



**STUDY HOW HRM PRACTICES CONTRIBUTE TO EMPLOYEE WELL-BEING,
INCLUDING MENTAL HEALTH INITIATIVES, WORK-LIFE BALANCE, AND
STRESS MANAGEMENT PROGRAMS**

Student Number: 22235141

Name: Bhagyashree Raghuwanshi

Masters in Human Resource Management

Acknowledgement

In this acknowledgement form, I am thankful to every one of you for helping me as the response and guidance I got for this project is wholesome from my supervisor, family, and friends. Moreover, as my family motivated me to move forward with my full efforts to be successful, my co-workers and friends helped me produce remarkable work. However, my supervisor (Mr/Mrs) helped me with every single aspect of the project, from giving me the best advice to the most unwavering support which has helped me accomplish this project to understand the concept and application of project management. For this study, all the sources used are from scholars who conducted this study before. I want to give them heartfelt gratitude, as their input has increased the presentation of the project by forming the suggestions and the tactics presented. Lastly, I want to thank all my family members and friends for helping me and inspiring me to keep moving. The project was impossible to complete without them. I want to thank all of you for your thoughtful contribution to my project.

Abstract

This paper aims at understanding the effects of outsourcing of HRM practices on employee health with the main areas of interest being mental health, stresses, and work-life balance. If the well-being of the workers is beneficial for the organisation, this study aims to assess sound methods of HRM that may influence positive employee health. The main research question focuses on what records the impact of HRM practices on the health of the employees and the difficulties faced by the HR managers in the processes of implementing the practices. The study is based on the frameworks of organisational behaviour and human resource management with references to mental health issues, stress, and work-life balance.

To gather data the study applies a qualitative method of research that includes 10 HRM professionals from different organisations in Australia in a way of semi-structured interviews. Thus, this methodology allows for additional investigation of the situation, including the assessment of the effectiveness of present policies and determining obstacles to their implementation. The study shows that organisations must enhance mental health care of employees and employ flexible working arrangements to mitigate stress while improving employees' job satisfaction. Consequently, this has power implications for the existing body of knowledge in the field of employee well-being and comes up with recommendations that will help in improving HRM practices and thus efficiency in the Organisation.

Submission of Thesis and Dissertation

**National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)**

Name: Bhagyashree Raghuwanshi

Student Number: 22235141

Degree for which thesis is submitted: Masters in Human Resource
Management

Title of Thesis: Study how HRM practices contribute to employee well-being,
including mental health initiatives, work-life balance, and stress management
programs

Thesis supervisor: Fearghal O'Brien

Date: 10-08-2024

Material submitted for award

A. I declare that this work submitted has been composed by myself. ☒

B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged. ☒

C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA. ☒

D. ***Either*** *I declare that no material contained in the thesis has been used in any other submission for an academic award.
Or *I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below) ☒

National College of Ireland

Project Submission Sheet

Student Name: Bhagyashree Raghuwanshi

.....

Student ID: 22235141

.....

Programme: MA in Human Resource Management **Year:** 2023-2024

.....

Module: Research Methods & Dissertation

.....

Lecturer: Robert Macdonald

.....

Submission Due August 10,2024

Date:

.....

Project Title:

STUDY HOW HRM PRACTICES CONTRIBUTE TO EMPLOYEE WELL-
BEING, INCLUDING MENTAL HEALTH INITIATIVES, WORK-LIFE
BALANCE, AND STRESS MANAGEMENT PROGRAMS

.....

Word Count: 14599

.....

I hereby certify that the information contained in this (my submission) is information pertaining to research I conducted for this project. All information other than my own contribution will be fully referenced and listed in the relevant bibliography section at the rear of the project.

ALL internet material must be referenced in the references section. Students are encouraged to use the Harvard Referencing Standard supplied by the Library. To use other author's written or electronic work is illegal (plagiarism) and may result in disciplinary action. Students may be required to undergo a viva (oral examination) if there is suspicion about the validity of their submitted work.

Signature: Bhagyashree Raghuwanshi

.....

