

Improving Workplace Well-Being Through Stress Management and Health Promotion: A Systematic Literature Review

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ARTICLE INFO

ABSTRACT

Received: 10 Oct 2024

Revised: 08 Dec 2024

Accepted: 19 Dec 2024

Employee well-being and health determine the success of an organization substantially influencing productivity, engagement, and job performance. Stress in the workplace due to heavy workloads, job insecurity, and lack of work-life balance is becoming a burning issue which leads to decreased job satisfaction, and absenteeism. Increasingly, organizations have turned their attention to techniques for managing stress and promoting health to create supportive working environments. Stress Management interventions fall into three levels such as primary (preventive measures such as job design and flexible work hours), secondary (help based on coping strategies such as mindfulness training and cognitive therapy), and tertiary (support programs such as employee assistance programs and counselling). While individual interventions are critically important, organizational approaches towards fostering a healthy work culture work best with individual efforts. In this systematic review of the literature, stress management interventions and health promotion strategies are assessed for their effectiveness in enhancing employee well-being. The study employs an exploratory research design, using qualitative methodology for the analysis of 20 selected articles with a view to highlighting the key challenges, workplace stressors, and intervention impacts. Results suggest that stress management interventions impact positively the well-being of employees while supporting the hypothesis that proactive strategies will improve workplace wellness. Therefore, the study provides essential insights for organizations desiring to implement effective stress reduction and health promotion programs.

Keywords: *work stress, stress management, job performance, mindfulness training, employee well-being*

INTRODUCTION

Employee well-being and health are the two important components of organizational success significantly influencing overall productivity, engagement and job performance. In this recent time, stress-related issues have increased due to the heavy workloads, lack of work-life balance, job insecurity and tight deadlines (Kundi et al., 2021; Kuo et al., 2025). In this concern, if the work-related stress is left unaddressed, then it can lead to increased burnout and decreased satisfaction, impairment in decision-makings (Kuo et al., 2024) and others. It can also lead to increased absenteeism which can negatively impact both organizations and employees. Simultaneously, a proper evaluation of effective

stress management and health promotion activities has significantly become a priority for organizations that want to create a supportive and healthy environment.

Stress management programs can be classified into three levels primary, secondary, and tertiary. Primary interventions work on stress prevention by removing or minimizing workplace stressors through job design changes, flexible work schedules, and leadership training (Gabriel, & Aguinis, 2022). Secondary interventions work on providing the workforce with coping skills for effective stress management through mindfulness training, cognitive behavior therapy, and well-being programs. Tertiary interventions offer assistance to workers who are already under high levels of stress, usually in the form of employee assistance programs (EAPs) and counselling (Bouzikos et al., 2022). Although individual-level interventions are critical, organizational-level interventions that promote a healthy work culture and support the well-being of employees have been shown to be very effective when combined with individual efforts.

This research seeks to critically review the literature on workplace stress management and employee health promotion, determining the effectiveness of various interventions and their influence on employee well-being. Through the examination of the advantages and limitations of applying these strategies, this study will offer important insights for organizations looking to enhance workplace wellness and employee satisfaction. Therefore, the research questions for this paper are as follows:

- 1. What are the primary challenges an organization faces in implementing effective stress management and health promotion?
- 2. How do primary, secondary and tertiary stress management interventions help in reducing stress management and improving employee well-being?
- 3. What is the key workplace element that affects employee well-being and work-related stress?

Therefore, the research hypothesizes for this paper are as follows:

H1: Stress management intervention positively impacts employee well-being

H0: Stress management intervention negatively impacts employee well-being

METHODOLOGY

Research designs can be generally categorized into three types which involve descriptive, explanatory, and exploratory. The exploratory research design addresses those research questions that have previously not been explored in depth. For this reason, an exploratory research design is used in this study. Research methods are significantly categorized into qualitative research, quantitative research, and mixed methods. Qualitative research is used to gather data on feelings, behaviors, and experiences. This helps researchers gain a deeper understanding of complex concepts, social interactions, and cultural phenomena.

