

Workplace Stress, Employee Well-Being, and Human Resource Management Practices

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Abstract—Workplace stress has become a major organizational concern due to increasing workloads, technological change, job insecurity, role ambiguity, work-life imbalance, interpersonal conflict, performance pressure, and evolving workplace expectations. Prolonged or poorly managed stress can negatively affect employee well-being, job satisfaction, engagement, productivity, attendance, organizational commitment, and retention. Human Resource Management (HRM) practices play a critical role in preventing excessive occupational stress and promoting healthier, more supportive, and sustainable workplaces. This paper examines the relationship between workplace stress, employee well-being, and HRM practices through a conceptual and systematic literature-review approach. The study draws on the Job Demands-Resources model, Conservation of Resources theory, Person-Environment Fit theory, Social Exchange theory, and organizational support perspectives. It analyzes major workplace stressors and evaluates the role of HRM practices such as workload management, flexible work arrangements, employee assistance programs, supportive leadership, training, career development, fair performance management, employee participation, recognition, occupational health initiatives, and work-life balance policies. The analysis suggests that excessive job demands and insufficient organizational resources can reduce employee well-being and organizational effectiveness, whereas supportive HRM systems can strengthen employee resilience, engagement, psychological safety, and retention. The paper concludes that employee well-being should be integrated into strategic HRM rather than treated as a separate welfare activity. Organizations that design balanced workloads, fair systems, supportive leadership, meaningful work, and accessible well-being resources are better positioned to achieve sustainable employee and organizational performance.

Index Terms—Workplace Stress, Employee Well-Being, Human Resource Management, Occupational Stress, Work-Life Balance, Employee Engagement,

Organizational Support, Job Demands, HR Practices, Organizational Performance.

I. INTRODUCTION

Employees are central to organizational productivity, innovation, customer service, and long-term performance. However, employees increasingly work in environments characterized by intense competition, rapid technological change, demanding targets, digital connectivity, organizational restructuring, changing job roles, and uncertainty.

These conditions can create workplace stress.

Workplace stress generally arises when employees perceive that job demands exceed their available resources, capabilities, time, control, or support.

Not all workplace pressure is necessarily harmful. Moderate challenge can encourage motivation and achievement. However, persistent or excessive stress can negatively affect employee health, motivation, decision-making, relationships, attendance, and productivity.

Organizations may experience the consequences through:

- absenteeism;
- presenteeism;
- reduced productivity;
- employee turnover;
- workplace conflict;
- errors;
- poor customer service;
- lower engagement; and
- increased organizational costs.

Employee well-being therefore has important strategic implications.

Human Resource Management practices influence the conditions under which employees work. Recruitment, job design, compensation, performance management,

leadership development, training, flexible working arrangements, employee participation, occupational health, and career development can either reduce or intensify workplace stress.

This paper examines the relationship among workplace stress, employee well-being, and HRM practices and develops a conceptual framework for understanding how organizations can create healthier and more productive workplaces.

II. OBJECTIVES OF THE STUDY

The primary objective of this study is to examine how human resource management practices influence workplace stress and employee well-being.

The specific objectives are:

1. To examine the concept and major causes of workplace stress.
2. To analyze the relationship between occupational stress and employee well-being.
3. To examine the impact of workplace stress on employee productivity.
4. To analyze the role of HRM practices in reducing excessive workplace stress.
5. To examine the relationship between work-life balance and employee well-being.
6. To evaluate the role of leadership and organizational support.
7. To examine how performance-management systems can influence employee stress.
8. To analyze the role of flexible work arrangements.
9. To identify organizational strategies for promoting employee well-being.
10. To develop recommendations for integrating employee well-being into strategic HRM.

III. RESEARCH QUESTIONS

The study addresses the following research questions:

- RQ1: What are the major causes of workplace stress?
 RQ2: How does workplace stress influence employee well-being and productivity?
 RQ3: What HRM practices can reduce harmful occupational stress?
 RQ4: How does work-life balance affect employee well-being?
 RQ5: What role does supportive leadership play in reducing employee stress?

RQ6: How can organizations integrate employee well-being into strategic HRM?

IV. RESEARCH METHODOLOGY

The study adopts a conceptual and systematic literature-review approach.

The analysis synthesizes theoretical and empirical literature concerning:

- occupational stress;
- employee well-being;
- work-life balance;
- employee engagement;
- organizational support;
- HRM practices;
- job demands;
- leadership;
- flexible work; and
- organizational performance.