Date: August 10, 2024

.....

PLEASE READ THE FOLLOWING INSTRUCTIONS:

1. Please attach a completed copy of this sheet to each project (including multiple copies).
2. Projects should be submitted to your Programme Coordinator.
3. **You must ensure that you retain a HARD COPY of ALL projects**, both for your own reference and in case a project is lost or mislaid. It is not sufficient to keep a copy on computer. Please do not bind projects or place in covers unless specifically requested.
4. You must ensure that all projects are submitted to your Programme Coordinator on or before the required submission date. **Late submissions will incur penalties.**
5. All projects must be submitted and passed in order to successfully complete the year. **Any project/assignment not submitted will be marked as a fail.**

Office Use Only	
Signature:	
Date:	
Penalty Applied (if applicable):	

AI Acknowledgement Supplement

- 1 [Study how HRM practices contribute to employee well-being, including mental health initiatives, work-life balance, and stress management programs]
- 2 [Research Method & Dissertation]

Your Number	Name/Student	Course	Date
	Bhagyashree Raghuwanshi	MA in HRM	August 10, 2024

This section is a supplement to the main assignment, to be used if AI was used in any capacity in the creation of your assignment; if you have queries about how to do this, please contact your lecturer. For an example of how to fill these sections out, please click [here](#).

3 AI Acknowledgment

This section acknowledges the AI tools that were utilized in the process of completing this assignment.

Tool Name	Brief Description	Link to tool

4 Description of AI Usage

This section provides a more detailed description of how the AI tools were used in the assignment. It includes information about the prompts given to the AI tool, the responses received, and how these responses were utilized or modified in the assignment. **One table should be used for each tool used.**

[Insert Tool Name]	
[Insert Description of use]	
[Insert Sample prompt]	[Insert Sample response]

5 Evidence of AI Usage

This section includes evidence of significant prompts and responses used or generated through the AI tool. It should provide a clear understanding of the extent to which the AI tool was used in the assignment. Evidence may be attached via screenshots or text.

6 Additional Evidence:

[Place evidence here]

7 Additional Evidence:

[Place evidence here]

Table of Contents

Acknowledgement	2
Abstract.....	3
1 CHAPTER 1: INTRODUCTION	13
1.1 Background	13
1.2 Research Problem.....	13
1.3 Research Rationale	14
1.4 Research Aim	15
1.5 Research Objectives	15
1.6 Research Questions	15
1.7 Research Significance	15
2 CHAPTER 2 LITERATURE REVIEW	17
2.1 HRM practices on mental health initiatives	17
2.2 The primary challenges that HR faces and the strategies that can help to overcome these challenges:.....	19
2.3 Employee Assistance Programs and Confidentiality	22
2.4 Cultural Challenges and Awareness.....	23
2.5 The Role of Leadership	23
2.6 Technological Integration and Digital Transformation.....	23
2.7 Continuous Improvement and Feedback Mechanisms.....	23
2.8 Employees Well-Being	24
2.9 Factors Affecting the Worker's Well-Being at the Workplace.....	24
2.9.1 Organisational Justice	24
2.9.2 Extensive Training	25
2.9.3 Internal Promotion	25
2.9.4 Employment Security.....	25
2.10 Literature Gap	26
2.11 Summary	27

3	CHAPTER 3 METHODOLOGY	28
3.1	Introduction	28
3.2	Research philosophy	29
3.3	Research approach.....	30
3.4	Research design.....	30
3.5	Data collection.....	31
3.6	Data analysis	32
3.7	Ethical consideration	32
3.8	Summary	33
4	CHAPTER 4 FINDINGS AND DISCUSSION:.....	34
4.1	Thematic analysis.....	34
4.2	Theme 1: work-life balance strategies and practices to retain the employees and engage them in the company	36
4.3	Theme 2: HRM practices for mental health initiatives impact the workers' well-being at the workplace.....	36
4.4	Theme 3: Primary challenges faced by HR managers and the strategies to overcome problems in work-life balance plans, stress management techniques, and mental health initiatives.	37
4.4.1	Mental Health Resources and Support Systems	39
4.4.2	Addressing Workplace Stress and Preventing Burnout.....	39
4.4.3	Initiatives Promoting Mental Well-being	39
4.4.4	Challenges in Work-Life Balance and Stress Management	39
4.4.5	Creating a Supportive and Inclusive Environment	40
4.5	Discussion	40
4.6	Work-Life Balance Strategies and Practices: Impact on Employee Retention and Engagement.....	40
4.7	HRM Practices for Mental Health Initiatives: Impact on Workers' Well-Being	41

