



RESEARCH ARTICLE

The Impact of Individual Therapies on Employee Wellbeing: A Critical Study

Halima Ali Ahmada¹, Dr. Mohammad Saleem², Dr. Andrew Diver³, Dr. Ramesh Kumar^{4*}^{1,2,4} Lovely Professional University, Phagwara, Punjab, India³ Teesside University, Middlesbrough, Tees Valley, TS1 3BX, United Kingdom**ARTICLE INFO****ABSTRACT**

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This study finds the effectiveness of three therapeutic modalities, Cognitive-Behavioral therapy (CBT), mindfulness-based interventions (MBIs), and solution-focused therapy (SFT), in enhancing employee wellbeing within organizational settings. Through a systematic review of relevant literature and empirical evidence, the research aims to understand how these interventions mitigate workplace stressors and promote positive outcomes for employees. The findings highlight the potential of CBT, MBIs, and SFT to contribute to a positive work environment and organizational success by addressing employee wellbeing. The study also emphasizes the need for further research to explore the long-term effectiveness and practical implications of implementing these therapeutic approaches in organizational settings.

***Corresponding Author**

jmsdrrameshkumar@gmail.com

1. INTRODUCTION

Employee wellbeing encompasses various dimensions of health, happiness, and satisfaction in the workplace, including physical, mental, emotional, and social aspects (Krekel et al., 2019; Elufioye et al., 2024). Research underscores its crucial role in organizational success, with positive employee wellbeing correlating with improved productivity, retention rates, and overall performance (Hajra & Jayalakshmi, 2024; Judge et al., 2001; Harter et al., 2002). A supportive work environment that prioritizes employee wellbeing fosters engagement and loyalty, leading to lower absenteeism, turnover, and burnout, ultimately enhancing organizational performance (Dikshit et al., 2024; Wright & Cropanzano, 2000; Saks, 2006). Thus, investing in employee wellbeing is not only a moral obligation but also a strategic business decision for long-term success and sustainability.

1.1 Statement of the problem

Workplace stressors have significant implications for employee wellbeing and organizational performance. They encompass various factors within the work environment, leading to physical health problems, mental and emotional symptoms, and strained interpersonal relationships among employees. Chronic exposure to stressors can also diminish job satisfaction and productivity, impacting organizational success. Addressing these challenges necessitates proactive measures to identify and mitigate sources of stress, fostering a healthier and more productive workplace environment.

1.2 Purpose of the study

To examine the effectiveness of individual therapies in addressing workplace stressors and enhancing employee wellbeing.

2. LITERATURE REVIEW

The study emphasizes the effectiveness of Cognitive-Behavioral Therapy (CBT), mindfulness-based interventions (MBIs), and solution-focused therapy (SFT) in improving employee wellbeing and addressing workplace stressors. Research by various scholars, such as Richards and Campenni (2002), Aikens et al. (2014), Goodman et al. (2017), and Grant et al. (2014), supports the positive impact of these therapies on reducing stress, anxiety, and depression symptoms while enhancing psychological resilience and job satisfaction among employees.

2.1 Theoretical framework

The theoretical framework integrates perspectives from organizational psychology, including the Job Demands-Resources (JD-R) model, and therapeutic interventions, such as CBT, MBIs, and SFT, to comprehensively examine their influence on employee wellbeing (Bakker & Demerouti, 2017; Beck et al., 1979; Kabat-Zinn, 1982; de Shazer, 1985). By synthesizing these perspectives, the study offers insights into how therapeutic interventions contribute to enhancing employee wellbeing in the workplace.

3. RESEARCH METHODOLOGY

This study employs a systematic literature review to investigate the impact of cognitive-behavioral therapy (CBT) on employee wellbeing in organizational settings. Utilizing electronic databases and predefined criteria, relevant studies are identified, screened, and selected for data extraction. The extracted information includes study characteristics, participant demographics, intervention details, outcome measures, and key findings. Quality assessment is conducted to ensure the validity of the included studies. The synthesized data reveal insights into the effectiveness of CBT in reducing workplace stressors and improving employee wellbeing outcomes. Through this rigorous approach, the study aims to inform both practice and future research in this area.

