinations.

Table 1. Annual Distribution of Articles from 2013 to 2023

No.	Keywords	Year	Number of Articles
1	Employee Well-being, Enhancing Organization	2013	11
2	Employee Well-being, Enhancing Organization	2014	12
3	Employee Well-being, Enhancing Organization	2015	15
4	Employee Well-being, Enhancing Organization	2016	7
5	Employee Well-being, Enhancing Organization	2017	19
6	Employee Well-being, Enhancing Organization	2018	7
7	Employee Well-being, Enhancing Organization	2019	9

No.	Keywords	Year	Number of Articles
8	Employee Well-being, Enhancing Organization	2020	8
9	Employee Well-being, Enhancing Organization	2021	8
10	Employee Well-being, Enhancing Organization	2022	4
11	Employee Well-being, Enhancing Organization	2023	0
Total			100 Articles

Source: Metadata summary from Publish or Perish, processed by the researcher (2025).

The distribution shown in Table 1 suggests that the literature on employee well-being and organizational enhancement has developed unevenly over time. The relatively high number of publications in 2015 and 2017 indicates a stronger scholarly interest during those years. Meanwhile, the decreasing number of articles after 2020 may reflect the limitations of the keyword combination used in the search process or the need to include more specific keywords, such as “workplace well-being,” “organizational commitment,” “employee engagement,” “perceived organizational support,” and “sustainable human resource management.”

Mind Map Analysis of Employee Well-Being and Organizational Commitment



Figure 3. Mind Map Results of 10 Selected Research Articles on Employee Well-Being and Organizational Commitment

Source: Data processed using map-this.com.

The mind map was developed to visualize the conceptual relationship between employee well-being and organizational commitment. From the 30 articles analyzed in depth, 10 articles were selected for visual mapping because they were considered the most relevant to the main research focus. The mind map shows that employee well-being is linked to several key concepts, including psychological well-being, work-life balance, perceived organizational support, employee engagement, job satisfaction, loyalty, turnover intention, and organizational performance. These concepts indicate that employee well-being is not a single-dimensional construct, but a multidimensional factor that influences employee attitudes and organizational outcomes.

Findings Analysis

The analysis of the selected articles indicates that employee well-being plays an important role in strengthening organizational commitment. The findings show that employees who experience higher levels of well-being tend to

demonstrate stronger emotional attachment, greater loyalty, and stronger willingness to remain in the organization. This finding is consistent with the view that employee well-being is an essential foundation for building a positive employment relationship and improving organizational effectiveness (Guest, 2017).

The first major finding is that psychological well-being has a strong influence on organizational commitment. Psychological well-being includes employees' feelings of being safe, valued, respected, and given opportunities to grow. Employees who experience positive psychological conditions in the workplace are more likely to identify with the organization and develop affective commitment. Zheng et al. (2015) explain that employee well-being in organizations includes life well-being, workplace well-being, and psychological well-being. This indicates that organizational commitment can be strengthened when employees experience positive psychological functioning and perceive their work environment as supportive.

The second finding shows that work-life balance is an important factor in improving employee commitment. When organizations provide flexibility, support family responsibilities, and create policies that allow employees to balance their work and personal lives, employees are more likely to feel satisfied and committed to the organization. Work-life balance helps reduce stress and emotional exhaustion, which in turn can increase employees' willingness to remain in the organization. Medina-Garrido et al. (2021) found that work-family policies can improve employee well-being and reduce intention to leave the organization. This supports the idea that employee well-being serves as a bridge between supportive organizational policies and stronger employee retention.

The third finding concerns the role of perceived organizational support. Employees who feel that the organization appreciates their contribution and cares about their well-being tend to develop stronger organizational commitment. Organizational support may take the form of fair treatment, recognition, supervisor support, career development opportunities, and policies that promote employee welfare. Caesens et al. (2017) found that perceived organizational support contributes to employees' well-being. In this regard, organizational support is not only a managerial practice but also a psychological signal that the organization values its employees.

The fourth finding indicates that employee engagement acts as an important mechanism linking employee well-being and organizational commitment. Employees who experience well-being are more likely to become engaged in their work, and engaged employees tend to show higher commitment to the organization. Saks (2006) found that employee engagement is associated with important outcomes, including organizational commitment and intention to quit. Similarly, Schaufeli and Bakker (2004) explain that job resources such as autonomy, feedback, social support, and development opportunities increase work engagement and reduce burnout. This suggests that employee well-being contributes to commitment by strengthening employees' engagement and positive work attitudes.

