

# Employee Wellbeing as the Basis for Performance Stability in Modern Sustainable Organizations

Fayola Issalillah<sup>1\*</sup>, Rafadi Khan Khayru<sup>2</sup>, Didit Darmawan<sup>3</sup>

<sup>1</sup>Department of Islamic Family Law, Universitas Sunan Giri Surabaya

<sup>2</sup>Department of Sharia Economic, Universitas Sunan Giri Surabaya

<sup>3</sup>Department of Management, Universitas Sunan Giri Surabaya

## Abstract

Employee wellbeing constitutes a central foundation in the study of sustainable organizational development because the psychological quality of individuals influences the consistency of work behavior and the stability of operational systems. This study examines the relationship between psychological wellbeing, social support, and occupational health with organizational sustainability through a qualitative literature review and thematic synthesis. Wellbeing is conceptualized as a positive psychological condition that encompasses emotional stability, adaptive capacity, personal energy, and the ability to manage job pressures constructively. These attributes shape how employees respond to workload demands, maintain smooth social interactions in the workplace, and sustain work rhythms over extended periods. Recent literature indicates that employees with stable wellbeing exhibit stronger capabilities in maintaining consistent performance, reinforcing social harmony, and enduring rapid organizational changes. Organizational social support, including supportive leadership, transparent communication, and procedural fairness, strengthens employees' perceptions of being valued, thereby increasing their confidence to maintain performance quality. Work structures that provide flexibility, autonomy, and task variety further enhance emotional engagement and reduce recurrent psychological strain. This study affirms that organizational sustainability is closely tied to employees' psychological stability, as long-term work behavior is anchored in balanced mental conditions. Through a systematic analysis of empirical and conceptual sources, the study offers a comprehensive overview of the connection between wellbeing and organizational sustainability and provides a basis for designing human resource policies that are sensitive to occupational health. The findings are expected to contribute to both practitioners and scholars seeking to develop managerial practices that support sustainability through strategic investment in employee wellbeing.

## Keywords:

Employee wellbeing; Human resource management; Occupational health; Organizational sustainability; Work psychology.

\*Corresponding author

Email: fayola.issalillah@gmail.com

## INTRODUCTION

Employee wellbeing has emerged as a central concept in academic discussions on organizational sustainability, particularly as institutions confront increasing work pressures and long-term productivity demands. Wellbeing encompasses both physical and psychological conditions that shape the quality of employees' daily work experiences (Darmawan & Gani, 2024). Within sociological and human resource management scholarship, wellbeing is understood as an outcome of the interaction between the work environment, structural expectations, and individual capacity to maintain emotional stability. Through a hermeneutic phenomenological lens, wellbeing can be interpreted as an evolving process constructed from employees' personal meanings regarding their work and their understanding of their position within the organizational structure.

In modern work environments, attention to wellbeing has intensified as digitalization, automation, and shifts in work arrangements heighten operational demands. Employees are required to adjust to accelerated work rhythms that often generate psychological pressures such as emotional fatigue, role uncertainty, and adaptation challenges arising from internal organizational dynamics (Oluwatosin & Darmawan, 2024). Wellbeing functions as an essential psychological buffer that enables employees to interpret ongoing changes constructively and sustain performance stability. When wellbeing is preserved, individuals maintain psychological coherence that supports work energy, task persistence, and long-term professional commitment. This condition demonstrates that psychological welfare is closely tied to the foundations of operational continuity.

Organizations seeking long-term viability must consider how wellbeing shapes the quality of social interactions within the workplace. From a human resource management perspective, positive wellbeing contributes to an interpersonal environment that supports stable and enduring working relationships. Interactions between employees become more consistent when individuals experience psychological security within supportive work structures (Pakpahan et al., 2022). At the same time, wellbeing influences the meanings employees attribute to their roles. When individuals feel valued, treated fairly, and provided with opportunities for growth, they construct more affirming interpretations of their work. This interpretive process reinforces emotional attachment, which is essential for sustaining the continuity of tasks and increasing the likelihood of long-term loyalty.

The linkage between employee wellbeing and organizational sustainability becomes increasingly evident through empirical findings demonstrating that individuals with stable emotional conditions are better able to manage work demands and sustain productivity (Harter et al., 2002). Evidence indicates that sustained performance depends on an employee's ability to regulate emotional pressures, remain cognitively alert, and adapt to shifting structural demands. Sustainability requires a workforce that does not experience prolonged exhaustion and that maintains functional capacity during organizational transitions (Putra & Darmawan, 2024). When wellbeing is neglected, organizations face heightened risks of declining motivation, weakened attachment, and increased turnover tendencies that disrupt long-term operational continuity. These disruptions reduce the organization's resilience during external change, weaken collective rhythm, and complicate strategic planning.

The cumulative effect confirms that wellbeing constitutes a foundational determinant of organizational trajectories because long-term development depends on human endurance as a core component of operational systems.

The first issue concerns the escalating work pressures that disturb employees' physical and emotional welfare. Research has shown that excessive strain, unclear roles, and persistent performance demands undermine employees' psychological resources and diminish their capacity to maintain stable output (Schaufeli & Bakker, 2004). When pressures remain unmanaged, individuals experience cognitive tension that weakens self-regulation and reduces the steadiness required for sustained performance in long-term organizational systems. Disruptions to psychological equilibrium gradually erode the predictability of behavior, impair the reliability of internal processes, and limit employees' readiness to uphold required performance levels during operational cycles that extend over time.

The second issue relates to insufficient organizational support for employees' work-life balance and psychological safety. Findings indicate that limited structural and relational support lowers employees' sense of connection to their work and reduces their willingness to invest consistent effort (Saks, 2006). A lack of organizational responsiveness contributes to heightened stress levels, fragile interpersonal interactions, and declining involvement in strategic tasks. Over time, diminished support weakens the psychological infrastructure necessary for coordinated action, leading to fragmented relationships and reduced capacity to maintain synchronized activities across units.

The third issue arises from the organization's limited ability to generate consistent perceptions of appreciation. When employees do not perceive emotional or structural support, they interpret their work relationship as fragile and largely transactional, which restricts the development of affective attachment. The absence of perceived appreciation limits behavioral stability, reduces discretionary effort, and weakens the psychological commitment required for sustained organizational progress (Arnold et al., 2007). Without a supportive interpretive framework, employees are less inclined to maintain steady contributions during prolonged operational demands.

Furthermore, the global emphasis on sustainable development urges organizations to design work systems that do not expose employees to repeated psychological strain. Psychological health is now an indicator of institutional quality because chronic stress undermines operational stability, reduces task accuracy, and increases managerial burdens. Consequently, understanding wellbeing, emotional attachment, and work meaning becomes essential for explaining how organizations can strengthen long-term resilience through investment in human capabilities.

The objective of this study is to examine how employee wellbeing influences organizational stability and contributes to sustainable development. This research offers theoretical contributions by deepening the understanding of the relationships among wellbeing, emotional attachment, work meaning, and performance consistency. Additionally, it provides a conceptual foundation for developing work policies that recognize human capacity as the primary pillar supporting long-term operational continuity.

## RESEARCH METHOD

The study employed a qualitative literature review supported by thematic synthesis to construct a systematic understanding of the relationship between employee wellbeing and sustainable organizational development. Thematic synthesis was selected because it offers a structured way of organizing scientific insights from diverse studies into coherent thematic patterns that reflect conceptual regularities. This approach aligns with Braun and Clarke's analytical framework, which emphasizes iterative reading, data coding, identification of meaningful patterns, and structured theme construction that captures interpretive depth emerging from scholarly texts. Such a method is appropriate for examining topics involving subjective employee experiences and psychological interpretations that cannot be adequately examined using quantitative designs alone. Through this approach, the study is able to integrate conceptual, empirical, and interpretive insights into a unified analytical structure that highlights how wellbeing influences organizational continuity.