4.8	Primary challenges faced by HR managers and the strategies to overcome problems in work-life balance plans, stress management techniques, and mental health initiatives...	42
5	CHAPTER 5 CONCLUSION AND RECOMMENDATION	44
5.1	Recommendations	46
5.1.1	Enhancing Work-Life Balance Strategies.....	46
5.1.2	Strengthening Mental Health Initiatives	46
6	References.....	48
7	Appendices	54
7.1	Appendix 1: Interview Questions'	54

List of Figures and Tables

Figure 1 Survey conducted on HRM and managers	18
Figure 2 Challenges of Employee Engagement.....	20
Figure 3 Mental Health and performance of employees.....	26
Figure 4 Saunders Onion Model	28
 Table 1 Thematic Analysis	 35

8 CHAPTER 1: INTRODUCTION

8.1 Background

In any workplace setting, the human resources department is the bridge that demonstrates the correlation between the management and the employees as it is a pivotal character in any business regardless of its nature or size majorly because the HRM team is obligated to ensure the performance of the employees based on its policies that hold the power to make or break the operational efficiency and productivity. To highlight the responsibilities of the HRM team it can be understood that besides managing the design of work, the human resources team manages the employee's life cycle and examines their professional competency to ensure a positive environment for the employees so that their mental health is not being compromised, initiation of the stress levels evaluations among employees and the implementation of the initiatives that secure the supportive and professional work-life balance to maintain the trust of the employees. In any organisation, personnel are the major key that leads to the cultivation of success therefore forming a high morale check-in that approaches the valuable and supportive measures that eliminate the challenges and hurdles in their efforts is the major responsibility of the HRM practices. The research by Mira, Choong, and Thim, (2019), acknowledges the imbalance of the workplace environment caused by the negligence of the human resources management team emphasising their unavailability and weak policies that affect the goals of the company. The saturation of well-structured policies that prioritise the needs and requirements of the staff and eradication of unjust and productivity-damaging factors such as extra graveyard shifts, discrimination among employees, low salary provisions, excessive work demands, and no performance appreciation measures lead to a successful business plan that solidifies that longevity and legitimacy of the company and ensures a positive reputation in their respective industries and economic markets as well.

8.2 Research Problem

The study focuses on the imbalance caused by the weak HRM team causing a threat to a company's sustainability, reputation, and efficiency. The research emphasises the problem that has been recorded to be considered as less of a priority is approaching the well-being and mental health security of the employees as a choice and not as a legal duty. It is prominent in any workplace setting to understand the significance of this comprehensive approach that ensures the reception of diversity, mental health considerations, and balance in employee duties that foster stress management dynamics. An organisation that strategizes to create an appealing employer brand gets the benefit of gaining the trust of its customers, attracting top candidates

who value the company's culture which leads to lower recruitment costs and boosts the reputation of the company. The research problem of this study highlights the expansion and modification of HRM's obligations from carrying out the functional and traditional duties of managing work to forming a link between the employees and the management so that the communication measures are initiated in the form of discussions, and regular check-ins and employee feedback portals regarding the issues that cause an imbalance in the workplace, increase in stress levels and negative impact on the mental health of their staff.