4. RESEARCH RESULTS

The research findings suggest that individual therapies such as Cognitive-Behavioral Therapy (CBT), mindfulness-based interventions (MBIs), and Solution-Focused Therapy (SFT) effectively improve employee wellbeing in the workplace. CBT interventions target specific stressors like workload management and interpersonal conflicts, enhancing resilience and promoting behavior change. MBIs reduce stress, anxiety, and depressive symptoms while fostering emotional regulation and job satisfaction through mindfulness practices. SFT focuses on strengths and solutions, improving conflict resolution and communication skills, ultimately enhancing job satisfaction. These results emphasize the value of integrating therapeutic interventions into organizational wellness initiatives to create healthier work environments conducive to employee wellbeing and performance.

Table 1: Summary of key findings from various studies examining the effectiveness of Cognitive-Behavioral Therapy

Therapy Approach	Workplace Stressor	Key Findings
Cognitive-Behavioral Therapy (CBT)	Job-related Burnout	Reductions in burnout symptoms such as emotional exhaustion and depersonalization (Bond & Bunce, 2000).
Cognitive-Behavioral Therapy (CBT)	Workload Management	Significant reduction in perceived stress levels and improved time management skills (Richards & Campenni, 2002)
Cognitive-Behavioral Therapy (CBT)	Workplace Stressors (General)	Enhanced stress management skills and greater job satisfaction reported by employees (Hülshager et al., 2013).
Cognitive-Behavioral Therapy (CBT)	Interpersonal Conflicts	Improved conflict resolution skills and reduced interpersonal tension among employees (Aikens et al., 2014)
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Significant improvements in subjective psychological well-being observed among employees participating in stress management Interventions (Holman, Johnson, & O'Connor, 2018).
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Reduced work-life conflict and improved psychological wellbeing among employees (Nishi et al., 2020).
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Machine-guided stress management program based on CBT shows potential for reducing depression among workers (Kawakami et al., 2021)
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Internet-based CBT interventions demonstrate effectiveness in improving work engagement and psychological outcomes among employees (Luangphituck et al., 2023)

Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Machine-guided stress management program based on CBT shows potential for reducing depression among workers (Kawakami et al., 2021).
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	CBT is effective in helping people on sick leave return to work. (Xu et al., 2023)
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Internet-based interventions show effectiveness in reducing stress-related disorders among employees (Persson Asplund et al., 2023)
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Cognitive and behavioral approaches are effective in managing occupational stress among adult education administrative workers (Anyadike et al., 2024)
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Cognitive-behavioral career coaching reduces work anxiety and depression in public employees (Otu & Sefotho, 2024)
Cognitive-Behavioral Therapy (CBT)	Work-Life Balance	Evidence-based interventions are available for addressing mental health among healthcare workers (Anger et al., 2024)

Source: Previous study from 2000-2024

Table 2: Summary of key findings from various studies examining the effectiveness of Mindfulness-Based Interventions (MBIs)