The literature search was conducted through reputable academic databases including Scopus, Web of Science, ScienceDirect, and Wiley Online Library. Search terms included employee wellbeing, sustainable organization, psychological wellbeing, employee mental health, organizational sustainability, and work outcomes. The inclusion criteria covered scholarly publications from the past thirty years, peer reviewed articles, and reference books offering theoretical contributions relevant to occupational health and human resource management. Sources lacking peer review, methodological transparency, or relevance to employee wellbeing were excluded to maintain analytical rigor. The selection procedure followed systematic guidelines proposed by Booth, Sutton, and Papaioannou, ensuring that each source met academic standards, presented coherent theoretical or empirical contributions, and provided reliable material for interpretive analysis.

The subsequent stage involved data extraction, coding, and theme development. Each publication was reviewed to identify core statements describing the relationship between employee wellbeing and organizational sustainability. Coding procedures were guided by Creswell and Poth to ensure theoretical coherence, consistency in meaning classification, and logical structure in grouping emergent insights. Codes were examined repeatedly to avoid conceptual duplication and to refine analytic categories. These codes were then consolidated into themes representing stable patterns of thought across the literature. Quality assurance followed Snyder's recommendations, involving theme validation, cross examination between data and interpretation, and verification of thematic stability. This multistep process ensures that the resulting thematic synthesis possesses academic rigor, captures conceptual diversity, and accurately represents the intellectual landscape surrounding wellbeing and sustainable organizational development.

## FINDINGS AND DISCUSSION

### Wellbeing as a Foundational Element of Sustainability

Employee wellbeing functions as a central foundation for long-term organizational stability because psychological conditions shape the consistency and endurance of daily work performance. Empirical findings indicate that employees with positive emotional states are more capable of maintaining work quality, as stable

psychological energy supports persistence during demanding operational cycles. Harter et al. (2002) show that strong wellbeing enhances perseverance and enables employees to sustain productivity even under high role demands, revealing that sustainable organizations depend on psychologically healthy human resources to maintain uninterrupted workflows and avoid productivity losses triggered by emotional fatigue. The contribution of wellbeing becomes particularly evident when operational complexity rises, since employees who experience emotional balance demonstrate stronger regulatory capacity, clearer cognitive focus, and reduced vulnerability to performance deterioration. This stability allows organizations to operate with predictable rhythms of output that are essential for long-range planning. Furthermore, strong wellbeing reduces behavioral disruptions that often escalate into operational inefficiencies, enabling work systems to function with consistent levels of accuracy and reliability across time.

Keyes and Haidt (2003) highlight that wellbeing strengthens the capacity to build stable social relationships in the workplace, which contributes to a communicative and collaborative environment. Within organizations that pursue sustainability, the stability of interpersonal relations becomes essential because long-term coordination requires employees to interact with minimal emotional friction. Harmonious relationships prevent misinterpretations that may impede collective work, allowing information to circulate smoothly and supporting aligned decision making across units. When employees experience psychological comfort, they willingly extend support to colleagues, reinforcing internal networks that facilitate synchronous action. Stable relationships generate interpersonal safety, enabling individuals to express ideas without fear of excessive scrutiny, thereby fostering innovation and continuous improvement. Strong relational climates accelerate the alignment of individual and collective objectives, creating a platform for sustained cooperative behavior. These conditions enhance professional identification, making employees more likely to integrate their roles into their identity and preserve steady contributions. Robust interpersonal connections reduce hidden conflict, strengthen trust, and solidify predictable interactions that support cross-functional collaboration. They also ease adaptation during structural adjustments because employees rely on emotional networks that buffer transitional stress. As relational patterns become more predictable, communication efficiency improves, allowing teams to coordinate complex tasks with greater precision. The accumulated strength of these social ties expands organizational capacity to endure external challenges, as cohesive units maintain consistent performance despite environmental pressure. This relational foundation, driven by wellbeing, ensures that work processes operate with continuity and discipline, reinforcing the organization's ability to maintain stable long-term performance trajectories.

Schaufeli and Bakker (2004) demonstrate that weakened wellbeing elevates the risk of emotional exhaustion and disengagement, which erode employees' capacity to sustain the continuity required in long-term work systems. As psychological strain intensifies, employees lose the ability to maintain stable contributions, leading to disruptions that jeopardize organizational sustainability. Diminished wellbeing increases turnover, destabilizes work rhythms, and weakens operational resilience, underscoring wellbeing as a primary condition for safeguarding stable internal



processes. Russell (2008) adds that wellbeing promotes positive work behaviors including role clarity, job satisfaction, and trust in managerial systems. When employees feel valued and receive adequate emotional recovery, they approach tasks with greater consistency. Sustainable organizations require a work environment in which relational quality and system reliability are maintained through human capabilities that remain stable over time. Thus, wellbeing becomes the integrative element linking employee psychological resources with organizational objectives, enabling long-range continuity and sustained operational performance.

Grant, Christianson, and Price (2007) demonstrate that employee wellbeing significantly influences the quality of work-related decision making. Employees with stable mental conditions possess stronger emotional regulation abilities, enabling them to respond to operational changes with rational judgment. In organizations seeking long-term sustainability, the capacity to avoid impulsive decisions becomes essential because such decisions determine the continuity and direction of internal processes. Effective emotional regulation allows employees to suppress immediate reactive impulses that may disrupt workflow and strengthens their cognitive composure when confronted with sudden information or dynamic task conditions (Darmawan, 2024). Employees who maintain psychological stability are better able to assess information objectively without being influenced by momentary pressures. Their decisions tend to be more consistent because they are grounded in a balanced evaluation of task demands and individual capacities. Decision quality increases as employees are able to reassess alternative courses of action with greater caution. When psychological stability is preserved, risk evaluation becomes more accurate, reducing the likelihood of operational errors. Mental steadiness further enables employees to maintain the cognitive discipline required to align decisions with organizational goals. Emotional resilience supports clarity of thought even when task intensity rises, and such clarity enhances team coordination because actions become more predictable for colleagues. Employees with emotional stability also respond to feedback more constructively, allowing corrective measures to be implemented without conflict. Collectively, these capabilities strengthen the organization's ability to maintain operational direction through decisions that are consistent, measurable, and aligned with sustainability objectives.

Deci and Ryan (2008) emphasize that wellbeing emerges from the fulfillment of three basic psychological needs, namely relatedness, autonomy, and competence. When these needs are met, employees experience psychological stability that encourages active involvement in organizational activities (Darmawan, 2022). From a sustainability perspective, the fulfillment of these needs enhances employees' adaptive capacities when facing new job demands, enabling organizational development without the hindrance of resistance. Satisfying these needs establishes an emotional foundation that provides employees with a sense of safety when dealing with work dynamics. This foundation strengthens their willingness to initiate actions because they feel supported by organizational structures. Autonomy reinforces self-regulation, allowing employees to produce well-considered judgments. Improved competence fosters stable self-confidence, equipping employees to confront challenges with constructive strategies. Relatedness assures employees that their presence is valued, reducing susceptibility to interpersonal strain. These psychological drivers diminish resistance to necessary changes within operational cycles.

Psychological stability reinforces consistent patterns of adaptation because employees face new demands with higher cognitive readiness. Positive emotional experiences help sustain work energy during transitional periods. Meeting basic psychological needs accelerates the internalization of organizational values, as employees perceive the work environment as a space that supports their development. When these needs are consistently addressed, employees' capacity to manage pressure increases and reliance on rigid instructions decreases. Ultimately, this condition strengthens organizational sustainability because employees are able to maintain engagement, emotional steadiness, and adaptability across extended periods.

From an organizational sociology standpoint, wellbeing functions as a mechanism that preserves social cohesion and reduces the likelihood of conflict. Cooper and Cartwright (2008) explain that organizations with high stress levels tend to experience disturbances in social stability. Such instability undermines the organization's capacity to maintain sustainable work processes. Long-term success requires a work environment that does not generate persistent tension, making wellbeing an essential determinant of an organization's social health.