8.3 Research Rationale

In the world of digitalisation where forming a business has become the new normal and various fields have been instilled in the social system, human resources management is still a department that lacks in fulfilling their moral and legal obligation. Regardless of the size of a business, whether it is a start-up or a powerful and settled company, managing the descriptions of human resources is still a struggling factor that requires attention. It can be understood that the growth in local and multinational organisations has been occurring swiftly which has indubitably upsurged the competition in the global industry mainly in the labour sector. This aspect of the growing economy sheds light on the need to form a system that entails valued human capital, retention of talents, and adoption of innovative technologies to overcome the challenges that may occur due to the modernisation of the Information technology industry. To achieve success in attaining the following goals, establishing a satisfactory environment for the employees is necessary. In the growing business world, the issues of maintaining work-life balance and mental health positivity are the key elements that come under the job description of human resources teams and should be made the top priority as employees' performance is directly associated with the productivity and operation efficiency of any company.

This phenomenon is also emphasised by Rodjam et al. (2020), who bolster the idea that growth and prosperity are the requirements of every company that desires to stay in the business for a long time, however, affluence comes at the cost of strategizing recognition programs, better policies and incentivising of professional structures that represent the growth in employee's performance which is depended on human resources team. These are the factors that highlight the need for this study to ensure that a company is dependent on its employees and should take the initiative that offer the security of a job and a healthy workplace environment to them. Besides the legal obligations, it is also an ethical and moral responsibility of management to provide a comfortable and supportive environment to their employees so that their performance is boosted and dedication towards work is enhanced.

8.4 Research Aim

The research aims to figure out the strategies that are implemented by human resources management teams to ensure the well-being of their employees that involve initiatives such as mental health programs, provision of work balance, and stress management sessions.

8.5 Research Objectives

The research is structured on the following objectives that ensure the validity and legitimacy of the research.

- To highlight the impacts of work-life balance on employee retention and engagement in the company.
- To analyse the effects of HRM practices on mental health initiatives that impact workers' well-being at the workplace.
- To carry out the primary challenges that HR managers must overcome to successfully implement work-life balance plans, stress management techniques, and mental health initiatives.

8.6 Research Questions

- How do work-life balance strategies and practices affect employee retention and engagement in the company?
- How does the use of HRM practices for mental health initiatives impact workers' well-being at the workplace?
- Is employee well-being affected by organisational justice within the company?
- What are the primary challenges that HR managers must overcome to successfully implement work-life balance plans, stress management techniques, and mental health initiatives, and how can these challenges be overcome?

8.7 Research Significance

To orchestrate the factors that ensure the importance of this matter that focuses on the contributions embedded by the human resources management team on the employee's mental health, stress management aspect, and inclusion of work-life balance, Yousef and Shadi, (2021), have provided the example of commercial banks in Jordan. The study emphasises the founding of a human resources management program that forms the patterns and plans for human resources placements and exercises that are designed to operate the goals and objectives of the company's strategic business plan. These patterns are encapsulated in three elements, analysing job stability, job enrichment, and job ability. However, it is also emphasised that all

these elements are the product of job satisfaction which is a major aspect in forming a well-settled and highly reputed company.

Building and maintaining employees' and staff's confidence, motivation, and morale is based on the strategies that are implemented by the HRM team ensuring the sustainability of the organisation. The purpose of highlighting the matter is encapsulated in the ideology that the human resources department in any organisation oversees maintaining, sustaining, and enhancing the profitability and cash flow which is majorly dependent on the employee's performance. Rui Jing and Choon Hee, (2018), have also highlighted according to their study it was recorded that in any business, the deciding factor in attaining success is the behaviour, attitudes, and decision-making of employees. It was also recorded that the positive impacts and initiatives taken by the human resource department in any business ensure an increase in employee performance majorly the initiative that provides satisfaction to the personnel regarding mental health, stress management, and workplace balance.

9 CHAPTER 2 LITERATURE REVIEW

9.1 HRM practices on mental health initiatives

Elufioye et al. (2024) conclude that mental health initiatives in HR practices can help in the development of a supportive environment that helps the employee feel valued and by prioritising their mental health by continuously refining their initiative in response to the employee needs it not only helps in the development of the environment that promotes the overall health and success of their most valuable assets. Sakdiyah and Hapsari,(2023) stated that when an organisation recognises and understands that there is interconnectedness between the employee's performance and overall well-being there is a major shift for integrating the employee well-being strategies into HR practices. However, Koon and Ho (2021) say that the key driver of success is a healthy and motivated workforce. Prioritising the employee well-being not only helps in enhanced performance but can also reduce turnover.

