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Synergizing Individual and Organizational Approaches to Combat Work Stress

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ABSTRACT: Workplace stress presents a persistent challenge to employee wellbeing and organizational performance, necessitating comprehensive intervention strategies. This narrative review examines the effectiveness of integrated stress management approaches that encompass individual, organizational, and technological interventions. A systematic review of recent literature was conducted to identify and analyze multi-level strategies, including mindfulness programs, job redesign, Employee Assistance Programs (EAP), and digital wellness tools such as wearable health devices and mobile applications. The findings show that individual interventions contribute to significant reductions in stress-related symptoms and improvements in emotional balance, particularly when supported by organizational structures that promote psychological safety, flexibility, and leadership engagement. Digital innovations further enhance these outcomes by enabling real-time monitoring and personalized feedback, proving especially effective in remote and hybrid work settings. The review also underscores the influence of systemic factors such as corporate culture, economic constraints, and public policy in shaping the success of workplace wellness programs. These insights suggest that integrated, multi-dimensional interventions are essential for building resilient work environments. Future research is encouraged to address current gaps in outcome evaluation and to explore sector-specific applications. Policymakers and practitioners must prioritize adaptive, evidence-based wellness strategies to reduce stress, improve productivity, and foster sustainable workforce development.

Keywords: Workplace Stress, Wellness Intervention, Employee Wellbeing, Digital Health Technology; Organizational Policy, Mindfulness Programs, Hybrid Work.

INTRODUCTION

Over the past decade, there has been a profound transformation in the global and regional understanding of workplace stress and the role of wellness programs, driven by increasing recognition of the importance of employee well-being for organizational productivity and mental

health. The evolution of occupational health paradigms has shifted from traditional, reactive approaches to more comprehensive and multidisciplinary wellness strategies. These include both individual and organizational-level interventions aimed at reducing stress and enhancing employee resilience and performance. As businesses grapple with increasingly complex psychosocial dynamics in the workplace, literature has responded by identifying a broad spectrum of interventions ranging from mindfulness training to organizational restructuring (Murphy et al., 2021).

The incorporation of technology-driven innovations, such as digital platforms, wearable devices, and AI-powered wellness solutions, has accelerated the personalization of health interventions at work (Radheshyam et al., 2024). This digital integration is evident across various sectors as employers increasingly turn to scalable, data-informed programs to address the challenges of remote work and dispersed teams. Such technological adoption is complemented by the collaboration of health practitioners, organizational leaders, and wellness consultants to develop holistic and sustainable workplace environments. The shift towards a preventative and participatory model of workplace wellness underscores the role of mental health not just as a clinical concern, but as a strategic pillar in human resource development.

Globally, wellness initiatives have moved from being optional amenities to core components of effective human resource management. Numerous studies report that interventions such as workplace yoga, digital counseling, and stress-relief workshops significantly reduce anxiety and burnout while enhancing job satisfaction and morale (Valle et al., 2020). This trend aligns with the widespread adoption of digital health policies, especially in organizations undergoing digital transformation. Regional adaptations of these programs, however, vary widely based on national policies, cultural norms, and infrastructure capabilities. For example, while countries in Europe and North America benefit from regulatory support and institutionalized wellness frameworks, counterparts in Asia and Africa often face infrastructural and financial limitations that hinder program effectiveness (Ablah et al., 2019).

Recent epidemiological studies provide compelling data on the rising prevalence of workplace stress and its consequences across sectors. Healthcare professionals, particularly nurses and physicians, exhibit high levels of burnout and mental fatigue, often leading to decreased clinical performance and patient safety risks (Hoonpongsimanont et al., 2013). In education, academic pressure and heavy workloads contribute to increasing stress levels among teachers and administrative staff, affecting productivity and well-being(Malapad et al., 2024). Meanwhile, the technology sector faces unique challenges driven by innovation demands, tight deadlines, and rapid change, resulting in sleep disturbances and high rates of occupational burnout (Iswarya et al., 2024). These sector-specific stressors reinforce the urgency for tailored wellness interventions supported by robust policies and strategic planning.