This paper employs the qualitative research method. The method of researching the approach could be defined as the framework and methodology that largely determine the structure and process to be adopted in a given scholarly work. In this study research methodology, comprehensive data collection techniques would be carried out suitably as per appropriate methodologies. There are three categories of methodological approaches to research such as deductive, inductive and abductive approaches to methodology. The deductive approach focuses only on constructing a hypothesis from an already established theory and subsequently creating a specific plan for conducting empirical tests to support or refute the hypothesis, thus it is applicable to this study.

This research will implement a secondary data collection method. In this concern, this study selected 20 articles based on the topic. Below the inclusion and exclusion criteria have been given.

PRISMA Framework

Table 1 PRISMA Framework - Systematic Literature Review (Source: Self-developed)

SL · N o.	Author	Year	Title	Aims	Methodology	Key findings
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1	Lovejoy et al., 2021	‘Work redesign for the 21st Century: Promising Strategies for Enhancing Worker Well-Being’	To suggest a work redesign model for the 21st century.	Qualitative data collection methods	The primary strategies involve enhancing the worker schedule voice and control, improving social relations at work, and providing employer support and training.
2	Schwepker Jr et al., 2021	‘Good Barrels Yield Healthy Apples: Organizational Ethics as a Mechanism for Mitigating Work - Related Stress and Promoting Employee Well-Being’	This study aims at how perceived organizational ethics influence work-related stress and employee well-being using ethical impact and decision-making theories.	This investigation involved two separate rounds of data collection, referred to as Study 1 and Study 2. The findings from the second study were used to validate the results of the first study. Data was collected through Qualtrics, an online research panel.	Key findings of this involved Organizational ethics reducing work-related stress, and enhancing employee well-being. Ethical leadership, strong ethics policies, and CSR improve workplace well-being.
3	Strauss et al., 2021	‘Reducing stress and promoting well-being in healthcare workers using mindfulness-based cognitive therapy for life’	To examine whether the ‘mindfulness-based cognitive therapy for life (MBCT-L)’ could effectively decrease the stress in healthcare workers	This study employs the first parallel randomized controlled trial of MBCT-L. NHS workers participated and were randomly allocated (1:1) to either the MBCT-L group or a waitlist control group.	The key findings of this study are that MBCT-L reduced stress, improved well-being, and decreased depression and anxiety, but had no impact on work-related outcomes.
4	Kaluza et al., 2021	‘When and how health-oriented leadership relates to employee well-being—The role of expectations, self-care, and LMX’	This study examines how employees' expectations of health-oriented leadership influence the relationship between actual leader behavior and employee well-being, using	The methodology of this study was conducted including a ‘cross-sectional design (N = 307), a two-wave time-lagged design (N = 144), and an experimental	Employees' high expectations strengthened the link between leader health behavior, leader-member exchange (LMX), and self-care.

			implicit leadership theories.	design (N = 173)'. As a methodology, an analysis and review of grey and academic literature were conducted to compare OHS systems within 'Australia, Canada, Finland, France, Germany, Ireland, Italy, Japan, The Netherlands, Poland, the UK, and the USA'.	
5	Jain et al., 2021	'The Role of Occupational Health Services in Psychosocial Risk Management and the Promotion of Mental Health and Well-Being at Work'	The aim of this study is to examine occupational health services across 12 industrialized countries by analyzing key approaches, standards and policies to enhance workplace engagement and well-being.	The study found that there is a significant differentiation exists in OHS coverage, staffing and financing. Mental health promotion and psychological risk management significantly require better international prioritization and preventive strategies.	
6	Bregenzer & Jimenez, 2021	'Risk Factors and Leadership in a Digitalized Working World and Their Effects on Employees' 'Stress and Resources: Web-Based Questionnaire Study'	The study aimed to identify workplace digitalization risk factors affecting employee well-being and examine whether health-promoting leadership mitigates these negative effects.	A total of 1,412 employees from Austria, Germany, and Switzerland participated in this online study, reporting on workplace risks, their leaders' health-promoting behaviors, and their work-related stress and resources.	The study found that digital work risks such as poor technical support, consent availability, mobile work and team distribution effectively helped to increase stress. Additionally, the health-promoting leadership mitigate the stress from the poor support.
7	Gorgenyi-Hegyes et al., 2021	'Workplace Health Promotion, Employee Wellbeing and Loyalty during Covid-19 Pandemic - Large Scale Empirical Evidence from Hungary'	The study significantly aims to examine the relationship between health-related workplace advantage and employee well-being, loyalty and satisfaction specifically during the global pandemic.	In the case of methodology, a large-scale survey was conducted with 537 employees in Hungary, testing 16 hypotheses using 'Partial Least Squares Structural Equation Modelling (PLS-SEM) for data analysis' and path modeling.	Key findings of this study involve mental and emotional health to improve well-being yet do not directly influence loyalty or satisfaction.