Secondary sources may include peer-reviewed journal articles, academic books, institutional reports, and established HRM and organizational-behavior literature.

The purpose is to identify recurring relationships among workplace conditions, employee well-being, and human resource practices and to develop an integrated conceptual framework.

V. CONCEPT OF WORKPLACE STRESS

Workplace stress refers to physical, psychological, or emotional strain arising from job-related demands, conditions, or relationships.

Stress may occur when employees perceive an imbalance between:

Job Demands

and

Available Resources

Job demands may include:

- excessive workload;
- deadlines;
- emotional demands;
- role conflict;
- job insecurity;
- difficult customers;
- technology overload; and
- long working hours.

Resources may include:

- autonomy;
- managerial support;
- training;
- staffing;
- time;
- workplace flexibility;
- fair rewards; and
- supportive relationships.

A prolonged imbalance can reduce employee well-being.

VI. CONCEPT OF EMPLOYEE WELL-BEING

Employee well-being is a multidimensional concept involving employees' physical, psychological, social, and work-related functioning.

Important dimensions include:

Physical Well-Being

Energy, physical health, workplace safety, and reasonable working conditions.

Psychological Well-Being

Emotional stability, positive functioning, reduced distress, confidence, and sense of purpose.

Social Well-Being

Supportive relationships, inclusion, trust, and belonging.

Workplace Well-Being

Job satisfaction, engagement, meaningful work, reasonable workload, autonomy, and organizational support.

Employee well-being should therefore not be defined simply as the absence of illness.

VII. MAJOR SOURCES OF WORKPLACE STRESS

Workplace stress can arise from multiple sources.

7.1 Excessive Workload

Employees may experience stress when work demands exceed available time and resources.

7.2 Role Ambiguity

Stress can arise when employees are uncertain about responsibilities or performance expectations.

7.3 Role Conflict

Employees may receive incompatible demands from different managers or stakeholders.

7.4 Job Insecurity

Fear of job loss, restructuring, automation, or downsizing can increase psychological strain.

7.5 Interpersonal Conflict

Poor relationships with supervisors, colleagues, or customers can become significant stressors.

7.6 Lack of Control

Employees may experience stress when they have responsibility but little authority or autonomy.

7.7 Work-Life Conflict

Long working hours and constant digital connectivity can interfere with family and personal life.

7.8 Unfair Treatment

Perceived favoritism, discrimination, or inconsistent policies can increase workplace stress.

7.9 Performance Pressure

Unrealistic targets and punitive appraisal systems may create persistent anxiety.

7.10 Technological Change

Employees may experience stress when technology changes faster than their skills or creates constant monitoring and connectivity.

VIII. THEORETICAL FOUNDATIONS

8.1 Job Demands-Resources Model

The Job Demands-Resources model explains employee well-being through the balance between job demands and job resources.

High Demands + Low Resources → Stress and Exhaustion

while:

Adequate Resources + Meaningful Demands → Engagement and Performance

Job resources may include:

- autonomy;
- supervisor support;
- learning opportunities;
- feedback;
- social support; and
- flexibility.

This model is particularly relevant for HRM because organizations can influence both job demands and resources.

8.2 Conservation of Resources Theory

Conservation of Resources theory suggests that individuals attempt to obtain, protect, and maintain valued resources.

Stress occurs when employees:

- lose resources;
- fear resource loss; or
- invest resources without sufficient return.

Workplace resources may include:

- time;
- energy;
- income;
- job security;
- social support; and
- professional status.

Organizations can reduce resource depletion through supportive HR policies.

8.3 Person-Environment Fit Theory

Person-Environment Fit theory suggests that stress may occur when employee characteristics and job conditions do not align.

Examples include:

- skills not matching job demands;
- values conflicting with organizational culture;
- preferred working style conflicting with job design; and
- career expectations not matching available opportunities.

Effective recruitment, job design, training, and career planning can improve fit.

8.4 Social Exchange Theory

Social Exchange theory suggests that employees may reciprocate supportive treatment with stronger commitment and effort.

When employees perceive that the organization values their well-being, they may respond through:

- higher engagement;
- stronger loyalty;
- greater discretionary effort; and
- lower turnover intention.

IX. WORKPLACE STRESS AND EMPLOYEE PRODUCTIVITY

Stress can affect productivity through cognitive, behavioral, and motivational pathways.