The fifth finding shows that sustainable human resource management practices can support employee well-being and commitment. Sustainable HRM emphasizes not only organizational performance but also employee welfare, long-term development, and responsible employment relationships. Sypniewska et al. (2023) found that sustainable HRM practices are related to employee engagement and satisfaction. In addition, Gyensare et al. (2024) showed that green human resource management practices can improve employee well-being and sustainable work behavior. These findings suggest that organizations that integrate well-being into HR policies are more likely to develop committed, loyal, and productive employees.

The findings of this study strengthen the argument that employee well-being is a key factor in developing and maintaining organizational commitment. Employee well-being influences how employees perceive the organization, how emotionally attached they feel, and how willing they are to contribute to organizational goals. When employees feel physically, psychologically, and socially supported, they are more likely to develop positive attitudes toward the organization.

The results are consistent with Meyer et al. (2002), who state that affective commitment is strongly related to positive work experiences and employee attitudes. Employees with strong affective commitment remain in the organization because they want to, not merely because they need to or feel obligated to do so. Therefore, employee well-being is particularly important because it strengthens the emotional foundation of organizational commitment. Employees who feel valued and supported are more likely to develop emotional attachment to the organization.

Compared with previous studies, the results of this review confirm that employee well-being should not be understood only as physical health or job satisfaction. Rather, it should be viewed as a multidimensional construct that includes psychological well-being, workplace well-being, work-life balance, organizational support, and meaningful work. This view is in line with Zheng et al. (2015), who conceptualize employee well-being as a combination of life well-being, workplace well-being, and psychological well-being. Therefore, organizations need to develop a more comprehensive approach to employee well-being.

The findings also show that work-life balance has an important role in strengthening organizational commitment. Employees who are able to manage their work and personal responsibilities tend to experience lower stress and greater satisfaction. This condition can reduce turnover intention and increase loyalty to the organization. Medina-Garrido et al. (2021) emphasize that work-family policies can reduce employees' intention to leave by improving their well-being. This indicates that flexible and supportive work policies are important not only for employee welfare but also for organizational retention strategies.

Another important implication is that organizational support plays a central role in connecting well-being and commitment. Employees interpret organizational support as evidence that the organization values their contribution and cares about their welfare. When employees perceive strong

organizational support, they tend to reciprocate through higher loyalty, stronger commitment, and greater willingness to contribute. This explanation is consistent with social exchange theory, which suggests that positive treatment from the organization encourages employees to respond with positive attitudes and behaviors.

From a managerial perspective, the results of this study indicate that organizations should place employee well-being as an integral part of human resource management strategy. Well-being programs should not be limited to physical health benefits, but should also include psychological support, fair leadership, career development, employee voice, flexible work arrangements, and positive workplace relationships. Guest (2017) argues that human resource management should prioritize well-being and positive employment relationships because both can contribute to employee and organizational performance.

In the future, organizations need to design well-being policies that are flexible, contextual, and responsive to employee needs. A uniform policy may not be sufficient because employees have different personal conditions, job demands, and work-life challenges. Therefore, organizations need to conduct regular assessments of employee needs and develop well-being programs that are aligned with organizational culture, job characteristics, and employee expectations. By doing so, organizations can strengthen employee commitment, reduce turnover intention, improve engagement, and support long-term organizational performance.

Overall, this study concludes that employee well-being has a significant role in enhancing organizational commitment. Psychological well-being, work-life balance, perceived organizational support, employee engagement, and sustainable HRM practices are the main factors that explain how well-being contributes to stronger commitment. These findings provide theoretical and practical implications for organizations seeking to build a loyal, committed, and sustainable workforce.

IV. CONCLUSIONS

This study confirms that employee well-being plays a crucial role in strengthening organizational commitment. Based on the systematic literature review conducted, it can be concluded that employee well-being, including physical, psychological, emotional, and work-life balance aspects, has a significant influence on employees' engagement, loyalty, and commitment to the organization. Employees who feel valued, supported, and treated fairly by the organization are more likely to develop a strong emotional attachment to their workplace and demonstrate greater willingness to contribute to organizational goals. More specifically, psychological well-being, healthy work-life balance, and organizational support were identified as the main factors that contribute to stronger organizational commitment. Psychological well-being enables employees to feel safe, respected, and motivated in the workplace. Work-life balance helps employees manage their professional and personal responsibilities more effectively, thereby reducing stress and increasing job satisfaction. Meanwhile, organizational support, such as recognition,