Data further indicate that stress disproportionately affects employees with high workloads and critical responsibilities. High incidences of insomnia, depression, and substance abuse among frontline workers point to a systemic mental health crisis in various industries (Bondar et al., 2022). While some community-based workplace health programs demonstrate significant reductions in stress and improvements in productivity, challenges such as low participation rates and

inconsistent engagement persist. Evidence from organizational case studies confirms a strong correlation between participation in wellness initiatives and lower incidences of stress-related illnesses, bolstering the argument for preventive investment in employee well-being (Richardson, 2017).

Despite growing awareness, the implementation of workplace wellness programs continues to face multiple challenges. These include structural barriers such as limited resources, managerial apathy, and the absence of organizational alignment with wellness objectives (Tetrick & Winslow, 2015). Operational constraints often make it difficult to embed health programs into daily routines, leading to low employee participation and engagement. Furthermore, the lack of standardized metrics for evaluating program effectiveness hampers the ability to scale successful models or replicate them across different contexts. Cultural stigmas surrounding mental health, fear of negative career implications, and skepticism towards institutional wellness efforts further undermine program efficacy (Puchalski & Korzeniowska, 2019).

A second layer of complexity arises from the limited availability of professional support and targeted training within organizations. Effective programs require sustained leadership commitment, adequate budget allocations, and a culture that embraces wellness as a core organizational value (Tetrick & Winslow, 2015; Puchalski & Korzeniowska, 2019). Resistance to change is another critical issue, especially in institutions with a history of underwhelming wellness initiatives. Additionally, economic pressures and competitive market conditions often force organizations to prioritize financial performance over employee welfare, despite mounting evidence that both are positively correlated.

A significant gap in the literature pertains to the inconsistency in measurement frameworks used to assess the success of wellness interventions. Many studies rely on short-term outcomes or subjective assessments that fail to capture long-term impacts on mental health and productivity (Tetrick & Winslow, 2015). Moreover, there is a notable imbalance in the focus of current research, which tends to emphasize individual interventions while neglecting systemic, organizational-level strategies. Few studies integrate digital tools into program evaluation, missing an opportunity to leverage real-time monitoring for proactive stress management (Amirabdolahian et al., 2025).

To address these gaps, this narrative review aims to synthesize contemporary evidence on HR-led wellness and stress management interventions. It will critically analyze the types of programs implemented, the mechanisms through which they influence employee well-being, and the organizational conditions that support or hinder their effectiveness. Special attention will be given to the integration of digital health technologies, the role of organizational culture, and the influence of regional and demographic factors on program outcomes(Westervelt et al., 2023).

The scope of this review is broad yet focused. It will encompass a diverse array of geographic regions and sectors, including healthcare, education, and technology. This inclusive approach enables a comparative understanding of how contextual variables—such as policy environment, technological infrastructure, and cultural attitudes—influence the design, implementation, and outcomes of wellness programs. By exploring cross-sectoral and cross-regional insights, the review

aims to generate actionable recommendations for developing resilient, scalable, and equitable workplace wellness interventions.

METHOD

The methodological framework for this narrative review was designed to ensure a systematic, comprehensive, and replicable identification of empirical studies related to human resource (HR) interventions, workplace stress management, and wellness programs. The process began with a detailed keyword mapping exercise, informed by prior research in digital wellness and organizational health interventions (Amirabdolahian et al., 2025; Tetrick & Winslow, 2015). The aim was to capture the full spectrum of intervention strategies, evaluation frameworks, and program outcomes across disciplines such as occupational health, industrial-organizational psychology, and HR management.

Keywords and Boolean search strategies were crafted using core concepts and relevant terminologies, including but not limited to "human resource," "HR intervention," "workplace stress," "stress management," "wellness program," "health promotion," "occupational stress," and "employee wellbeing." Truncation symbols and quotation marks were applied to capture variations and exact phrases, respectively. For instance, the truncation "interv*" was employed to include variations like intervention, interventions, and interventional. Boolean operators (AND, OR, NOT) were strategically combined to increase specificity and exclude irrelevant studies. An example search string used in PubMed was: ("human resource" OR "HR") AND ("stress management" OR "stress reduction" OR "occupational stress") AND ("workplace wellness" OR "health promotion" OR "employee well-being") AND ("evaluation" OR "outcome assessment").