According to Brandl, et al. (2019), employee assistance programs like counselling, mental health support, and preventive care build a workplace culture that prioritises mental health. These HR practices help in wellness that goes beyond the traditional benefits. Mhlongo et al. (2024) review that there is a critical need for the recognition of mental health well-being in health organisations. The external factors and the demanding nature of healthcare professionals contribute to mental stress and burnout. The review paper concluded that HR should take the lead in support of the development and implementation of policies that prioritise mental health and well-being. The HRM practices can help in the psychological and employee physical health, safety, and stress reduction techniques.

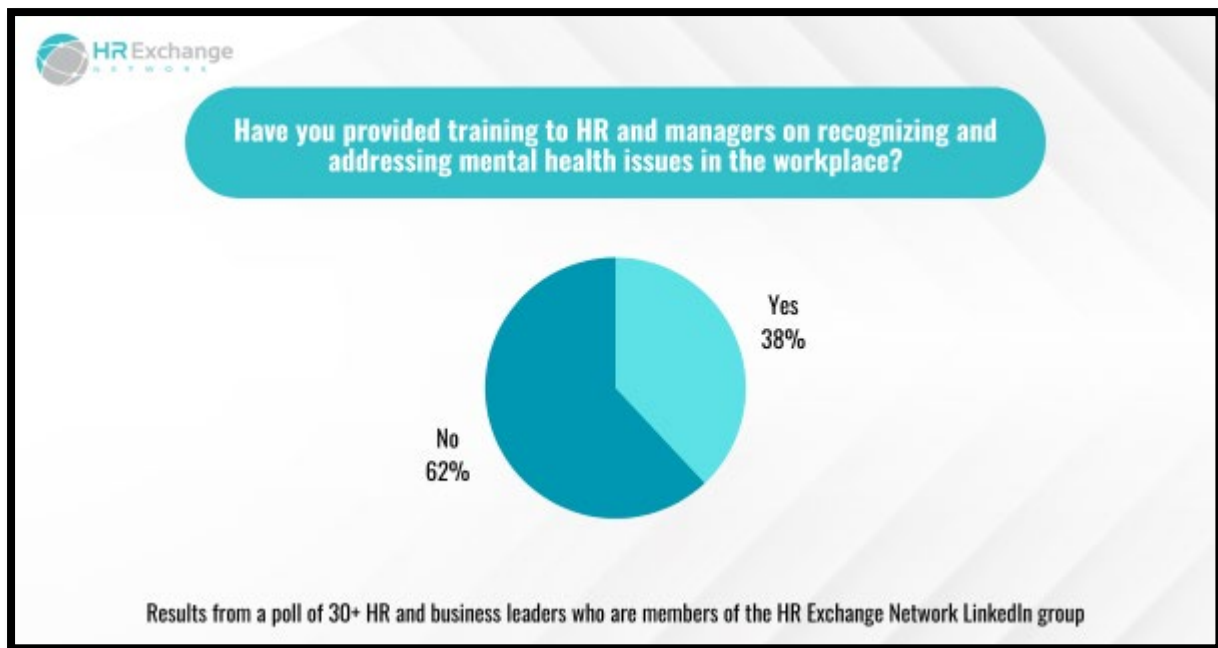


Figure 1 survey conducted on HRM and managers

Source: (Meglio, 2023)