Wright and Cropanzano (2000) find that employees with high levels of wellbeing have a greater likelihood of achieving optimal work outcomes. They adapt more readily to changes and do not experience excessive emotional strain when confronted with work dynamics. This condition is closely related to sustainability because organizations require employees who can maintain their performance consistently over extended periods. When wellbeing remains stable, employees' cognitive capacities operate more efficiently, allowing problem solving processes to proceed smoothly. Emotional stability provides room for rational evaluation of work situations without reactive responses that could compromise decision quality. This pattern creates a consistent rhythm of professional behavior because employees are able to restrain emotional fluctuations during periods of increased operational demand. A healthy psychological condition supports employees' ability to maintain focus even when working under high intensity, ensuring that motivation remains intact. Employees with stable emotional states demonstrate stronger resilience when encountering unexpected disruptions, as their psychological energy does not decline rapidly. Consequently, productivity remains steady despite recurring pressure. High levels of wellbeing foster interpersonal trust, which improves collaboration within work units (Darmawan et al., 2022). Psychological stability reduces conflict risks because employees navigate interpersonal friction without impulsive reactions. Emotional balance strengthens employees' willingness to remain engaged in long-term work cycles. Within a sustainability horizon, these dynamics provide a robust foundation for organizations to construct work systems that endure amid rapidly changing external environments.

At the managerial level, organizations that position employee wellbeing as a fundamental pillar tend to develop stronger and more coherent working relationships. Bakker and Demerouti (2007) emphasize that employees with high intrinsic motivation demonstrate greater consistency in carrying out their tasks. Intrinsic motivation emerges when wellbeing is preserved, which enables organizations to reduce reliance on rigid control systems. This condition strengthens operational sustainability because employees contribute in a stable manner without the need for excessive pressure.

Kelloway and Barling (2010) demonstrate that wellbeing is closely related to workplace safety, as a stable psychological condition enables employees to maintain consistent vigilance and make well considered decisions. Employees with sound mental health are better able to recognize potential hazards, manage work related pressure, and sustain high levels of attention to technical details associated with safety procedures. In sustainable organizational systems, workplace safety holds a central value because accidents disrupt operational continuity and generate long term losses. Enhanced emotional composure strengthens employees' capacity to act cautiously in critical situations. Psychological stability promotes consistent work behavior that aligns with established safety standards. A well regulated mental state allows employees to respond to operational dynamics with accountability and precision. The presence of a work climate that supports wellbeing fosters personal discipline that contributes to a reduction in workplace incidents. The combination of organizational attention to wellbeing and individual psychological readiness forms the foundation for a sustainable safety system.

Sustained wellbeing enables employees to perceive work as an integral part of a meaningful life trajectory. Employees who find meaning in their work are better able to maintain emotional stability when faced with shifting demands. Meaning serves as a psychological anchor that provides direction in their professional activities.

**Table 1.**  
*Employee Wellbeing and Organizational Stability*

Key Aspect	Practical Explanation	Contribution to Organizational Stability
<b>Psychological Energy &amp; Perseverance</b>	Employees with positive emotional states maintain stable psychological energy and can work consistently even under heavy demands.	Sustains daily work rhythms and reduces disruptions caused by emotional fatigue.
<b>Social Relationships in the Workplace</b>	Wellbeing enhances the capacity to build harmonious relationships and healthy communication.	Supports long-term coordination and collaboration in routine processes and innovation.
<b>Risk of Burnout &amp; Disengagement</b>	Low wellbeing increases the likelihood of burnout and emotional withdrawal from work.	Prevents turnover and protects long-term operational continuity.
<b>Positive Work Behaviors</b>	Wellbeing fosters role clarity, trust in management, and job satisfaction.	Maintains daily task stability and strengthens quality of interaction within the organization.
<b>Decision-Making Quality</b>	Employees with stable mental states make rational, non-impulsive decisions.	Helps maintain operational direction and reduces missteps that threaten sustainability.
<b>Fulfillment of Psychological Needs</b>	Wellbeing arises from the fulfillment of relatedness, autonomy, and competence.	Enhances employee adaptation to new demands and facilitates smooth organizational transitions.
<b>Social Cohesion &amp; Conflict Reduction</b>	Wellbeing supports social cohesion and reduces internal conflict.	Prevents social instability that disrupts sustainable work processes.
<b>Adaptability &amp; Stable Performance</b>	Employees with high wellbeing adapt more easily to change.	Produces stable long-term performance, essential for sustainability.
<b>Intrinsic Motivation &amp; Work Consistency</b>	Wellbeing strengthens intrinsic motivation, enabling employees to work consistently without tight structural controls.	Supports long-term operations without the need for excessive supervision.
<b>Workplace Safety &amp; Vigilance</b>	Employees with stable mental conditions are more cautious and less prone to errors.	Prevents workplace accidents that could disrupt operational continuity.



<b>Meaning of Work</b>	Wellbeing helps employees find meaning in their professional activities.	Enhances emotional stability and reinforces long-term commitment.
<b>Organizational Care &amp; Emotional Loyalty</b>	Employees view wellbeing as a reflection of genuine organizational appreciation.	Builds emotional loyalty and strengthens long-term sustainability commitments.

Source: Author(s) work

Employee wellbeing fundamentally reflects the extent to which an organization recognizes employees as individuals with emotional and social needs. When employees perceive that the organization provides a safe environment for developing their potential, obtaining psychological recovery, and working without excessive strain, they develop an awareness that their presence is valued. This sense of appreciation does not arise solely from material incentives but from daily experiences that demonstrate genuine concern through supportive communication patterns, humane working hours, and a work environment that does not generate undue pressure. Wellbeing becomes a reflection of structural appreciation that reinforces employees' belief that the organization does not treat them merely as instruments of production.

Consistent organizational care strengthens the degree of emotional connection between employees and the institution. This connection does not arise instantaneously but through a series of accumulated daily experiences. When employees observe that the organization is responsive to their condition, provides opportunities for dialogue, attends to mental wellbeing, and fosters a supportive social climate, they develop a deeper sense of attachment to the institution. This emotional attachment becomes the foundation of stable loyalty rather than loyalty imposed by formal rules. At this stage, employees begin to regard the organization as a professional home that provides tangible support for their well being (Darmawan et al., 2020).

Emotional loyalty constitutes the basis of long term commitment. Employees who experience meaningful work and institutional care are more capable of maintaining consistent work behavior. They are less inclined to leave the organization when encountering pressure because they possess a strong emotional bond with their workplace. Such commitment generates the stability required for organizational sustainability, particularly when institutions confront policy changes, system transformations, or other long term challenges. Accordingly, wellbeing is not merely an individual psychological variable but an emotional foundation that safeguards the continuity of processes and the steadiness of performance across extended time horizons.

This explanation demonstrates that wellbeing does not remain confined to individual psychological states but evolves into a connective element between employees and the organization. When structural appreciation, work meaning, and emotional loyalty converge within a unified experiential trajectory, they form a work ecosystem capable of withstanding long term demands. The reciprocal relationship between employees and the organization is strengthened through genuine attention, clarity of values, and opportunities that allow individuals to perceive that their presence carries significance. It is from this point that the future of the institution is shaped, because organizational stability depends on the inner strength of the individuals who sustain it. Within this framework, wellbeing emerges as the foundation that upholds sustainability not through pressure but through appreciation that is cultivated consistently over time.

### **Psychological Experiences and Performance Consistency**

Employees' psychological experiences exert a substantial influence on the performance consistency required for the development of sustainable organizations. When employees experience emotional stability and psychological connectedness with their work environment, they are able to maintain the quality of their actions repeatedly over extended periods. Sonnentag's (2003) findings indicate that psychological recovery after work hours enhances employees' readiness to sustain performance the following day. This reinforces the view that daily psychological rhythms play a pivotal role in shaping long term performance endurance.