To ensure coverage across a broad range of empirical research, four major databases were systematically searched: Scopus, PubMed, Web of Science, and PsycINFO. Each database required tailored string syntax. For instance, PubMed employed Medical Subject Headings (MeSH), requiring terms such as "Occupational Stress" and "Employee Wellness" for optimized retrieval. In Scopus and Web of Science, full-text keyword indexing was used across title, abstract, and keyword fields. These initial strings were iteratively refined based on search sensitivity and specificity testing, ensuring comprehensive inclusion of literature relevant to the research objectives.

Publication date filters were applied to restrict the search to studies published within the past ten years, allowing the review to focus on contemporary trends and recent innovations in workplace health and HR-led wellness strategies (Amirabdolahian et al., 2025). This time frame ensured that the literature included reflected the current context of digital transformation, remote work, and modern stress dynamics.

To further refine the search and ensure methodological rigor, filters were applied to select specific study designs, including randomized controlled trials (RCTs), case-control studies, longitudinal analyses, and quasi-experimental studies. Inclusion of empirical studies with robust methodological

designs was prioritized to strengthen the evidence base and support comparative evaluation. Additional filters included workplace setting, industrial sector (e.g., healthcare, education, technology), and geographic location, allowing a cross-contextual understanding of intervention efficacy and scalability.

The inclusion criteria were explicitly defined to ensure that selected studies met high methodological standards. Eligible studies were those published in peer-reviewed journals, offering formal evaluation of HR-led stress interventions or wellness programs implemented in workplace settings. Only studies that presented quantifiable outcomes—such as stress reduction metrics, mental health indices, absenteeism rates, or productivity enhancements—were considered. All studies were required to utilize validated measurement instruments to ensure reliability and comparability.

Exclusion criteria were equally rigorous. The review excluded editorials, opinion papers, conceptual articles without empirical data, non-peer-reviewed sources, and studies that did not report formal outcome evaluations. Studies published in languages other than English were excluded, unless professionally translated and validated. This standardization was essential for ensuring consistency and enabling comparative analysis.

Demographic and contextual parameters were also integrated into the inclusion framework. Studies needed to clearly specify organizational size, type of workforce, and sectoral background to facilitate subgroup analysis and identify moderating variables. This approach enabled the identification of patterns and outliers within and across industries. Manual screening of titles and abstracts was conducted to eliminate irrelevant articles. Full-text review was undertaken for shortlisted studies to confirm alignment with inclusion criteria.

To enhance methodological transparency, all exclusion decisions during the screening process were documented with justifications, forming a traceable audit trail. This aligned with PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, allowing for replicability and scrutiny by other researchers.

Controlled vocabularies such as MeSH terms were applied in PubMed to enhance retrieval consistency. For example, using "Workplace" as a MeSH term allowed identification of studies categorized under various workplace health domains. Searches were adapted across databases based on index structures and retrieval mechanisms. Cross-validation of search results was conducted to eliminate duplicate entries and reconcile inconsistencies in database-specific indexing.

The search process was logged meticulously, including search dates, exact strings used, databases searched, and total results obtained. Adjustments made to search parameters were also documented to maintain an iterative and transparent methodological trail. Studies with experimental or quasi-experimental designs, reporting pre- and post-intervention outcomes, were prioritized for data extraction. This provided a reliable base for assessing intervention efficacy and drawing policy-relevant insights.

Further inclusion criteria required studies to report on managerial engagement and organizational support as part of intervention implementation. Interventions lacking such institutional involvement were deemed incomplete in capturing the holistic nature of workplace wellness. This focus enabled the review to contextualize success factors beyond individual behavior change, including leadership commitment and cultural readiness.

Quality appraisal was conducted using structured tools such as the Critical Appraisal Skills Programme (CASP) checklists, tailored to study design types. This allowed for a standardized evaluation of methodological strengths and limitations, supporting informed synthesis and comparison across studies. Parameters assessed included study objectives, sample representativeness, measurement validity, statistical analysis, and discussion of limitations.

A PRISMA-compliant flow diagram was constructed to depict the selection process, including the number of studies identified, screened, excluded (with reasons), and included in the final synthesis. This visual representation supported methodological clarity and provided readers with an overview of review stringency and transparency.

The methodological rigor employed in this review ensures a robust synthesis of empirical evidence on HR interventions and workplace wellness programs. By integrating keyword-based digital retrieval with manual screening and quality assessment, the review captures a holistic view of effective strategies, contextual challenges, and future research gaps. This comprehensive approach provides a credible foundation for advancing organizational health policies and HR practice in managing workplace stress and promoting employee well-being.