Excessive stress may result in:

- reduced concentration;
- slower decision-making;
- increased errors;
- lower creativity;
- fatigue;
- absenteeism;
- poor teamwork; and
- reduced motivation.

The relationship can be represented as:

Excessive Stress → Reduced Well-Being → Lower Engagement → Lower Productivity

However, moderate and manageable job challenges may sometimes stimulate effort and development.

The objective of HRM should therefore not be to eliminate all demands but to prevent chronic and unreasonable stress.

X. WORKPLACE STRESS AND ABSENTEEISM

Employees experiencing prolonged stress may take more sick leave or withdraw psychologically from work.

Absenteeism increases organizational costs through:

- replacement staffing;
- overtime;
- disruption;
- lost productivity; and
- administrative costs.

Frequent absence may also place additional workload on colleagues, potentially creating further stress.

XI. PRESENTEEISM

Presenteeism occurs when employees attend work but function below normal capacity because of poor well-being, exhaustion, or other difficulties.

It can be difficult for organizations to identify because employees remain physically present.

Possible consequences include:

- reduced output;
- mistakes;
- slower work;

- lower service quality; and
- impaired decision-making.

Organizations should therefore assess well-being beyond absence statistics alone.

XII. WORKPLACE STRESS AND EMPLOYEE TURNOVER

Persistent workplace stress can increase employees' intention to leave.

A possible pathway is:

High Stress → Lower Job Satisfaction → Reduced Commitment → Turnover Intention → Employee Exit
Turnover may create significant costs through:

- recruitment;
- selection;
- training;
- productivity loss; and
- loss of organizational knowledge.

Stress management can therefore support retention.

XIII. WORK-LIFE BALANCE

Work-life balance refers to an employee's ability to manage work responsibilities alongside personal and family life.

Work-life conflict may arise because of:

- long hours;
- unpredictable schedules;
- excessive overtime;
- frequent travel;
- weekend work; and
- constant digital communication.

HR policies that support balance may include:

- flexible schedules;
- remote work;
- leave policies;
- predictable working hours; and
- reasonable workload planning.

Work-life balance can contribute to greater satisfaction and reduced exhaustion.

XIV. FLEXIBLE WORK ARRANGEMENTS

Flexible work may include:

- remote work;
- hybrid work;

- flexible starting times;
- compressed workweeks;
- part-time arrangements; and
- job sharing.

Flexibility can reduce commuting pressures and improve work-life integration.

However, poorly managed remote work can also create:

- social isolation;
- blurred work-home boundaries;
- longer working hours; and
- digital overload.

Flexibility should therefore be supported by clear expectations and appropriate boundaries.

XV. LEADERSHIP AND EMPLOYEE WELL-BEING

Managers significantly influence employees' daily work experiences.

Supportive leaders can reduce stress through:

- clear communication;
- fair treatment;
- realistic expectations;
- recognition;
- listening;
- coaching;
- workload management; and
- psychological safety.

Poor leadership may increase stress through:

- intimidation;
- inconsistent instructions;
- favoritism;
- excessive control;
- lack of feedback; and
- unrealistic demands.

Leadership development should therefore include employee well-being competencies.

XVI. PSYCHOLOGICAL SAFETY

Psychological safety refers to employees' perception that they can speak, ask questions, admit mistakes, or raise concerns without unreasonable fear of humiliation or punishment.

A psychologically safe workplace may encourage:

- learning;

- innovation;
- communication;
- reporting of problems;
- teamwork; and
- employee voice.

It can also reduce stress arising from fear-based organizational cultures.

XVII. PERFORMANCE MANAGEMENT AND STRESS

Performance management systems can influence employee stress significantly.

Well-designed systems provide:

- role clarity;
- meaningful feedback;
- realistic goals;
- developmental support; and
- fair recognition.

Poorly designed systems may create stress through:

- unrealistic targets;
- constant ranking;
- unclear expectations;
- subjective appraisal;
- excessive monitoring; and
- punitive consequences.

Performance systems should therefore balance accountability with employee development and fairness.

XVIII. COMPENSATION AND FINANCIAL WELL-BEING

Compensation affects employee well-being because financial insecurity can create substantial stress.

HRM should ensure that compensation practices are:

- transparent;
- equitable;
- competitive where feasible; and
- connected to clear criteria.

Benefits such as insurance, retirement support, paid leave, and emergency assistance may also contribute to financial well-being.