8	Sonnentag et al., 2023	‘A review on health and well-being at work: More than stressors and strains’	The aim of this study is examining the factors influencing employee health and well-being involving the employee behaviors, teamwork, leadership and workplace characteristics while exploring emerging topic such as pandemic impacts.	In the case of methodology, a literature review that summarizes on job resources, stressors, cross-cultural perspectives, interventions with integrating inclusion and diversity.	Different workplace factors, employee’s behaviors, leadership shape the well-being that affects the overall work characteristics.
9	Piao et al., 2022	‘Environmental, social, and corporate governance activities with employee psychological well-being improvement’	This study significantly aims to examine the relationship between corporate ESG activities and occupational stress by exploring how ESG engagement affects the employee’s psychological well-being.	A total of 110,351 observations from 41,998 employees across 11 Japanese corporations (2017–2019) were analyzed to assess occupational stress and psychological well-being. ESG data (2015–2017) from the MSCI ESG database were examined using a lagged variable linear regression model.	Corporate environmental activities had a mixed impacts on occupational stress.
10	Elufioye et al., 2024	‘Reviewing employee well-being and mental health initiatives in contemporary HR Practices’	This study aims to analyze contemporary human resource practices while concentrating on employee mental health and well-being. It seeks to analyze diverse initiatives such as wellness programs, the role of leadership, and flexible work arrangements in facilitating a needed work environment.	This study has used a literature review approach to determine different human resource strategies, leadership practices and technological advancements to promote employee mental health.	The findings of this study have found that firms incorporate mental health programs into human resource strategies through the use of advanced technology to provide personalized support.

11	Schulte et al., 2024	‘An urgent call to address work-related psychosocial hazards and improve worker well-being’	This study intends to present the growing impact of work-associated psychosocial hazards on employee well-being, public health, and productivity. It aims to determine the link between adverse health outcomes and work hazards while recommending main societal action for control and prevention.	This study has used a constructive literature review by investigating existing studies of psychosocial hazards, intervention strategies and their economic burden. It analyses workplace practices and policy recommendations.	The key findings of this study include those psychosocial hazards cause injury, economic costs, and ill health. Diverse significant actions have been identified in this study such as regulatory standards, awareness, professional training, surveillance, and research to manage these risks.
12	Fleming, 2024	‘Employee well-being outcomes from individual-level mental health interventions: Cross-sectional evidence from the United Kingdom’	This study intends to analyze the efficiency of individual-level mental health interventions for instance mindfulness and resilience training in enhancing employee well-being.	This study has used a cross-sectional analysis by collective survey data from n = 46336 employees across 233 firms. Participants and non-participants in different well-being interventions were critically compared through the use of subjective well-being indicators.	This particular study has found no critical well-being advantages for participants when compared with non-participants. The findings of this study highlight that individual-level interventions could not determine workplace conditions and do not offer needed resources to manage job demands.
13	Molnár et al., 2024	‘Organizational strategies and tools of employee well-being as perceived by employees.’	This study seeks to analyze the way employee well-being is incorporated into HR practices and organizational strategies while concentrating on the perceptions of employees.	This study has used an exploratory mixed-method strategy. The qualitative method used 27 semi-structured interviews with human resource professionals. It has also used a case study through the use of the workplace PERMA profile questionnaire which was	This study has found that employee well-being generally lacks a significant approach regardless of its importance. It also determines profiles of employee well-being, determines inconsistencies between employee perceptions and HR strategies and mapped organizational tools.