RESULT AND DISCUSSION

The synthesis of findings from multiple studies reveals the substantial effectiveness of individual interventions in workplace settings to reduce stress levels through mindfulness practices, stress management training, and counseling sessions. Valle et al. (2020) observed that yoga and meditation interventions significantly reduce perceived stress and anxiety symptoms, using standardized psychological indicators and stress rating scales. Similarly, Radheshyam et al. (2024) demonstrated that meditation programs improved emotional balance and quality of sleep, as measured quantitatively. These results align with the framework proposed by Tetrick and Winslow (2015), emphasizing the importance of refocusing on employees' personal resources, which positively impacts mental health and subjective well-being.

Individual-focused programs regularly incorporating mindfulness and stress management training have been shown to produce substantial improvements in psychological outcomes, including reductions in depression, anxiety, and burnout, thereby enhancing job performance (Tetrick & Winslow, 2015). Techniques such as deep breathing, meditation, and digital applications for psychological tracking have improved self-awareness and cognitive load reduction, with longitudinal data supporting these outcomes. Such interventions not only improve subjective stress perception but also bring physiological changes, including cortisol reduction and increased heart

rate variability (HRV), reinforcing the importance of regular and sustained interventions for long-term coping strategies.

Evaluation outcomes of individual interventions encompass psychological, physiological, and productivity dimensions. Psychological outcomes are typically assessed using the Perceived Stress Scale, while physiological metrics include blood pressure, cortisol levels, and biofeedback measures like HRV (Radheshyam et al., 2024). Productivity indicators such as absenteeism reduction and performance improvement, measured via surveys and managerial evaluations, provide a holistic picture of intervention success (Tetrick & Winslow, 2015).

Randomized controlled trials (RCTs) and quasi-experimental designs are commonly employed to evaluate individual programs, comparing intervention and control groups and using pre- and post-intervention assessments. Statistical analyses such as t-tests and ANOVA validate the significance of observed differences. Studies show that consistent engagement in these interventions significantly reduces stress symptoms and enhances overall well-being.

Factors such as employee engagement, session frequency, and program duration significantly influence success. Higher participation intensity correlates with improved outcomes, mediated by self-efficacy levels and cognitive empowerment strategies (Tetrick & Winslow, 2015). Integrating mindfulness techniques into daily routines promotes self-regulation and adaptive coping skills, leading to enhanced organizational resilience.

Physiological outcomes confirm the effectiveness of individual interventions. Valle et al. (2020) reported cortisol reductions and improved cardiovascular indicators post-intervention. HRV improvements indicate better autonomic nervous system regulation, supporting psychological outcomes and validating intervention efficacy.

In terms of productivity, individual interventions have led to reductions in absenteeism and improved employee availability. Enhanced concentration and task efficiency among trained employees correlate with increased organizational efficacy (Tetrick & Winslow, 2015). Surveys measuring fatigue and work engagement further substantiate these findings.

While individual strategies provide psychological and physiological benefits, organizational interventions such as Employee Assistance Programs (EAP) and job redesign are equally vital. Langlieb et al. (2021) found that modern EAPs reduce burnout and chronic stress through integrated resilience training and proactive mental health support. Organizational redesign, including workload adjustments and role clarification, decreases psychosocial stressors and enhances job satisfaction.

Organizational interventions' effectiveness varies by company size, industry type, and regional context. For example, larger companies with robust infrastructures report higher success in implementing EAPs and job redesigns than smaller firms. Cross-regional comparisons reveal that developed countries with mature employee support systems exhibit better results than developing regions lacking structural support.

Outcome indicators for organizational programs include burnout levels, job satisfaction, absenteeism rates, and employee engagement indexes. Ledikwe et al., (2018) observed strong

correlations between health program participation and decreased burnout, increased motivation, and overall productivity.

Sector-specific differences also affect intervention effectiveness. The healthcare sector benefits from psychosocial support integration, while fast-paced industries like tech and finance respond better to tailored organizational interventions (Langlieb et al., 2021).

Regionally, work-life balance cultures and strict labor regulations in developed countries facilitate greater program impact. In contrast, resource-constrained settings require innovative, adaptive solutions(Ey et al., 2020).