As shown above, results from a poll conducted from HRM and managers, it has shown that many HRM and Managers have not provided the training on recognizing and addressing the mental health issues in the organisations as, 62 percent of the participants responded as no. The study conducted by Chen et al. (2021) aims to determine the effect of customer mistreatment on employee performance. The mistreatment of the employees is not only from the organisations and co-workers but also from outsiders like customers. The researcher also found the effects of customer mistreatment and employee work-related outcomes that help in understanding how customer and employee relationships result in negative outcomes. This study also focuses on how the empowerment of HRM practices can reduce the negative effects of customer mistreatment, help employees retain a sense of control and protect their psychological needs. The practical implication the HR should implement is to provide basic need satisfaction which has a wide effect on the critical psychological mechanisms. HRM should implement customer-oriented training that can help in dealing with difficult customers. By giving the flexible opportunity by managers to make on-the-spot decisions about whether to meet certain customer needs and expectations. By allowing the employee to make the decisions about the working hours that are suitable for them according to their family schedules. By providing the opportunity for online communication, informal meetings can allow the employees to give their opinions.

Chillakuri and Vanka (2020) concluded that over the past few decades, organisations have increased the focus on the implementation of strategic human resource management practices so that financial and market outcomes can be achieved. A high-performance work system can be defined as the practices that can motivate employees to achieve the skills, motivation, and involvement that can help the organisation achieve the firm to gain a sustainable competitive advantage. The HPWS also facilitates employee involvement, innovation, and involvement that can help the employee achieve positive work-related health and social well-being. However, they mentioned that sustainability is important for business development here sustainability is not meant by reducing carbon emissions and improving the health of the employee but sustainability is defined as the developments that meet the needs of the current generation without compromising the future generation's ability to meet their own needs. The extended literature suggests that HPWS also increases knowledge and improves skills, and increases employee motivation, and job performance, and increases creativity. However, Jyoti and Rani (2019) concluded that HRM also has negative outcomes like anxiety, emotional exhaustion, and intention to leave. They mentioned that performance-based pay may increase productivity but also increase psychological stress.

HR can contribute to the employee's well-being through policy development that can help in prioritising the employee's mental health policies like flexible work arrangements, mental health leave, and the employee assistance program. HR can also help effectively by mental well-being through effective communication. Raising awareness and sharing resources in HR creates an environment where employees feel safe and comfortable seeking help. Training employees through workshops and stress management techniques HR can also help by confidential counselling services it provides a safe space for the employee to seek guidance and support.

By prioritising the employee's mental health and well-being it enhances productivity and performance as they feel supported and motivated and more likely to be engaged and productive. It increases employee retention and loyalty as when an employee feels valued, supported, and cared they are more likely to remain committed to the organisation and its mission. The implementation of HR helps in increments of employee loyalty and morale.

9.2 The primary challenges that HR faces and the strategies that can help to overcome these challenges:

Rasca (2017) states in the research article that there are various obstacles or complexities that HR encounters during managing and optimising the workforce within an organisation. Understanding these human resources management problems and solutions can help in building solid and productive organisations. The most major challenge that is faced by the employee is leadership development. HR makes sure that they provide the essential tools and structures to select and develop the future leaders for the organisations. The second challenge they face is to manage a diverse workforce. That can help in bringing the employee with key skills and broader experiences that can help in the broader productivity. People with different skills and experiences are the greater challenges for HR managers as frequent disagreements encourage effective communication and can help the managers solve the problem.