XIX. EMPLOYEE RECOGNITION

Recognition can improve well-being by strengthening employees' sense of value and accomplishment.

Recognition may include:

- appreciation from managers;
- awards;
- promotion;
- public acknowledgment;
- development opportunities; and
- additional responsibility.

Recognition should be timely and fair.

A lack of recognition may contribute to disengagement, particularly when employees perceive that sustained effort is ignored.

XX. TRAINING AND DEVELOPMENT

Training can reduce workplace stress when employees lack the skills required to perform changing job roles. For example, technology-related stress may be reduced through:

- digital-skills training;
- system orientation;
- coaching; and
- access to technical support.

Career development may also improve well-being by giving employees greater confidence in their future.

XXI. EMPLOYEE ASSISTANCE PROGRAMS

Employee Assistance Programs can provide confidential support for employees experiencing personal or work-related difficulties.

Services may include:

- counseling;
- financial guidance;
- family support;
- stress-management resources; and
- referral services.

Such programs should complement, rather than replace, efforts to address organizational causes of stress.

Providing counseling while maintaining unreasonable workloads is unlikely to solve the underlying problem.

XXII. OCCUPATIONAL HEALTH AND WORKPLACE WELL-BEING PROGRAMS

Organizations may introduce programs relating to:

- workplace ergonomics;
- physical activity;

- health education;
- fatigue management;
- sleep awareness;
- stress-management education; and
- safety.

However, well-being initiatives are more effective when they address the design of work itself. Organizational well-being should therefore involve both:

Individual Support + Healthy Work Design

XXIII. EMPLOYEE PARTICIPATION AND VOICE

Employees often understand operational stressors better than senior management.

Mechanisms for employee voice may include:

- surveys;
- suggestion systems;
- team meetings;
- grievance procedures;
- consultation; and
- employee committees.

Participation can improve both problem identification and employee perceptions of control.

XXIV. ORGANIZATIONAL JUSTICE

Perceived fairness strongly affects employee well-being.

Employees evaluate:

Distributive Justice

Are rewards and workloads fairly distributed?

Procedural Justice

Are decisions made through fair procedures?

Interactional Justice

Are employees treated respectfully?

Unfairness can become a major source of workplace stress.

HRM practices should therefore emphasize transparent and consistent decision-making.

XXV. DIGITAL TECHNOLOGY AND WORKPLACE STRESS

Technology can improve productivity but may also introduce new stressors.

Examples include:

- constant notifications;
- information overload;
- surveillance;
- rapid system changes;
- pressure for continuous availability; and
- fear of technological displacement.

This phenomenon is often described as technostress.

Organizations should provide adequate digital training, realistic response expectations, and appropriate boundaries around after-hours communication.

XVI. ARTIFICIAL INTELLIGENCE AND EMPLOYEE WELL-BEING

Artificial intelligence is increasingly influencing recruitment, performance management, workflow allocation, customer service, and decision-making.

AI can potentially reduce repetitive work and support employees.

However, poorly governed AI systems may create concerns about:

- job security;
- surveillance;
- algorithmic bias;
- loss of autonomy;
- unfair performance evaluation; and
- transparency.

HR professionals should ensure that AI-supported employment practices maintain appropriate human oversight and fairness.

XXVII. REMOTE AND HYBRID WORK STRESS

Remote and hybrid work can improve flexibility but also create new challenges.

Potential stressors include:

- social isolation;
- digital fatigue;
- poor home-office conditions;
- unclear availability expectations;
- work-family conflict; and
- reduced informal communication.

Managers should evaluate employee performance primarily through results rather than constant online presence.

XXVIII. HRM PRACTICES SUPPORTING EMPLOYEE WELL-BEING

A comprehensive HR approach may include:

Recruitment and Selection

Ensuring realistic job previews and person-job fit.

Job Design

Creating reasonable workloads and appropriate autonomy.

Training

Building employee confidence and competence.

Performance Management

Establishing fair and achievable objectives.

Rewards

Recognizing contribution fairly.

Career Development

Providing opportunities for growth.

Flexible Work

Supporting work-life balance.

Employee Relations

Creating effective grievance and communication mechanisms.

Health and Safety

Protecting physical and psychological well-being.

Together, these practices can create a supportive work system.

XXIX. STRATEGIC HRM AND EMPLOYEE WELL-BEING

Employee well-being should be integrated into organizational strategy.