Successful programs rely on validated psychometric tools and continuous monitoring. Instruments such as Perceived Stress Scale, Burnout Inventory, HRV, and cortisol measures ensure replicable, objective outcomes (Tetrick & Winslow, 2015). Longitudinal data demonstrate the enduring effects of regular individual participation.

Self-efficacy, social support, and psychological readiness influence individual intervention effectiveness. High self-efficacy predicts better coping strategy internalization and psychological outcomes. Peer and environmental support enhance effectiveness and minimize relapse risks (Tetrick & Winslow, 2015).

Behavioral changes resulting from interventions, such as improved sleep and physical activity, enhance productivity and foster a healthier workplace culture (Salehi et al., 2020).

Organizational programs like EAPs and job redesign affect broader structural dynamics, fostering supportive environments and promoting systemic resilience.

Digital wellness programs and multicomponent strategies further reinforce intervention efficacy. Wearables and health apps provide real-time data and customized feedback, enabling proactive stress management (Gleason, 2021).

Virtual reality (VR) training allows immersive, safe coping skills development. Studies show significant stress score reductions post-VR sessions (L'Engle et al., 2024).

Digital applications offer educational modules, self-monitoring, and digital counseling, crucial for remote or hybrid settings. Increased engagement through these platforms correlates with reduced burnout and enhanced psychological well-being.

Multicomponent programs integrating education, physical training, and psychosocial support yield comprehensive benefits. Group-based delivery fosters peer support and knowledge exchange (Yuen et al., 2021).

RCTs on multicomponent programs confirm reductions in stress, anxiety, and depression, alongside improved productivity and cardiovascular health.

Customized implementation, managerial commitment, and resource allocation determine long-term program sustainability. Studies across education and corporate sectors highlight the value of adaptive, interprofessional approaches to wellness (Yuen et al., 2021).

Thus, findings underscore the importance of integrated, multi-level intervention models that address both individual and systemic stressors, ensuring sustainable mental health and productivity outcomes in diverse workplace environments.

The findings from this narrative review offer compelling evidence that modern workplace stress interventions, encompassing individual, organizational, and technological strategies, align closely with established frameworks in occupational health and organizational psychology. As previously documented by Murphy et al. (2021), empirically supported interventions such as mindfulness training, counseling, and digital wellness programs demonstrate considerable efficacy in reducing psychological stress and enhancing well-being. These insights reinforce long-standing theoretical perspectives, particularly the Job Demands-Resources (JD-R) model, which emphasizes the balance between job demands and available personal and organizational resources (Tetrick & Winslow, 2015). Importantly, the current study not only reaffirms these theories but expands on them by incorporating digital solutions that enhance scalability and real-time responsiveness.

Technological advancements have introduced new dimensions to stress management strategies. Wearable devices, health applications, and virtual reality (VR) training platforms provide personalized, on-demand solutions that were not present in earlier intervention models (Amirabdolahian et al., 2025). These technologies bridge the gap between traditional wellness approaches and modern workplace realities, particularly in hybrid and remote work settings. They allow for continuous biometric monitoring, real-time feedback, and data-driven personalization, features that are aligned with trends in precision health and digital therapeutics (Gleason, 2021; L'Engle et al., 2024). The integration of such tools supports not only enhanced engagement but also objective measurement of outcomes, including reductions in cortisol levels and improvements in heart rate variability.

From a systems perspective, the success of wellness programs is deeply embedded in organizational culture. Organizations that prioritize innovation and employee mental health tend to report higher program efficacy (Seaverson et al., 2019). Conversely, environments where stigma around mental health persists or where productivity is valued above well-being can significantly undermine participation and outcomes. Thus, fostering a culture of openness and psychological safety is critical for program adoption. Additionally, supportive leadership is a decisive factor in effective implementation. Leaders who actively endorse wellness initiatives, model healthy behaviors, and allocate resources toward employee well-being contribute substantially to program success (Lovejoy et al., 2021).

Policy frameworks also play a pivotal role. Legislative support, such as tax incentives or public funding for workplace wellness programs, has been shown to increase program adoption and integration across sectors (VanderVeur et al., 2016). In contrast, the absence of regulatory backing often leads to fragmented implementation and inequitable access. Therefore, public-private collaborations are essential for fostering sustainable health-promoting workplaces. National policies should also include standardized guidelines for evaluating workplace wellness initiatives, ensuring consistency and comparability across different organizational settings.