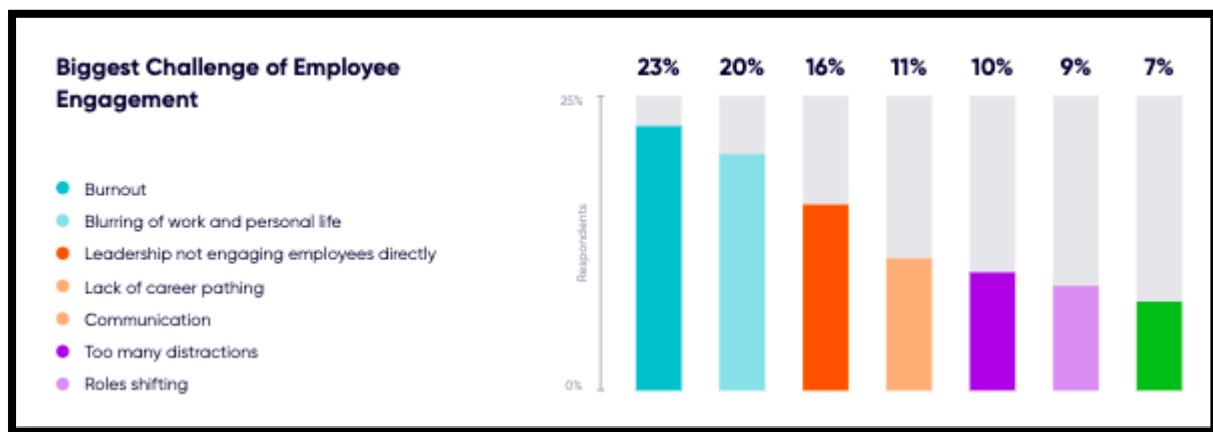


Figure 2 Challenges of Employee Engagement

Source: (Meglio, 2022)

On finding that there is promoting employee mental health well-being in organisations there is increasing the advancement of strategies to the HR. Mental well-being has a significant and less visible effect on the work; however, after exploration it has been found that traditional HR strategies have primarily focused on the tangible benefits and physical health. After the exposure, they concluded that mental health well-being by more open conversations. Addressing mental well-being can also enhance the productivity of the organisation's performance. The other challenge that HR faces is that the initiatives must be in ethical imperatives.

The implementation of employee assistance programs provides confidential counselling and support services. According to Fernandes and Gallardo-Gallardo (2020), these

programs help employees with a resource that addresses personal and mental health. The other challenge that HR faces is the issue of confidence that they do not want to discuss the problems openly without the fear of judgement. The challenges that employees face is that they are not aware of or lack training on how to address the challenges that can help in work-life balance. These initiatives help in reducing misconceptions, promoting understanding, and creating a supportive environment.

Despite the significant evolution of HR strategies, challenges continue and the need for a cultural shift are still ongoing challenges. The paper of Cvenkel, (2020) focuses on contextualising employee well-being within modern work. The well-being of the employee extends from physical health and encompasses mental, emotional, and societal dimensions.

The modern work environment focuses on flexible work means that with remote work options and flexible hours. These also influenced wellbeing by influencing the work-life balance, job satisfaction, and stress levels. Integration of technology not only helps HR in development but also increases the negative impacts as using these technologies like digital burnout, and constant connectivity results in the blurring of boundaries between work and personal life.

In the era of digital transformation organisations have increased the use of technologies that can enhance and personalise the well-being program for the employee. Selimović, Pilav-Velić and Krndžija (2021) paper helps in the exploration of technologies that can help in the use of wellness applications. This technology can help in the unique well-being programs that are the requirement of the workforce.

The leadership role cannot be ignored in the workplace culture as it promotes a supportive environment. Effective leaders play a significant role in shaping the organisations that help in the physical, mental, and emotional health of their teams. Koenig and Diehl (2021) leaders need to be available and approachable so that it can help create the environment where employees get the empathy and response from the leaders and create the environment that is comfortable for them.

The primary challenge that HR faces is the cultural influence that does not allow the employees to discuss their well-being about mental problems; the cultural challenges discourage the employees from seeking help for their well-being or openly discussing their problems Mazhar et al. (2021). Overcoming these challenges requires approaches like education camps and awareness campaigns. Maddox-Daines's (2021) paper explores that continuous wellbeing and improvement in the well-being programs can initiate the adaptations

of evolving workforce needs. regularly sieving and assessments allow the organisation to directly evaluate the employee wellbeing. The anonymous survey plays a crucial role in well-being initiatives. Anonymity can encourage the employee to give their opinion without being judged.