supervisor support, career development opportunities, and employee-oriented policies, strengthens employees' perception that the organization genuinely cares about their welfare. The findings of this study support previous research which indicates that organizations that pay attention to employee well-being are more likely to reduce turnover intention, increase employee engagement, and improve long-term organizational performance. Therefore, employee well-being should not be viewed merely as an additional benefit, but as a strategic element in human resource management. Organizations that are able to create a healthy, supportive, and inclusive work environment will have greater opportunities to build a loyal, productive, and committed workforce. Based on these findings, organizations are encouraged to develop policies and practices that support employee well-being in a comprehensive manner. First, organizations need to create a work environment that supports employees' psychological well-being by providing opportunities for self-development, emotional support, fair treatment, and an inclusive organizational culture. Second, organizations should provide flexible work arrangements that enable employees to maintain a healthy balance between work and personal life. Third, managers and supervisors need to be trained to provide positive social support, effective communication, and constructive recognition to employees. Through these efforts, organizations can strengthen employee commitment and support sustainable organizational performance.

REFERENCES

- [1] Bakker, A. B. (2015). Towards a multilevel approach of employee well-being. *European Journal of Work and Organizational Psychology*, 24(6), 839–843. <https://doi.org/10.1080/1359432X.2015.1071423>
- [2] Bartels, A. L., Peterson, S. J., & Reina, C. S. (2019). Understanding well-being at work: Development and validation of the Eudaimonic Workplace Well-Being Scale. *PLOS ONE*, 14(4), Article e0215957. <https://doi.org/10.1371/journal.pone.0215957>
- [3] Bhoir, M., & Sinha, V. (2024). Employee well-being human resource practices: A systematic literature review and directions for future research. *Future Business Journal*, 10, Article 95. <https://doi.org/10.1186/s43093-024-00382-w>
- [4] Caesens, G., Stinglhamber, F., Demoulin, S., & De Wilde, M. (2017). Perceived organizational support and employees' well-being: The mediating role of organizational dehumanization. *European Journal of Work and Organizational Psychology*, 26(4), 527–540. <https://doi.org/10.1080/1359432X.2017.1319817>
- [5] Diener, E., Suh, E. M., Lucas, R. E., & Smith, H. L. (1999). Subjective well-being: Three decades of progress. *Psychological Bulletin*, 125(2), 276–302. <https://doi.org/10.1037/0033-2909.125.2.276>
- [6] Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>

- [7] Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38. <https://doi.org/10.1111/1748-8583.12139>
- [8] Gyensare, M. A., Adomako, S., & Amankwah-Amoah, J. (2024). Green HRM practices, employee well-being, and sustainable work behavior: Examining the moderating role of resource commitment. *Business Strategy and the Environment*, 33(4), 3129–3141. <https://doi.org/10.1002/bse.3642>
- [9] Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodríguez, A. R. (2021). Moderating effects of gender and family responsibilities on the relations between work–family policies and job performance. *The International Journal of Human Resource Management*, 32(5), 1006–1037. <https://doi.org/10.1080/09585192.2018.1505762>
- [10] Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Rodríguez-Cornejo, M. V. (2021). I quit! Effects of work–family policies on the turnover intention. *International Journal of Environmental Research and Public Health*, 18(4), Article 1893. <https://doi.org/10.3390/ijerph18041893>
- [11] Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- [12] Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnysky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20–52. <https://doi.org/10.1006/jvbe.2001.1842>
- [13] Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., ... Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ*, 372, Article n71. <https://doi.org/10.1136/bmj.n71>
- [14] Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 1069–1081. <https://doi.org/10.1037/0022-3514.57.6.1069>
- [15] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- [16] Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>
- [17] Synniewska, B., Baran, M., & Kłos, M. (2023). Work engagement and employee satisfaction in the practice of sustainable human resource management—Based on the study of Polish employees. *International Entrepreneurship and Management Journal*, 19(3), 1069–1100. <https://doi.org/10.1007/s11365-023-00834-9>
- [18] Thomas, J., & Harden, A. (2008). Methods for the thematic synthesis of qualitative research in systematic reviews. *BMC Medical Research Methodology*, 8, Article 45. <https://doi.org/10.1186/1471-2288-8-45>
- [19] Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
- [20] van Eck, N. J., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *Scientometrics*, 84(2), 523–538. <https://doi.org/10.1007/s11192-009-0146-3>
- [21] Zheng, X., Zhu, W., Zhao, H., & Zhang, C. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation. *Journal of Organizational Behavior*, 36(5), 621–644. <https://doi.org/10.1002/job.1990>