Ilies, Schwind, and Heller (2007) explain that employees' psychological conditions are reflected in the consistency of their work behavior, indicating that emotional stability exerts a direct influence on the quality of daily professional actions. Employees with stable emotional conditions are less likely to experience fluctuations in performance, enabling them to maintain work quality at a relatively uniform level. This factor is vital for sustainability oriented organizations because consistency forms the basis for long term planning, which depends on behavioral predictability. Psychological stability enables employees to maintain accuracy when facing increased workloads, thereby reducing the likelihood of operational errors. This condition strengthens individual reliability in executing procedures that require continuous attention. When emotions remain controlled, employees can sustain the quality of communication and coordination needed for the continuity of workflow. Stable emotional patterns support employees in remaining responsive to demands without altering expected performance standards. A balanced psychological state enables individuals to make consistent judgments regarding work priorities, ensuring that time pressure does not result in a decline in quality (Hariani & Mardikaningsih, 2025). Such stability supports employees in harmonizing their personal work rhythm with organizational standards. In this regard, behavioral predictability derived from healthy psychological conditions becomes an essential asset for organizations seeking to build systems capable of withstanding operational dynamics and long term planning requirements.

Judge and Ilies (2002) find that daily mood plays a significant role in influencing productivity. Employees experiencing emotional strain tend to exhibit reduced consistency in their work outcomes. Such instability challenges the organization's ability to predict and maintain operational quality over time. Consequently, psychological experiences constitute an essential component of sustainability analyses within modern organizations.

Bakker and Oerlemans (2011) demonstrate that experiences of work engagement generate recurring feelings of energy and dedication on a daily basis. When employees experience engagement, they exhibit greater consistency in task execution, which contributes directly to operational stability. Consistency becomes a crucial component of sustainable work systems because organizational processes must move in a uniform rhythm. Sustained engagement reinforces employees' psychological readiness to meet performance expectations and supports long term work patterns that are essential for the continuity of organizational functions.

Eaton (2013) explains that employees' perceptions of organizational justice influence performance stability. When employees perceive fair treatment, they tend to

display consistent behavior in accomplishing work activities. Sustainability requires organizational structures that provide psychological security so that employees do not experience fluctuations in motivation caused by ambiguity or perceived procedural uncertainty. A stable sense of justice strengthens employees' willingness to maintain effort over time, facilitating the predictability that is foundational for long term organizational planning.

Seligman (2011) finds that employees with high psychological wellbeing are more capable of interpreting their work as part of a productive life path. This sense of meaning generates a stable emotional structure that provides a strong psychological foundation for maintaining consistent daily work behavior. When work is perceived as an activity aligned with personal values, employees tend to sustain professional quality because they regard their actions as contributing to personal growth. Strong meaning fosters internal motivation that supports disciplined management of time and energy. This condition reduces psychological tension when facing intense operational demands. Employees who view their work as meaningful more readily develop a stable sense of responsibility. Positive meaning enhances emotional calm, enabling controlled responses to work pressure. This disposition helps individuals maintain performance trajectories without behavioral disruptions that compromise organizational stability. Over time, work meaning strengthens employees' orientation toward delivering their best because they perceive themselves as advancing a life pathway that integrates personal and professional aspirations.

Stable psychological experiences enable employees to reduce impulsive reactions to work pressure because emotional balance provides space for more structured evaluative processes before action is taken. They are able to control emotional responses and maintain directed behavior, ensuring that decision quality is preserved when demands increase. This condition has significant implications for work environments requiring long term stability, as organizations depend on consistent response patterns to sustain operational rhythm. Psychological stability helps employees resist reactive impulses that may disrupt workflow. When emotions remain balanced, attention to detail improves and errors driven by impulsivity decrease. Employees in a stable psychological state are better able to process information systematically, ensuring that their professional actions are not disrupted by momentary pressures. This emotional resilience creates a more predictable workflow that can be aligned with organizational demands. Such conditions provide an internal structure that supports smooth coordination because employees' responses to challenges remain within manageable boundaries. Over time, psychological stability becomes a foundational element that ensures work behavior does not experience extreme fluctuations, ultimately preserving organizational continuity in a reliable and sustainable manner.

Psychological stability fosters a strong sense of attachment to one's work because balanced emotional conditions enable employees to develop a personal connection with the tasks they perform. Individuals who experience emotional attachment to their work tend to maintain consistent performance, as they perceive their professional activities as an extension of their identity. This attachment generates an internal drive that encourages employees to uphold work standards with discipline and continuity. Such stability reinforces long-term orientation because employees

believe that their work carries enduring value (Sternad & Kennelly, 2017). When attachment develops, employees demonstrate a willingness to sustain their contributions even when operational pressure increases. This condition supports the organization in preserving a steady work rhythm by minimizing fluctuations in individual performance. A positive emotional stance toward work enhances accuracy and deliberate action, allowing tasks to be executed with high consistency. Strong attachment further facilitates the alignment between personal objectives and organizational goals. At this stage, commitment becomes an emotional choice rather than a mere formal requirement, reinforcing adherence to established standards. Within a sustainable development horizon, this pattern provides strategic advantages because the organization can rely on a workforce that is stable, focused, and capable of contributing continuously without a decline in quality resulting from prolonged psychological strain (Lowe, 2010).

**Table 2.**

*Psychological Experiences Shaping Long-Term Performance Consistency*

Psychological Factor	Core Explanation	Mechanism Toward Performance Consistency
<b>Psychological Detachment</b>	Employees who mentally recover after work return with renewed emotional readiness.	Restores cognitive energy, increases readiness for next-day performance stability.
<b>Positive Emotions</b>	Positive mood states broaden cognitive resources and adaptive thinking.	Enhances resilience when task demands fluctuate, stabilizing daily behavior.
<b>Emotional Stability</b>	Stable emotional conditions reduce fluctuations in daily behavior.	Prevents sharp drops in productivity and maintains predictable performance.
<b>Vigor</b>	Combines physical energy, cognitive alertness, and psychological liveliness.	Increases endurance against repeated job demands and prevents emotional exhaustion.
<b>Daily Mood</b>	Day-to-day emotional states directly influence momentary productivity.	Determines stability of work patterns and reduces volatility in performance.
<b>Psychological Capital (PsyCap)</b>	A composite of self-efficacy, hope, optimism, and resilience.	Encourages sustained effort and reduces motivational breakdown across time.
<b>Work Engagement</b>	Daily involvement in work triggers feelings of vigor, dedication, and absorption.	Helps employees maintain enthusiasm and produce consistent contributions.
<b>Perceived Justice</b>	Fairness in processes, interactions, and outcomes stabilizes psychological security.	Produces steady motivation because the work environment feels predictable and safe.
<b>Job Characteristics Supporting Growth</b>	Autonomy, task variety, and opportunities for mastery strengthen emotional stability.	Supports emotional equilibrium and solidifies consistent work habits.
<b>Psychological Well-Being</b>	High well-being enables individuals to see work as meaningful and valuable.	Meaning strengthens emotional grounding, producing stable long-term performance.
<b>Emotional Regulation Capacity</b>	Ability to control reactions to stressors reduces impulsive responses.	Ensures smoother behavior patterns during pressure spikes.
<b>Emotional Attachment to Work</b>	Strong affective bonding leads to consistent dedication and daily effort.	Aligns employee identity with their work routines, strengthening sustainability planning.