A strategic approach connects:

Business Strategy → Workforce Strategy → Job Design → HR Practices → Employee Well-Being → Sustainable Performance

Organizations should therefore consider employee well-being when making decisions about:

- staffing;
- restructuring;
- technology;
- productivity targets;
- performance measures; and
- organizational change.

XXX. CONCEPTUAL FRAMEWORK

The conceptual framework developed in this paper is:

Workplace Stressors

Workload

Role Conflict

Job Insecurity

Work-Life Conflict

Interpersonal Conflict

Technology Pressure

Performance Pressure

↓

Employee Well-Being

Psychological Well-Being

Physical Well-Being

Job Satisfaction

Engagement

Emotional Stability

↓

Employee Outcomes

Productivity

Absenteeism

Turnover Intention

Commitment

Job Performance

The relationship is influenced by:

HRM Practices

Supportive Leadership

Flexible Work

Training

Fair Performance Management

Employee Participation

Recognition

Career Development

Well-Being Support

XXXI. PROPOSED RESEARCH HYPOTHESES

Future empirical research can test the following hypotheses:

H1: Workplace stress has a negative and significant effect on employee well-being.

H2: Workplace stress has a negative and significant effect on employee productivity.

H3: Employee well-being has a positive and significant effect on employee productivity.

H4: Supportive HRM practices have a positive and significant effect on employee well-being.

H5: Work-life balance has a positive and significant effect on employee well-being.

H6: Supportive leadership has a negative relationship with workplace stress.

H7: Employee well-being mediates the relationship between HRM practices and employee productivity.
H8: Flexible work arrangements moderate the relationship between work demands and employee stress.

XXXII. PROPOSED EMPIRICAL MODEL

A future empirical study may estimate:

$$EWB_i = \beta_0 + \beta_1 WL_i + \beta_2 RC_i + \beta_3 JI_i + \beta_4 WLB_i + \beta_5 LS_i + \beta_6 HRP_i + \varepsilon_i$$

Where:

EWB = Employee Well-Being

WL = Workload

RC = Role Conflict

JI = Job Insecurity

WLB = Work-Life Balance

LS = Leadership Support

HRP = Supportive HRM Practices

ε = Error Term

A second model may examine productivity:

$$EP_i = \beta_0 + \beta_1 WS_i + \beta_2 EWB_i + \beta_3 ENG_i + \beta_4 HRP_i + \varepsilon_i$$

Where:

EP = Employee Productivity

WS = Workplace Stress

EWB = Employee Well-Being

ENG = Employee Engagement

XXXIII. SUGGESTED STATISTICAL TECHNIQUES

An empirical study may use:

- descriptive statistics;
- reliability testing;
- Cronbach's alpha;
- correlation analysis;
- multiple regression;
- factor analysis;
- mediation analysis;
- moderation analysis; and
- structural equation modelling.

Longitudinal research can be particularly valuable because stress and well-being effects may develop over time.

XXXIV. CHALLENGES IN MANAGING WORKPLACE STRESS

Organizations may face several challenges.

34.1 Stress Is Often Hidden

Employees may hesitate to disclose difficulties.

34.2 Individual Differences

Employees respond differently to similar job demands.

34.3 Managerial Capability

Managers may lack the skills required to address well-being concerns.

34.4 Organizational Culture

Some workplaces treat excessive stress as evidence of commitment.

34.5 Measurement Difficulties

Well-being can be difficult to measure objectively.

34.6 Cost Concerns

Organizations may underestimate the long-term financial benefits of prevention.

34.7 Confidentiality

Employees may worry about how personal information will be used.

XXXV. DISCUSSION

The literature indicates that workplace stress, employee well-being, and HRM practices are closely interconnected.

Workplace demands can affect physical and psychological well-being.

Reduced well-being can affect engagement, attendance, productivity, and retention.

HR practices can influence both the causes of stress and employees' resources for managing them.

The relationship can therefore be understood as:

Job Demands → Workplace Stress → Employee Well-Being → Employee Outcomes

with HRM acting as an important organizational influence.

For example:

Supportive Leadership → Greater Resources → Lower Stress → Better Performance

Another pathway is:

Work-Life Balance → Better Well-Being → Greater Engagement → Higher Productivity

Organizations should therefore avoid treating stress as solely an individual employee problem.

Many causes of stress originate from organizational structures, workloads, management practices, and workplace culture.