Therapy Approach	Workplace Stressor	Key Findings
Mindfulness-Based Interventions (MBIs)	Workplace Stressors (General).	Improved emotional regulation and resilience reported by employees (Hülshager et al., 2013).
Mindfulness-Based Interventions (MBIs)	Interpersonal Conflicts	Enhanced communication skills and greater empathy among team members (Shonin et al., 2014).
Mindfulness-Based Interventions (MBIs)	Job-related Burnout	Reduced emotional exhaustion and increased job satisfaction (Aikens et al., 2014)
Mindfulness-Based Interventions (MBIs)	Workload Management	Decreased perceived stress levels and improved ability to focus on tasks (Goodman et al., 2017).
Mindfulness-Based Interventions (MBIs)	Stress Management	Significant improvements in subjective psychological well-being observed among employees participating in stress management interventions (Holman, Johnson, & O'Connor, 2018)
Mindfulness-Based Interventions (MBIs)	Work-Life Balance	Reduced work-life conflict and improved psychological wellbeing among employees (Nishi et al., 2020)
Mindfulness-Based Interventions (MBIs)	Reducing Depression	Machine-guided stress management program based on CBT shows potential for reducing depression among workers (Kawakami et al., 2021)
Mindfulness-Based Interventions (MBIs)	Work Engagement	Internet-based CBT interventions demonstrate effectiveness in improving work engagement and psychological outcomes among employees (Luangphituck et al., 2023)
Mindfulness-Based Interventions (MBIs)	Work-Life Balance	CBT is effective in helping people on sick leave return to work. (Xu et al., 2023)
Mindfulness-Based Interventions (MBIs)	Stress-related Disorders	Internet-based interventions show effectiveness in reducing stress-related disorders among employees (Persson Asplund et al., 2023)
Mindfulness-Based Interventions (MBIs)	Work Anxiety and Depression	Cognitive-behavioral career coaching reduces work anxiety and depression in public employees (Otu & Sefotho, 2024)
Mindfulness-Based Interventions (MBIs)	Mental Health	Evidence-based interventions are available for addressing mental health among healthcare workers (Anger et al., 2024)
Mindfulness-Based Interventions (MBIs)	Occupational Stress	Cognitive and behavioral approaches are effective in managing occupational stress among adult education administrative workers (Anyadike et al., 2024)

Source: Previous study from 2000-2024

Table 3: Summary of key findings from various studies examining the effectiveness of Solution-Focused Therapy (SFT)

Therapy Approach	Workplace Stressor	Key Findings
Solution-Focused Therapy (SFT)	Job-related Burnout	Increased feelings of accomplishment and reduced cynicism toward work (Bond & Bunce, 2000).
Solution-Focused Therapy (SFT)	Work-related Stress.	Solution-focused coaching is preferred by Dutch employees as a method to reduce work-related stress (Hovenga, 2017)

Solution-Focused Therapy (SFT)	Workplace Stressors (General).	Greater job satisfaction and improved team cohesion reported by employees (Johnson & Zwick, 2019).
Solution-Focused Therapy (SFT)	Interpersonal Conflicts	Greater problem-solving skills and increased collaboration among team members (Johnson & Zwick, 2019).
Solution-Focused Therapy (SFT)	Relationship Satisfaction	Solution-focused therapy is effective in improving relationship satisfaction among police officers working night shifts (Taylor-Smith, 2021)
Solution-Focused Therapy (SFT)	Workplace Stress and Burnout	Solution-focused therapy shows promise in addressing workplace stress and burnout, offering a positive and goal-oriented approach to problem-solving (Abbas, 2022)
Solution-Focused Therapy (SFT)	Relationship Satisfaction	Research on the Solution-Focused Approach highlights its C across various contexts (Zak, Pakrosnis, & Kuminskaya, 2023)
Solution-Focused Therapy (SFT)	STEM Education	Solution-focused therapy offers a positive approach to overcoming barriers in STEM education among underrepresented groups (Al Hamad et al., 2024)
Solution-Focused Therapy (SFT)	Proficiency.	Industrial psychologists perceive solution-focused coaching as an effective tool in their proficiency (De Bruin & Graupner, 2024)
Solution-Focused Therapy (SFT)	Sustainable Working Lives and Environments	Solution-focused therapy contributes to designing sustainable working lives and environments (Nilsson, 2024)