Source: Author(s) work

Thus, as shown in Table 2, stable psychological experiences form the foundation for consistent work behavior because each factor in the table contributes uniquely to emotional readiness, cognitive capacity, and the continuity of professional action. Psychological detachment after work, for instance, restores mental energy and enables employees to return with heightened cognitive preparedness. This mechanism works in parallel with the role of positive emotions, which expand cognitive flexibility and support more deliberate adaptation to work dynamics. When emotional conditions remain stable, behavioral fluctuations can be minimized, resulting in more predictable performance. Vigor functions as an essential complement because it integrates physical energy with mental alertness, enabling employees to withstand repetitive demands without losing emotional resilience. Daily mood then acts as a regulating indicator of behavioral rhythm, influencing productivity flow and the stability of work output throughout the day.

In addition, psychological capital, which includes self-efficacy, hope, optimism, and resilience, makes a substantial contribution to motivational continuity by helping employees maintain effort despite variability in pressure. Daily engagement reinforces this condition by generating feelings of energy, dedication, and deep involvement that support sustained contribution. Perceived organizational justice stabilizes psychological security because a fair environment produces more consistent motivational patterns and reduces emotional disruptions arising from procedural uncertainty. Job characteristics that support development, such as autonomy and task variety, strengthen emotional balance and facilitate the formation of consistent work habits (Mardikaningsih, 2022). Psychological wellbeing ultimately provides personal meaning to work, and this sense of meaning becomes an emotional anchor that maintains the stability of professional conduct over time.

### **Organizational Support and Emotional Attachment**

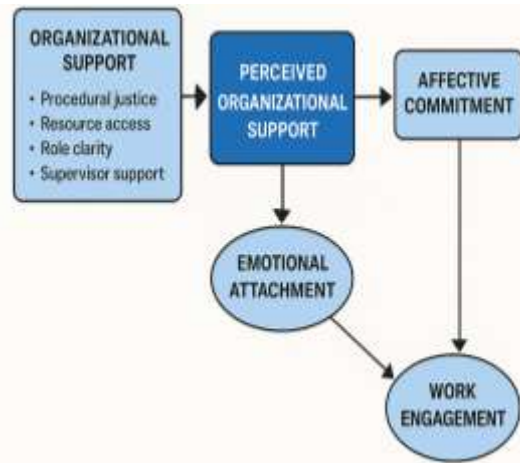
Organizational support theory posits that employees develop a general belief regarding the extent to which the organization values their contributions and cares about their wellbeing. When the work system provides procedural justice, adequate access to resources, clear role expectations, and consistent supervisory attention, employees interpret these signals as genuine institutional appreciation. Strong perceptions of appreciation trigger reciprocal obligations through social exchange mechanisms, thereby increasing employees' willingness to remain and contribute. Evidences demonstrates that justice, supervisory support, and fair rewards are strongly correlated with perceived organizational support, which in turn is closely associated with affective commitment and retention intentions (Rhoades and Eisenberger, 2002). At the psychological level, consistent support reduces role ambiguity, facilitates emotional regulation as workload intensifies, and strengthens the belief that performance is appropriately recognized. At the relational level, warm and stable daily interactions with supervisors enrich the quality of exchange and nurture a sense of being valued. When such signals are recurrent and predictable, employees develop a stronger emotional attachment to the organization because their daily experiences merge with their professional identity and sense of belonging. These findings explain why organizations that consistently cultivate fair and empathetic practices tend to develop a durable climate of commitment, which stabilizes collective performance (Rhoades and Eisenberger, 2002; Colquitt et al., 2001; Whitman et al., 2012).



The relationship between organizational support and emotional attachment also operates through motivational channels articulated by the Job Demands–Resources model. Tangible support functions as a work resource that enriches psychological energy, enhances engagement, and mitigates the risk of escalating exhaustion under rising demands. Cumulative findings indicate that resources such as high quality feedback, task autonomy, and leadership coaching strengthen engagement, which subsequently mediates the influence of support on affective commitment and sustained performance (Bakker and Demerouti, 2007; Saks, 2006; Caesens and Stinglhamber, 2014). At the level of daily experience, the presence of resources communicates appreciation because the organization is seen as providing the means for employees to succeed. This message affirms professional dignity and reduces perceived threat during procedural transitions. At this point, engagement becomes more than work enthusiasm; it serves as an indicator that employees interpret the system as fair and supportive. As engagement persists, emotional attachment develops through feelings of pride, connectedness, and a sincere desire to maintain affiliation. This pattern unites psychological and social pathways: support strengthens perceptions of appreciation, engagement becomes the medium, and affective commitment emerges as the outcome that anchors contribution stability over time.

Institutional support influences perceptions of appreciation through repeated experiences of justice. Meta analytic synthesis indicates that distributive, procedural, interpersonal, and informational justice are associated with satisfaction, commitment, and performance at both the individual and unit levels (Colquitt et al., 2001; Whitman et al., 2012). In everyday practice, clarity of decision rationales, respectful interaction, and procedural consistency signal that employees are treated as dignified subjects. When justice is present, emotional interpretation shifts from vigilance to trust. Trust facilitates the internalization of organizational values, reduces the necessity for strict supervision, and creates space for initiative. Fair interactions strengthen the organization's reputation as an entity worthy of emotional attachment because work experiences generate psychological safety (Mardikaningsih & Hariani, 2022). The accumulation of fair experiences evokes gratitude that, within the logic of social exchange, is reciprocated through loyalty and a readiness to exert additional effort. In the sustainability horizon, consistent justice reduces affective volatility, suppresses conflict, and stabilizes cohesion, transforming perceptions of appreciation from discourse into an emotional reality that sustains attachment over the long term

**Figure 1.**  
*Organizational Support Theory*



Source: Author(s) work

The framework of basic psychological needs provides an additional explanation for why organizational support strengthens perceptions of appreciation while simultaneously fostering commitment. When autonomy, competence, and relatedness are facilitated through work rules, job design, and leadership relationships, employees experience sustained vitality and meaningfulness (Deci and Ryan, 2000). The fulfillment of these needs is interpreted as recognition of employees' humanity rather than merely instrumental appreciation. Directed autonomy conveys trust, the development of competence signals long term investment, and relatedness communicates genuine care. Together, these signals converge into a robust perception of appreciation that is not easily undermined by short term disruptions. Ultimately, emotional attachment grows because employees feel seen, heard, and developed, allowing their bond with the organization to rest on value alignment and recurrent positive experiences. At an aggregate level, this pattern forms a social foundation that absorbs turbulence, strengthens adaptive readiness, and reduces the costs associated with talent loss and excessive recruitment cycles.

Relational forms of support resonate strongly with perceptions of appreciation through the quality of exchanges with supervisors and the institutionalized culture of empathy. Evidence shows that supportive leadership practices enhance perceived supervisor support, which subsequently increases perceived organizational support because supervisors are viewed as agents of the organization (Rhoades and Eisenberger, 2002; Saks, 2006). At the same time, longitudinal studies demonstrate that emotionally warm unit cultures foster wellbeing, cooperation, and positive outcomes for both employees and service recipients, indicating that institutional expressions of care contribute to affective attachment and higher quality performance (Barsade and O'Neill, 2014). When daily interactions are marked by consistent empathy, the narrative of appreciation becomes tangible rather than rhetorical. Employees interpret these experiences as evidence that the organization grounds its practices in respect for human dignity. This interpretation stimulates deeper emotional commitment because affiliation is perceived as meaningful and worthy of sustained dedication over the long term.