XXXVI. MAJOR FINDINGS

The analysis supports several broad findings:

1. Excessive workplace stress can negatively affect employee well-being.
2. Persistent stress may reduce productivity and engagement.
3. Work-life conflict is an important contributor to employee strain.
4. Supportive leadership can reduce the negative effects of job demands.
5. Fair performance-management practices can improve employee well-being.
6. Flexible work can support work-life balance when appropriately managed.
7. Employee participation can increase perceived control and organizational trust.
8. Training can reduce stress associated with changing job requirements.
9. Employee well-being can influence retention and organizational performance.
10. HRM should address structural causes of stress rather than relying only on individual coping programs.

XXXVII. RECOMMENDATIONS

Organizations should consider the following measures:

1. Conduct Regular Workplace Stress Assessments
Employee surveys and discussions can help identify major stressors.
2. Manage Workloads
Work should be distributed according to realistic staffing and capacity.
3. Strengthen Managerial Training
Managers should learn supportive communication, workload management, and conflict resolution.
4. Promote Work-Life Balance

Organizations should establish reasonable working-hour expectations.

5. Develop Fair Performance Systems

Performance expectations should be transparent and achievable.

6. Strengthen Employee Voice

Employees should have safe mechanisms for raising workplace concerns.

7. Offer Flexible Work Where Appropriate

Flexibility should be designed around both organizational and employee needs.

8. Provide Employee Assistance

Confidential support services can complement organizational interventions.

9. Invest in Career Development

Growth opportunities can strengthen employee optimism and engagement.

10. Evaluate Digital Workload

Organizations should reduce unnecessary notifications and after-hours demands.

11. Build Psychological Safety

Employees should be able to communicate concerns without unreasonable fear.

12. Integrate Well-Being into HR Strategy

Well-being indicators should be considered alongside productivity and financial performance.

XXXVIII. MANAGERIAL IMPLICATIONS

Managers have a direct influence on employee well-being.

They should monitor workloads, provide clear expectations, recognize employee contributions, encourage reasonable boundaries, and address interpersonal problems promptly.

Managers should also distinguish between:

Healthy Performance Challenge

and

Chronic Harmful Pressure

Sustainable productivity is more important than temporary output achieved through excessive employee strain.

XXXIX. IMPLICATIONS FOR HUMAN RESOURCE MANAGEMENT

HR departments should move beyond isolated wellness initiatives.

Effective HR strategy should integrate well-being into:

- workforce planning;
- job design;
- recruitment;
- performance management;
- rewards;
- leadership development;
- employee relations;
- learning and development; and
- organizational change.

Well-being metrics can be reviewed together with:

- absenteeism;
- employee turnover;
- engagement;
- overtime;
- workload;
- grievances; and
- performance.

This approach allows HR to identify patterns before problems become severe.

XL. FUTURE RESEARCH DIRECTIONS

Future research may examine:

- workplace stress and employee productivity;
- stress among remote and hybrid workers;
- artificial intelligence and technostress;
- work-life balance and employee retention;
- supportive leadership and employee well-being;
- employee well-being in SMEs;
- job insecurity and organizational commitment;
- HRM practices and burnout;
- employee well-being and financial performance;
- workplace stress in healthcare and technology sectors;
- gender differences in occupational stress; and
- digital surveillance and employee well-being.

Future studies may also compare industries, occupations, demographic groups, and national contexts.

XLI. CONCLUSION

Workplace stress and employee well-being have become increasingly important concerns for modern organizations.

Rapid technological change, workload pressures, job insecurity, performance demands, organizational

restructuring, work-life conflict, and changing working arrangements can expose employees to significant occupational stress.

When stress becomes excessive or persistent, it can reduce psychological and physical well-being, weaken employee engagement, increase absenteeism and turnover, and negatively affect productivity.

Human Resource Management practices can play a critical role in addressing these challenges.

Supportive leadership, realistic workloads, fair performance-management systems, employee participation, training, flexible work arrangements, career development, recognition, and accessible well-being resources can strengthen employees' capacity to perform effectively.

However, organizations should not rely only on individual-level stress-management programs.

Effective stress prevention requires attention to how work is designed, how employees are managed, how decisions are made, and how organizational resources are distributed.

Employee well-being should therefore be viewed as an important component of strategic human resource management.

Organizations that create psychologically safe, fair, supportive, and sustainable work environments are more likely to develop engaged and productive employees.

The central conclusion of this study is that organizational performance and employee well-being should not be treated as competing objectives. When HRM practices are properly designed, healthier employees and stronger organizational performance can reinforce one another.

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