					completed by n = 222 employees.	
14	Schmitt,	2024	‘Employee well-being and the remote leader – a systematic literature review’	This study intends to analyze the role of remote leaders in managing employee well-being.	This study has used a systematic literature review through the use of PRISMA and investigate 15 studies. Main themes have identified in terms of leadership and remote work.	This study has found that employee well-being within remote settings is impacted by supportive leadership, work-life balances and efficient technology use.
15	Bhoir & Sinha,	2024	‘Employee well-being human resource practices: a systematic literature review and directions for future research’	This study seeks to analyze advanced in employee well-being human resource practices and state a consolidated framework.	This study has used a systematic literature review with PRISMA 2020 by choosing 16 peer-reviewed empirical and conceptual studies between 2010 and 2024.	It has been found that human resource management initiatives influence employee well-being. This study determines different perspectives on ‘employee wellbeing human resource practices.’ It provides practical and theoretical implications for human resource experts to integrate effective strategies.
16	Foncubierta-Rodríguez et al.,	2024	‘Workplace health promotion programs: The role of compliance with workers' expectations, the reputation and the productivity of the company’	This study aims to explore whether workplace health promotion factors are impacted by the desire of a company to fulfil employee health expectations.	This study has used a multi-step analysis through a descriptive sample, a double intermediation model, and linear regression analysis to evaluate the impact of productivity and reputation of workplace health promotion implementation.	This study has found that companies signifying employee health expectations introduce different workplace health promotion measures.

17	Hanu & Khumalo,	2024	‘From high-performance work systems and resilience to employee well-being during crises: exploring the moderating role of employee ambidexterity’,	This study aims to analyze the moderating factor of employee ambidexterity in the association among employee resilience, employee well-being, high-performance work system and organizational resilience.	This study used a quantitative method while gathering two-wave cross-sectional data from n=324 employees.	It has been found that a high-performance work system improves the association between employee well-being and organizational resilience.
18	Charisi et al.,	2025	‘The Impact of Green Spaces on Workplace Creativity: A Systematic Review of Nature-Based Activities and Employee Well-Being’	This study aims to analyze the influence of nature-based interventions and green spaces on employee well-being and workplace creativity.	A PRISMA analyzed 508 studies from 2017 to 2024. From these seven studies fulfilling inclusion criteria were evaluated for intervention type, outcomes, and study design through the use of the ROBIN-I tool and Cochrane Bias Risk tool.	It has been found that nature-based interventions positively impact creativity, workplace satisfaction, and mental health of employees though other associated well-being metrics were relatively mixed.
19	Toderi et al.,	2024	‘Manager–Team (Dis)agreement on Stress-Preventive Behaviors: Relationship with Psychosocial Work Environment and Employees’ Well-Being’	This study intends to analyze the influence of ‘manager team disagreement on stress-preventive management competencies” and its ultimate impacts on the wellbeing and psychosocial work environment of employees.	This study has used a quantitative method while collecting data from 475 employees and 36 managers. Response surface analysis, mediation analysis, and polynomial regression have been used to investigate the association between MCPARS and SOA, psychosocial well-being and environment.	It has been found that employees typically reported significant work environments under estimator or in-agreement managers while in-agreement poor or over-estimator managers negatively influence well-being.

20	Zhang & Henke,	2024	'The Role of Fun in Workplace Health and Well-being'	This study seeks to analyze the perception of fun in employee well-being and workplace health. It investigates how fun can manage employee burnout while improving productivity.	This study reviews different existing literature on well-being and fun while analyzing gamification and its influence on employee motivation.	It has been found that workplace fun improves resilience, job satisfaction, and creativity while facilitating positive organizational outcomes.
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RESULT AND DISCUSSIONS

Health promotion in the workplace is significant when these activities complement health measures and occupational safety. Therefore, the systematic literature review findings strongly supported the hypothesis (H1) that stress-management interventions positively affect employee well-being while rejecting the null hypothesis (H0). The research promotes several pathways to inducing work redesign, organizational ethics, mindfulness-based cognitive therapy, health-oriented leadership, and workplace health promotion programs for reducing stress and enhancing employee well-being. In this context, Lovejoy et al., ([2021](#)) found that work redesign is the central intervention that enhances worker well-being due to increased autonomy, flexibility, and control over work schedules. Those changes have been obtained to decrease work-related stressors and thus enhance job satisfaction. Similarly, Schwepker et al., ([2021](#)) discussed that ethical organizational practices help create a positive working atmosphere where work-related stress decreases, and employee well-being can be enhanced.