**Table 3.**

*Organizational Support, Perceived Appreciation, and Emotional Attachment*

Core Component	Key Organizational Signals	Employee Psychological Interpretation	Behavioral & Affective Outcomes	Empirical Foundations
<b>Perceived Organizational Support (POS)</b>	Procedural justice, fair rewards, resource access, clear role expectations	Organization values contribution and wellbeing; institutional sincerity	Stronger affective commitment, lower turnover intention, higher willingness to contribute	Rhoades & Eisenberger (2002); Colquitt et al. (2001); Whitman et al. (2012)
<b>Supervisor Support as Organizational Agent</b>	Daily warmth, empathy, responsive guidance, consistent availability	Supervisor represents organization; support signals respect and recognition	Higher POS, more stable emotional ties, enriched leader-member exchange	Saks (2006); Rhoades & Eisenberger (2002); Barsade & O'Neill (2014)
<b>Job Demands–Resources Pathway</b>	Feedback quality, task autonomy, coaching, workload balance	Resources increase personal energy and perceived capability; work becomes meaningful	Stronger engagement, resilience, and long-term contribution consistency	Bakker & Demerouti (2007); Caesens & Stinglhamber (2014)
<b>Justice Experiences</b>	Distributive, procedural, interpersonal, and informational fairness	Fairness fosters trust, reduces vigilance, creates psychological safety	Increased loyalty, reduced conflict, improved unit cohesion	Colquitt et al. (2001); Whitman et al. (2012)
<b>Psychological Needs Fulfillment</b>	Autonomy-supportive leadership, competence development, relational warmth	Fulfilled needs interpreted as genuine recognition of human dignity	Deep emotional attachment, internalization of organizational values	Deci & Ryan (2000)
<b>Social Exchange Mechanism</b>	Reciprocity norms activated through consistent support and recognition	Sense of obligation to return positive treatment	Higher extra-role behavior, work quality, long-term stability	Blau (1964); Rhoades & Eisenberger (2002)
<b>Identity Integration</b>	Predictable appreciation, consistent positive encounters, moral regard	Work experience merges with identity and belonging	Stronger emotional, professional pride, long-term affiliation	Barsade & O'Neill (2014); Meyer et al. (2002)
<b>Engagement as Mediator</b>	Resource availability and support that energize daily functioning	Work seen as meaningful and supported; emotional energy increases	Engagement mediates support → commitment and performance	Saks (2006); Caesens & Stinglhamber (2014)
<b>Commitment Outcomes</b>	Persistent organizational care, fairness, and recognition	Stable perception of appreciation amplifies positive emotions	Higher commitment, stable collective performance	Meyer, Stanley, Herscovitch & Topolnysky (2002)
<b>Sustainability Implication</b>	Consistent justice, empathy, guidance, resources	Collective emotional stability and trust form durable social foundation	Strengthened continuity, adaptive capability, reduced turnover costs	Whitman et al. (2012); Barsade & O'Neill (2014)

The relationship between organizational support, perceived appreciation, and emotional attachment continues toward measurable outcomes in the form of commitment. Meta analytic evidence demonstrates that affective commitment is strongly correlated with retention behavior, initiative, and performance, and is negatively associated with turnover intention (Meyer et al., 2002). When institutional support solidifies into a stable perception of appreciation, affective commitment acquires enduring emotional reinforcement. Over time, consistent experiences of appreciation reduce cynicism, strengthen the sense of belonging, and cultivate a service oriented orientation. This pattern generates a reciprocal dynamic in which the organization maintains supportive structures and interactions, while employees reciprocate with loyalty and sustained work energy (Darmawan, 2013). Therefore, well managed support is not merely a retention instrument but an emotional foundation that upholds the continuity of the organizational social system.

Furthermore, the causal pathway connecting support to emotional attachment also operates through the motivational structure of engagement. Empirical evidence indicates that perceived support increases engagement, which subsequently mediates its relationship with commitment and positive work behaviors, including the willingness to exert effort beyond prescribed role requirements (Saks, 2006; Caesens and Stinglhamber, 2014). Engagement signifies that employees view their work as a domain for self actualization that is endorsed by the institution. The perception of being valued narrows the distance between personal and organizational goals, making commitment an affective choice rather than a mere formal contract. When this condition persists, emotional attachment gains a stable foundation, and the organization benefits from a more orderly and enduring pattern of employee contributions.

### **Meaning of Work and Psychological Resilience**

Work meaning influences the psychological stability of employees through interpretive processes that align personal values with professional activities. Meaning serves as a cognitive structure that enables employees to understand the reasons for their work, the purpose of their contributions, and the rationale for maintaining their efforts when pressures arise. Foundational research by Steger et al. (2012) shows that work meaning comprises two principal dimensions, namely a clear understanding of work purpose and the perception that work holds value for one's life. These findings demonstrate that individuals who perceive their work as meaningful tend to exhibit greater emotional stability, stronger adaptive stress regulation, and a sustained capacity to preserve mental energy over extended periods. A strong sense of meaning enhances clarity of professional identity, making employees less vulnerable to affective disruptions when organizational dynamics shift. At this point,

meaning becomes not merely a subjective experience but a psychological resource that extends emotional endurance. When work aligns with personal values, employees more readily maintain an optimistic orientation and consistent productive behavior, thereby strengthening psychological resilience and reducing susceptibility to daily pressures.

The influence of work meaning on psychological resilience operates through the channel of emotional regulation (Hariani & Mardikaningsih, 2023). Research indicates that individuals who possess a clear sense of meaning demonstrate stronger abilities to withstand pressure, frame setbacks as learning processes, and maintain professional commitment without significant depletion of energy (Allan et al., 2018). In organizational life, repeated pressures often raise internal questions regarding the purpose and value of one's work. Employees who have internalized a strong sense of work meaning are able to respond to these questions with stability, preventing pressure from transforming into psychological exhaustion. From the perspective of positive psychology, meaning constitutes an element of eudaimonia that strengthens intrinsic motivation. Such motivation enhances mental endurance through self orientation toward goals perceived as worthy of pursuit. When pressure intensifies, strong meaning reduces negative reactions and increases the ability to restore emotional balance. In this regard, meaning builds resilience not as a passive shield but as a value structure that enables employees to maintain a stable work direction.

Work meaning also affects the sustainability of professional commitment by providing the cognitive basis for employees to view their work as part of their identity. Empirical findings demonstrate that work meaning increases affective commitment because employees perceive their work as contributing to a broader life purpose (Geldenhuijs, Laba, and Venter, 2014). When work aligns with personal values, commitment emerges not from structural obligation but from consistently developed emotional attachment. Over the long term, such commitment is more resistant to fluctuations in workload, organizational pressure, and leadership changes (Mardikaningsih, 2024). Meaning based commitment generates stable internal motivation, as employees interpret their involvement as part of a meaningful life narrative. When organizations maintain open spaces for value dialogue and create opportunities for employees to perceive the significance of their contributions, the resulting emotional attachment becomes a durable foundation for sustained work energy.

Work meaning contributes to the quality of interpersonal relationships because perceived value in work encourages greater openness toward collaboration. Findings by Steger et al. (2012) show that individuals who experience meaning tend to exhibit stronger relational orientations, greater capacity for empathy, and a sustained inclination to maintain harmonious working relationships. Stable interpersonal relationships create a social support network



that strengthens psychological resilience. When employees feel connected to colleagues who share similar goals, work pressures have a reduced negative impact on emotional well being. At the same time, long term commitment is reinforced because employees perceive themselves as part of a productive social network. In this context, meaning functions not only at the individual level but also shapes social conditions that enhance collective resilience within the work system.

Work meaning enhances psychological endurance by increasing perceptions of control over work situations. Research demonstrates that individuals with high meaning exhibit stronger abilities to manage perceived control and adapt to change (Allan et al., 2018). Perceived control is a core foundation of psychological stability that enables employees to face uncertainty without tendencies toward panic or loss of direction. Meaning provides a value framework for interpreting change as part of a professional journey rather than a threat. When perceived control remains stable, emotional responses become more adaptive, and employees can maintain work orientation with composure. Ultimately, this mechanism strengthens psychological resilience and ensures that long term commitment is not eroded by routine organizational uncertainty.