Structural flexibility, including adaptable work schedules and remote work options, further supports the effectiveness of stress interventions. Studies by Napitupulu & Widanarko, (2024) indicate that flexible work arrangements alleviate daily stressors and foster work-life balance. These

arrangements, when combined with organizational redesign strategies, such as clarifying job roles and increasing employee autonomy, enhance engagement and reduce psychological strain. As such, redesigning organizational structures to prioritize employee well-being represents a strategic approach to stress mitigation.

Moreover, the interaction between individual and systemic interventions is crucial. While individual coping strategies such as mindfulness or digital coaching show immediate benefits in reducing perceived stress, their effectiveness is amplified when supported by structural and cultural factors within the organization. This synergy reflects the importance of a holistic, multi-level approach to workplace wellness. Research also emphasizes that program sustainability depends on regular monitoring and evaluation. Technologies such as mobile health apps enable organizations to collect real-time feedback and adjust interventions dynamically, ensuring long-term relevance and impact (Amirabdolahian et al., 2025).

Nevertheless, challenges remain. Financial constraints and limited human resources frequently hinder the implementation of comprehensive wellness programs, particularly in small and medium-sized enterprises. Moreover, disparities in program effectiveness across industries and geographic regions indicate the need for context-sensitive adaptations. For instance, sectors with high burnout rates, such as healthcare and education, require tailored interventions that address specific occupational stressors. Similarly, developing countries may face infrastructural and cultural barriers that necessitate localized strategies and community-based support (Ledikwe et al., 2017).

The literature further underscores the importance of inclusivity and customization in wellness initiatives. Programs must address diverse demographic needs, including age, gender, and cultural background, to ensure equitable access and engagement (Seaverson et al., 2019). Personalized approaches, facilitated by digital technologies, enable more targeted interventions and improve user adherence. Additionally, social support mechanisms, such as peer networks and managerial encouragement, enhance program effectiveness by reinforcing coping behaviors and reducing stigma (Pinkstaff et al., 2017).

In terms of measuring success, multi-dimensional outcome assessments are essential. Validated psychological scales, physiological biomarkers, and productivity indicators together provide a robust framework for evaluating the impact of wellness programs. These comprehensive metrics align with the evidence-based paradigm, supporting data-driven decision-making in policy and practice. However, the field would benefit from further research into the longitudinal effects of integrated interventions and the economic returns on investment in workplace wellness. More randomized controlled trials (RCTs) and real-world case studies are needed to generalize findings and inform global best practices.

Ultimately, the discussion affirms that effective stress intervention strategies are those that transcend singular approaches and engage multiple layers of the organizational ecosystem. Integrating individual self-regulation training with supportive leadership, policy alignment, technological innovation, and cultural change forms a resilient model for addressing contemporary workplace stress. This multi-pronged approach not only improves individual well-being but also enhances organizational performance and sustainability in an increasingly dynamic work environment.

CONCLUSION

This narrative review confirms that integrative interventions at the individual, organizational, and technological levels represent a robust and effective strategy to mitigate workplace stress and enhance employee wellbeing. The findings emphasize that individual strategies such as mindfulness training, counseling, and stress management programs significantly reduce psychological and physiological stress symptoms, while simultaneously improving productivity. These individual efforts, when complemented by organizational structures such as Employee Assistance Programs (EAP), job redesign, and flexible work policies, foster a healthier work culture and sustain long-term employee engagement. Moreover, the infusion of digital technologies, including wearable health devices, virtual coaching platforms, and wellness apps, offers scalable, real-time interventions that expand access and responsiveness in hybrid and remote work environments(Cvenkel, 2021).

Systemic factors such as organizational culture, leadership support, policy frameworks, and workplace infrastructure play critical roles in influencing the success of wellness programs. The review underscores the urgent need for policy reform that institutionalizes health-promoting work environments and incentivizes corporate wellness investment. Furthermore, the discussion highlights limitations in current evaluation mechanisms and calls for future research to develop standardized, multidimensional metrics to assess intervention effectiveness across diverse sectors.

Ultimately, the synergy between personalized, structural, and technological interventions emerges as the most promising approach to address the multifaceted nature of workplace stress. Policymakers, organizational leaders, and scholars are urged to collaborate in designing adaptive, inclusive, and sustainable health strategies that align with the demands of the modern workforce.

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