Source: Previous study from 2000-2024

5. ANALYSIS

Cognitive-Behavioral Therapy (CBT) Therapy is a widely utilized therapeutic approach rooted in cognitive psychology and behavioral theory, aimed at modifying dysfunctional thoughts and behaviors to enhance emotional wellbeing and functioning (Beck, 2011). In the workplace, CBT interventions target various mental health concerns and stressors experienced by employees, employing techniques such as cognitive restructuring and behavioral strategies to address issues like work-related stress, burnout, anxiety, and depression (Roth & Fonagy, 2005). These interventions can be delivered through individual sessions, group workshops, or online programs, often integrated into employee assistance programs and wellness initiatives to provide effective support for employees facing mental health challenges (Aikens et al., 2014). Mindfulness-Based Interventions (MBIs) Incorporate mindfulness practices to promote present-moment awareness and emotional regulation (Kabat-Zinn, 2003). In the workplace, MBIs address common stressors like work-related stress and burnout, enhancing employee wellbeing and job satisfaction (Goodman et al., 2017). Their adaptability and accessibility make them suitable for integration into existing wellness programs and training initiatives (Hülshager et al., 2013). Research shows that MBIs reduce stress and anxiety while improving resilience and job performance (Goodman et al., 2017; Hülshager et al., 2013). Overall, MBIs offer a valuable approach to creating a healthier and more productive work environment. Solution-Focused Therapy (SFT) is a strengths-based therapeutic approach centered on identifying and amplifying clients' existing strengths and resources to facilitate positive change (de Shazer, 1985). Unlike traditional therapy that focuses on problems and past experiences, SFT emphasizes client goals and solutions (de Shazer, 1985). Therapists collaborate with clients to set specific, achievable goals and identify exceptions to the problem (de Shazer, 1985). Grounded in social constructionist and postmodern theories, SFT is future-oriented, goal-directed, and brief, typically spanning a limited number of sessions (de Shazer, 1985). This approach underscores the subjective nature of reality and the significance of language and narrative in shaping individuals' perceptions and experiences.

6. DISCUSSION OF THE STUDY

Cognitive-Behavioral Therapy (CBT): Studies by Richards and Campenni (2002), Aikens et al. (2014), and Bond and Bunce (2000) provide empirical evidence of the effectiveness of Cognitive-Behavioral Therapy (CBT) in addressing workplace stressors. CBT interventions have shown to reduce perceived stress levels related to workload, improve conflict resolution skills, communication, and reduce interpersonal tension, while also alleviating symptoms of job-related burnout (Richards & Campenni, 2002; Aikens et al., 2014; Bond & Bunce, 2000). By targeting maladaptive thought patterns, teaching coping skills, and promoting behavior change, CBT empowers employees to

manage stressors, enhance resilience, and improve overall wellbeing in the workplace (Beck, 2011; Roth & Fonagy, 2005). Mindfulness-Based Interventions (MBIs): A growing body of empirical evidence, including studies by Goodman et al. (2017) and Klatt et al. (2020), supports the effectiveness of Mindfulness-Based Interventions (MBIs) in reducing stress and promoting wellbeing among employees. These interventions, which typically involve mindfulness meditation and mindful breathing exercises, have shown to lead to reductions in stress, anxiety, and depressive symptoms, as well as improvements in psychological resilience and overall wellbeing (Goodman et al., 2017; Klatt et al., 2020). Furthermore, MBIs have been associated with enhanced cognitive functioning, emotional regulation, and interpersonal relationships, contributing to a more positive work environment and improved job performance (Goodman et al., 2017). Implementing MBIs in organizational contexts requires careful consideration of practical factors such as promoting a culture of mindfulness, providing resources and support for employees, offering flexibility in scheduling, and tailoring training programs to individual needs and preferences (Goodman et al., 2017; Klatt et al., 2020). Solution-Focused Therapy: Several studies, including those by Grant et al. (2009) and de Shazer (1985), have highlighted the effectiveness of Solution-Focused Therapy (SFT) in enhancing employee wellbeing and performance within organizational settings. SFT interventions, typically consisting of brief coaching sessions, help employees identify and achieve work-related goals while reducing stress and burnout (Grant et al., 2009; de Shazer, 1985). Compared to traditional problem-focused therapies, SFT's strengths-based approach focuses on solutions rather than dwelling on problems, making it well-suited to the fast-paced nature of the workplace (de Shazer, 1985). Additionally, SFT's adaptability and cost-effectiveness make it a promising intervention for addressing workplace stressors and promoting resilience and performance among employees (Grant et al., 2009).

6.1 The role of employers in promoting access to therapy

Employers play a critical role in facilitating access to therapy for employees by addressing organizational factors that impact accessibility. This includes offering comprehensive mental health benefits within healthcare plans, providing employee assistance programs (EAPs) for counseling services, and promoting flexible work arrangements to accommodate therapy appointments. Additionally, fostering a culture of support and reducing stigma around mental health issues encourages employees to seek help when needed. These efforts, supported by research from Grazier (2019), Masi et al. (2011), Cullen et al. (2018), and Meltzer et al. (2015), contribute to creating a workplace environment that prioritizes employee wellbeing and access to therapy.