The influence of work meaning on professional commitment operates through the integration of personal aspirations and organizational goals. Studies show that alignment between personal and organizational values increases affective commitment because employees feel they are situated within an environment that supports their guiding principles (Geldenhuis et al., 2014). When value alignment is present, the meaning that emerges is not merely related to work tasks but to one's existence within the organization. This type of meaning is more powerful than role based meaning because it touches upon identity and future aspirations. Commitment that emerges from such alignment is more resistant to structural pressures and organizational changes because it rests on deep, personal congruence. Over time, value alignment strengthens emotional stability and provides intrinsic reasons for employees to remain within the organization (Darmawan, 2021).

Work meaning reinforces long term commitment through the mechanism of role consistency. Research shows that individuals who experience strong meaning tend to develop behavioral consistency because they understand the rationale behind their contributions (Allan et al., 2018). This consistency does not stem from mechanical routine but from the stability of identity. When employees possess clear reasons for continued involvement, they experience fewer motivational fluctuations. In organizational life, this stability is essential because sustainable work systems require individuals who can maintain high performance quality across prolonged periods. Meaning transforms short term motivation into sustained motivation, enabling employees to meet shifting demands without losing their professional orientation (Darmawan, 2025).

The meaning of work influences psychological resilience through the assessment of future expectations. Studies show that meaning provides a foundation for a positive future orientation, strengthens hope, and increases resilience (Steger et al., 2012). Employees who have stable expectations are better able to persevere when facing difficult times. Meaning provides a framework that reinforces the view that today's efforts have a clear purpose, so that short-term pressures do not shake optimism (Schoemaker, 2012). In sustainable organizations, a positive future orientation becomes an important psychological energy because sustainability requires commitment that is not interrupted by temporary failures (Mardikaningsih & Wardoyo, 2024). Thus, meaning works as a buffer for long-term expectations as well as a source of emotional resilience (Sulimani-Aidan, 2017).

Meaning in work strengthens commitment through durable intrinsic motivation. Research demonstrates that intrinsic motivation grounded in meaning increases employees' willingness to engage voluntarily in organizational activities and reduces dependence on external control mechanisms (Geldenhuis et al., 2014). Intrinsic motivation generates a stable internal drive that is not influenced by fluctuations in external incentives. Over the long term, this drive reinforces commitment because employees work not merely to fulfill formal requirements but to uphold values they personally endorse. When organizations facilitate opportunities for employees to express their values through their work, the resulting commitment acquires a more enduring emotional character and becomes integrated into self identity (Damayanti & Darmawan, 2025).

Meaning in work enhances employees' capacity to cope with moral pressure, which frequently arises in modern organizational environments. Moral pressure occurs when employees face decisions that involve ethical or emotional implications. Individuals who possess strong meaning can maintain integrity and withstand moral ambiguity because their values provide direction when situations lack clarity (Allan et al., 2018). This mechanism strengthens psychological resilience by preventing employees from feeling destabilized by the emotional strain inherent in morally demanding circumstances. At the same time, the ability to uphold integrity reinforces long term commitment because employees perceive that the organization provides space for them to live according to their values.

Meaning in work reinforces long term commitment through the formation of a stable professional identity. This identity is built from experiences of achievement, social relationships, and the values inherent in one's work. When professional identity becomes well established, employees feel emotionally anchored within the organization, which sustains their attachment even when they encounter structural pressures or procedural changes (Steger et al., 2012). A stable identity extends commitment because

employees interpret organizational success as part of their personal success. Over time, a strong professional identity becomes one of the most important pillars of organizational sustainability because it represents an emotional resource that cannot be easily replaced.

## CONCLUSIONS

Employee wellbeing holds a strategic position in sustaining organizational stability through psychological balance, the quality of social relationships, and perceptions of appreciation derived from work activities. The overall findings indicate that when employees maintain emotional stability, feel valued, and perceive their work as a meaningful component of their life trajectory, performance consistency can be preserved over extended periods. Organizational sustainability relies on the continuity of human energy, which means that the interplay among wellbeing, institutional support, psychological experiences, and work meaning forms a mutually reinforcing foundation that maintains operational quality. Taken together, this study affirms that long term organizational success is strongly influenced by how employees make sense of their work and the extent to which they receive structural support that fosters psychological security and emotional stability.

Theoretical and practical implications of this study show that sustainability requires policies that consistently address the quality of employees' lived experiences. Human resource management policies must be oriented toward creating healthy work patterns, stable social support systems, and leadership that demonstrates psychological sensitivity. Strengthening perceptions of appreciation through organizational support enhances emotional attachment, while work meaning provides direction for psychological resilience. Within the framework of sustainable organizational development, these two dimensions form the foundation that aligns long term productivity demands with employees' psychological well being. Therefore, organizations must recognize that sustainability depends not only on operational structures but also on human capacity to maintain psychological stability in evolving work conditions.

Practical recommendations for organizational development include expanding employee access to psychological resources that support emotional stability, strengthening internal social networks that promote a sense of security, and designing work systems that prevent emotional exhaustion. Organizations should implement programs that allow employees to discover meaning in their work so they can maintain mental resilience when facing pressure. In addition, mechanisms for evaluation must consistently reflect genuine appreciation for employee contributions. Implementing these measures can strengthen emotional attachment, extend employees' duration of involvement, and support the achievement of long term organizational sustainability.

## References

- Allan, B. A., Duffy, R. D., & Collisson, B. (2018). Task significance and meaningful work: A longitudinal study. *Journal of Vocational Behavior*, 106, 1–10. <https://doi.org/10.1016/j.jvb.2017.11.003>
- Arnold, K. A., Turner, N., Barling, J., Kelloway, E. K., & McKee, M. C. (2007). Transformational leadership and employee psychological wellbeing. *Journal of Occupational and Organizational Psychology*, 80(3), 313–341. <https://doi.org/10.1348/096317906X118685>
- Bakker, A. B., & Demerouti, E. (2007). Job demands and job resources. *American Psychologist*, 62(2), 108–121. <https://doi.org/10.1037/0003-066X.62.2.108>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Oerlemans, W. (2011). Subjective wellbeing in organizations. *Human Relations*, 64(7), 1049–1078. <https://doi.org/10.1177/0018726711399779>
- Barsade, S. G., & O'Neill, O. A. (2014). What's love got to do with it? A longitudinal study of a culture of companionate love and employee and client outcomes. *Administrative Science Quarterly*, 59(4), 551–598. <https://doi.org/10.1177/0001839214538636>
- Booth, A., Sutton, A., & Papaioannou, D. (2016). *Systematic approaches to a successful literature review* (2nd ed.). SAGE Publications. ISBN 9781473912465
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>
- Caesens, G., & Stinglhamber, F. (2014). The relationship between perceived organizational support and work engagement: The role of self-efficacy and its outcomes. *Revue Européenne de Psychologie Appliquée/European Review of Applied Psychology*, 64(5), 259–267. <https://doi.org/10.1016/j.erap.2014.08.002> ScienceDirect+1
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445.
- Cooper, C., & Cartwright, S. (2008). *Psychology and work today*. Routledge. ISBN 9780470997850

- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications. ISBN 9781506331319
- Damayanti, F., & Darmawan, D. (2025). The influence of organizational commitment and job satisfaction on employee performance. *Jurnal manajemen bisnis dan terapan*, 3(1), 97-111.
- Darmawan, D. (2013). *Prinsip Prinsip Perilaku Organisasi*. Pena Semesta - PT. JePe Press Media Utama, Surabaya.
- Darmawan, D. (2021). Islamic Human Capital Implementation as Effective Framework in Islamic Human Capital Management. *Journal of Social Science Studies*, 1(1), 239-244.
- Darmawan, D. (2022). The Relationship between Work-Life Balance and Perceived Organizational Support to Employees Psychological Well-Being of Employees in Modern Work Environments. *Journal of Social Science Studies*, 2(1), 73-80.
- Darmawan, D. (2024). Distribution of Six Major Factors Enhancing Organizational Effectiveness. *Journal of Distribution Science*, 22(4), 47-58.
- Darmawan, D. (2025). Inclusive Leadership Dynamics to Enhance Motivation and Retention of Older Employees in Modern Organizations. *Bulletin of Science, Technology and Society*, 4(2), 79-86.
- Darmawan, D., & Gani, A. (2024). Reciprocal Relationships between Psychological Well-Being and Quality of Social Interaction: A Review of Social Exchange Theory. *International Journal of Service Science, Management, Engineering, and Technology*, 5(3), 5-10.
- Darmawan, D., Irfan, M., & Al Hakim, Y. R. (2022). Leadership and Employee Welfare in Improving Organizational Productivity. *Journal of Social Science Studies*, 2(2), 173-176.
- Darmawan, D., R. Mardikaningsih, E. A. Sinambela, S. Arifin, A.R. Putra, M. Hariani, M. Irfan, Y.R. Al Hakim, & F. Issalillah. (2020). The Quality of Human Resources, Job Performance and Employee Loyalty, *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.  
[https://doi.org/10.1207/S15327965PLI1104\\_01](https://doi.org/10.1207/S15327965PLI1104_01)
- Deci, E. L., & Ryan, R. M. (2008). Self determination theory and wellbeing. *Annual Review of Psychology*, 59, 351–379.  
<https://doi.org/10.1146/annurev.psych.59.103006.093634>
- Eaton, A. (2013). *The psychology of organizational justice*. Routledge. ISBN 9780415688399



- Fredrickson, B. L. (2001). Positive emotions and the broaden and build theory. *American Psychologist*, 56(3), 218–226. <https://doi.org/10.1037/0003-066X.56.3.218>
- Geldenhuijs, M., Laba, K., & Venter, C. M. (2014). Meaningful work and perceived organizational support. *SA Journal of Industrial Psychology*, 40(1), 1–10. <https://doi.org/10.4102/sajip.v40i1.1098>
- Grant, A. M., Christianson, M., & Price, R. (2007). Happiness, health, and relationships at work. *Annual Review of Psychology*, 59, 259–284. <https://doi.org/10.1146/annurev.psych.59.103006.093634>
- Hariani, M., & Mardikaningsih, R. (2023). Work-life Balance and Worker Well-being through Family Support. *Journal of Social Science Studies*, 3(1), 9-14.
- Hariani, M., & Mardikaningsih, R. (2025). Work Schedule Flexibility and Job Satisfaction in a Global Corporate Environment. *International Journal of Service Science, Management, Engineering, and Technology*, 7(1), 12-16.
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2002). Wellbeing and workplace outcomes. *Journal of Applied Psychology*, 87(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Work design and psychological outcomes. *Journal of Applied Psychology*, 92(5), 1332–1356. <https://doi.org/10.1037/0021-9010.92.5.1332>
- Ilies, R., Schwind, K., & Heller, D. (2007). Employee mood and performance. *Journal of Occupational Health Psychology*, 12(2), 121–137. <https://doi.org/10.1037/1076-8998.12.2.121>
- Judge, T. A., & Ilies, R. (2002). Mood and job performance. *Journal of Applied Psychology*, 87(4), 797–812. <https://doi.org/10.1037/0021-9010.87.4.797>
- Kelloway, E. K., & Barling, J. (2010). *Leadership and employee wellbeing*. Psychology Press. ISBN 9781841697443
- Keyes, C. L., & Haidt, J. (2003). *Flourishing: Positive psychology and the life well lived*. APA. ISBN 9781557989196
- Leiter, M. P., Frank, E., & Matheson, T. J. (2009). Demands, values, and burnout. *Canadian Family Physician*, 55(12), 1224–1225.
- Lowe, G. S. (2010). *Creating healthy organizations: How vibrant workplaces inspire employees to achieve sustainable success*. University of Toronto Press.
- Luthans, F., Youssef, C., & Avolio, B. (2007). *Psychological capital*. Oxford University Press. ISBN 9780195187526
- Mardikaningsih, R. (2022). Reinforcement of Students' Entrepreneurial Intentions through Soft Skills and Hard Skills Empowerment. *Bulletin of Science, Technology and Society*, 1(3), 6-14.

- Mardikaningsih, R. (2024). Change Management: The Contribution of Sustainable Human Resource Management to Organizational Commitment and Employee Innovative Behavior. *Jurnal Simki Economic*, 7(2), 452-464.
- Mardikaningsih, R., & Hariani, M. (2022). Integrating Diversity and Sustainability in Organizations: How to Impact Performance, Corporate Competitiveness, and the Creation of Inclusive Work Environments. *Journal of Social Science Studies*, 2(2), 77-84.
- Mardikaningsih, R., & Wardoyo, D. T. W. (2024). Green Technology Integration in Management for Social and Environmental Sustainability. *International Journal of Service Science, Management, Engineering, and Technology*, 6(2), 6-10.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, 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>
- Oluwatosin, A., & Darmawan, D. (2024). The Relationship Between Psychological Well-Being and Social Interaction: Reconstructing Social Exchange Theory in a Cross-Cultural Perspective. *International Journal of Service Science, Management, Engineering, and Technology*, 6(3), 1-5.
- Pakpahan, N. H., Darmawan, D., & Rojak, J. A. (2022). Racial Discrimination and How Psychological Wellbeing and Social Engagement Impacts: A Review of the Literature on Identity, Stigma, and Coping Strategies in Multicultural Societies. *Journal of Social Science Studies*, 2(1), 87-94.
- Putra, A. R., & Darmawan, D. (2024). The Role of Supervisory Support and Self-Efficacy on Work Effectiveness with Work Burnout as a Moderator Variable. *Jurnal Simki Economic*, 7(2), 439-451.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.
- Russell, J. E. (2008). Employee wellbeing and work outcomes. *European Journal of Work and Organizational Psychology*, 17(2), 125–145. <https://doi.org/10.1080/13594320701743587>
- Saks, A. M. (2006). Employee engagement and consequences. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands and burnout. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1023/B:JOBA.0000019770.22917.6e>

- Schoemaker, P. (2012). Profiting from uncertainty: Strategies for succeeding no matter what the future brings. Simon and Schuster.
- Seligman, M. (2011). Flourish: A visionary new understanding of happiness and wellbeing. Free Press. ISBN 9781439190760
- Shirom, A. (2004). Energy and vigor in the workplace. *Research in Occupational Stress and Wellbeing*, 3, 1–59.  
[https://doi.org/10.1016/S1479-3555\(03\)07002-7](https://doi.org/10.1016/S1479-3555(03)07002-7)
- Snyder, H. (2019). Literature reviews as a research methodology. *International Journal of Management Reviews*, 21(2), 333–350.  
<https://doi.org/10.1111/ijmr.12162>
- Sonnentag, S. (2003). Recovery and performance. *Journal of Occupational Health Psychology*, 8(3), 266–280. <https://doi.org/10.1037/1076-8998.8.3.266>
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work. *Journal of Career Assessment*, 20(3), 322–337.  
<https://doi.org/10.1177/1069072711436160>
- Sternad, D., & Kennelly, J. J. (2017). The sustainable executive: Antecedents of managerial long-term orientation. *Journal of Global Responsibility*, 8(2), 179-195.
- Sulimani-Aidan, Y. (2017). Future expectations as a source of resilience among young people leaving care. *British Journal of Social Work*, 47(4), 1111-1127.
- Whitman, D. S., Caleo, S., Carpenter, N. C., Horner, M. T., & Bernerth, J. B. (2012). Fairness at the collective level: A meta-analytic examination of the consequences and boundary conditions of organizational justice climate. *Journal of Applied Psychology*, 97(4), 776–791.
- Wright, T. A., & Cropanzano, R. (2000). Psychological wellbeing and job performance. *Personnel Psychology*, 53(3), 501–528.  
<https://doi.org/10.1111/j.1744-6570.2000.tb00288.x>