Employee well-being is associated with different factors of working life and due to this it is considered as a main factor in analyzing a firm’s effectiveness and long-term success. Corporate well-being must have its main roots in the employee’s interests though it is significant to consider the cost-effective implications it can actually have on retention. In this context, mindfulness-based cognitive therapy has arisen as one of the significant factors in reducing stress and fostering mental resilience among employees mainly in high-stress industries such as healthcare (Strauss et al., [2021](#)). Employees suffer less burnout and benefit from increased psychological wellness by incorporating practices that enhance mindfulness into the workplace. Leadership style significantly influences employee well-being. Similarly, Kaluza et al., ([2021](#)) found that health-supporting leadership, which is characterized by establishing clear standards of performance, demonstrating care for self-conceived values, and developing relationships, has significant correlations toward enhanced mental health and lessened psychological distress for employees in their leadership perceptions. Another study by Jain et al., ([2021](#)) discussed that occupational health services are highly important in managing psychosocial risks and assisting mental well-being through effective interventions.

Employees are a significant asset of an organization and it is important to make sure that well-being initiatives are centered around them and their needs. The digitalization of workplaces has both advantages and disadvantages for employee well-being. Although digital transformations allow for greater efficiency of work contrarily, they also begin to cause other stressors. Through risk management approaches with good leadership, digital stressors can be mitigated which helps to enhance employee resilience (Bregenzer & Jimenez, [2021](#)). It has been established that environmental, social, and corporate governance initiatives enhance employee psychological well-being by creating a positive corporate culture (Piao et al., [2022](#)). The role of employee assistance programs has been emphasized by various studies as mitigating workplace stress and supporting psychological health. Bouzikos et al., ([2022](#)) stress that employee assistance programs have been demonstrated to be effective within organizations that promote a supportive corporate climate. Proactive programs in the health promotion sphere contribute to employee loyalty and well-being as noticed during the COVID-19 period (Gorgenyi-Hegyes et al., [2021](#)).

Recent studies emphasize innovative approaches such as integrating green spaces in workplaces to foster creativity and minimize stress levels (Charisi et al., [2025](#)). Incorporating nature-based activities has been associated with increased mental well-being and productivity. Contrarily, (Zhang & Henke, [2024](#)) found that offering fun, engaging workplace activities is greatly appreciated by employees and contributes significantly to positive moods among employees, which helps to improve employee satisfaction and well-being. Organizations integrating high-

performance work systems with resilience-building strategies were associated with greater well-being for their employees during crises (Hanu & Khumalo, 2024). Furthermore, preventive behaviors from the management level affect the psychosocial work environment's approach to well-being in diverse ways including stress-reducing mechanisms (Toderi et al., 2024). The selected studies present the significance of constructive stress management strategies in sustaining employee well-being. The results of the selected studies supported the H1 of this research while stressing that leadership supports, initiatives to promote workplace health and targeted interventions can contribute to building a more productive and engaged workforce.

CONCLUSION

In conclusion, this study has found that stress management interventions have intensely positive outcomes on employee well-being. Evidence has consistently shown that diverse workplace strategies such as mindfulness programs, ethical leadership, and occupational health services are associated with lower stress and higher job satisfaction. Organizations working on mental health issues of employees should conduct periodic interventions by actively instituting structured health promotion programs and corporate wellness initiatives that enhance loyalty, productivity, and participation.

Furthermore, integrating digital health tools, green spaces, and workplace fun into organizational policies enhances psychological resilience and reduces burnout among employees. This study highlights the necessity of taking a multifaceted approach using both individual and organizational strategies to enhance stress management as well as employee well-being.

Further study needed to be done on the long-term success of new interventions and how the practice of well-being at the workplace can complement stress management. The continuous implementation of adaptive and evidence-based well-being practices would remain significant in creating healthier and sustainable work environments.

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