6.2 Strategies for destigmatizing mental health issues in the workplace

To promote access to therapy and support employee wellbeing, employers must address mental health stigma in the workplace through various strategies. Education and training programs, as suggested by Henderson et al. (2014), are crucial for raising awareness and challenging misconceptions about mental health. Encouraging open communication about mental health issues and providing avenues for employees to seek support from managers and colleagues, as advocated by Henderson et al. (2014), fosters a supportive environment. Moreover, implementing supportive policies and practices, such as flexible leave and accommodations, as recommended by Brohan et al. (2012), demonstrates organizational commitment to mental health and reduces stigma. These efforts collectively contribute to creating a workplace culture that prioritizes mental health and supports access to therapy.

6.3 Creating a supportive work environment conducive to employee wellbeing

To create a supportive work environment conducive to employee wellbeing, employers can implement several recommendations. Firstly, organizations should prioritize mental health as a core component of their overall wellness strategy, integrating mental health initiatives into existing wellness programs and initiatives (Grazier, 2019). Employers can also foster a culture of psychological safety and trust by promoting open communication, empathy, and mutual respect among employees and leaders (Henderson et al., 2014). Additionally, organizations should provide access to a range of mental health resources and support services, including therapy, counseling, peer support groups, and crisis intervention services (Masi et al., 2011). Regular communication and feedback mechanisms can help assess the effectiveness of these initiatives and identify areas for improvement. By prioritizing employee wellbeing and creating a supportive work environment, employers can contribute to the overall health, happiness, and productivity of their workforce.

6.5 Implications for organizational practice

In addition to promoting access to therapy and destigmatizing mental health issues, organizations face implementation challenges when integrating individual therapies into the workplace. Challenges include ensuring feasibility within organizational contexts, scalability to meet diverse employee needs, cost-effectiveness, and cultural considerations. Despite these challenges, real-world applications such as on-site mindfulness meditation classes and CBT-based stress management workshops demonstrate successful integration and highlight the benefits of prioritizing employee wellbeing within organizational culture.

7. CONCLUSION

In this comprehensive study, the impact of individual therapies, namely Cognitive-Behavioral Therapy (CBT), mindfulness-based interventions (MBIs), and Solution-Focused Therapy (SFT), on employee wellbeing in the workplace was thoroughly examined. The key findings indicate that CBT interventions effectively address specific workplace stressors, while MBIs show promise in reducing stress and enhancing emotional regulation. SFT offers a strengths-based approach to improving conflict resolution and job satisfaction among employees. For organizational practice, promoting access to therapy through mental health benefits, EAPs, and destigmatizing mental health issues are crucial steps. Integrating these therapies into existing wellness initiatives and policies can contribute to a healthier and more productive workforce.

7.1 Limitation of the research

Despite the positive findings supporting the efficacy of individual therapies in improving employee wellbeing, there are notable gaps and inconsistencies in the existing literature. One key gap is the limited research on the long-term effects of therapeutic interventions in the workplace. While many studies have demonstrated immediate benefits, longitudinal research is needed to assess the sustainability of these effects over time. Moreover, there is a lack of consensus regarding the most effective therapeutic approach for specific workplace stressors and populations. Further research comparing the effectiveness of different therapies and exploring moderators and mediators of treatment outcomes is warranted to inform evidence-based practice in organizational settings.

7.2 Recommendation for future study

Further research is essential to explore the long-term effectiveness of individual therapies on enhancing employee wellbeing and organizational outcomes. Comparative studies examining the efficacy of various therapeutic approaches and delivery formats in mitigating workplace stressors can offer valuable insights for organizational practice. Additionally, investigating the underlying mechanisms through which these therapies impact employee wellbeing, including cognitive processes, emotional regulation, and interpersonal dynamics, can inform the development of tailored interventions to address specific organizational challenges and promote a healthier work environment.

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