Budhwar et al. (2022) concluded leaders can create listening sessions or informal meetings where the employees can have discussions about the regular problems they face. Leader engagement is important for the well-being of the employee and by doing the comparative analysis of the surveys employee can well well-being can be evaluated which can help the HRM practices to develop the facilities that can help in not only the leadership improvements but also develop the practices that can help them to develop the awareness sessions that can enhance their productivity and company development by embracing the technological innovations and by utilising the digital platform or mobile applications can enhance the employee productivity and by virtual support services that ensure that employee those working remotely can have access the mental health tools and resources and by employing the cultural practices and awareness and normalising that mental health can be significant challenge and normal in today developing world can enhance the company developments. In conclusion employee wellbeing and mental health prioritising and continuously refining the practices can help initiate the wellbeing of the employee and by prioritising the employee basic needs it not only encourages employees to work but also help s in the development of the organisation that can help in the promotion of the overall wellbeing. By the collaboration with the HR and the employees, professional and leadership can serve as a milestone that can initiate the wellbeing and help in addressing the challenges that the HR faces during the work.

9.3 Employee Assistance Programs and Confidentiality

Fernandez and Gallardo-Gallardo (2020) highlight that EAPs provide confidential counselling and support, crucial for addressing personal and mental health issues among employees. The emphasis on confidentiality is vital, as it encourages employees to seek help without fear of judgment or repercussion. However, the text also points out a challenge: employees may lack confidence in discussing their problems openly, even in a confidential setting. This highlights a need for better communication and reassurance about the confidentiality and purpose of EAPs.

9.4 *Cultural Challenges and Awareness*

Mazhar et al. (2021) discuss the cultural barriers that prevent employees from seeking help for mental health issues, suggesting that cultural attitudes can discourage open discussions about well-being. Overcoming these challenges requires cultural shifts within organisations, supported by education camps and awareness campaigns to normalise conversations around mental health. This aligns with the broader recognition of the importance of creating a supportive work culture that prioritises employee well-being.

9.5 *The Role of Leadership*

Effective leadership is crucial in fostering a supportive workplace environment. Koenig and Diehl (2021) emphasise that leaders must be approachable and empathetic to encourage open communication. Leadership's role extends beyond mere support; it involves actively shaping the organisational culture to prioritise mental, emotional, and societal well-being, as suggested by Cvenkel (2020). Leaders can facilitate well-being by organising listening sessions and informal meetings, as Budhwar et al. (2022) recommend, creating spaces for employees to discuss their challenges without fear.

9.6 *Technological Integration and Digital Transformation*

The integration of technology into well-being programs is a double-edged sword. On one hand, Selimović, Pilav-Velić, and Krndžija (2021) explore how technologies can enhance well-being programs, offering personalised support through wellness applications. On the other hand, the text warns of the negative impacts of technology, such as digital burnout and blurred boundaries between work and personal life. This highlights the need for balanced strategies that leverage technology to support well-being without overextending its reach.

9.7 *Continuous Improvement and Feedback Mechanisms*

Continuous improvement in well-being programs is essential. Maddox-Daines (2021) suggests that regular assessment and anonymous surveys can provide valuable feedback, allowing organisations to tailor their programs to evolving workforce needs. Anonymity in feedback mechanisms is crucial, as it encourages honest input without fear of repercussions, contributing to a more accurate understanding of employee well-being. The overall message is clear: prioritising employee well-being, particularly mental health, requires a multi-faceted approach

involving leadership engagement, cultural shifts, technological integration, and continuous feedback. The evolving nature of work and the increasing importance of mental health necessitate ongoing adaptation and refinement of well-being programs. Collaboration between HR and leadership, supported by technological and cultural innovations, can significantly enhance both employee satisfaction and organisational performance. This analysis integrates and critically assesses the studies mentioned, providing a comprehensive view of the current state and future directions for employee well-being initiatives. The references to specific studies add depth to the discussion, highlighting both the challenges and potential solutions in this crucial area of HR practice.

9.8 *Employees Well-Being*

The well-being of the employee in a workplace depends on the mental, financial, and physical health of the employee. The overall aspects of the work are affected by the well-being of the employee. According to Carvajal-Arango, et al. (2021), the performance, productivity, and quality of the employee's work are influenced by the well-being of the employee. In addition to it, the cultural environment of the organisation along with external factors such as family issues also plays a part in the well-being of the employees. However, there are many factors in the organisation that influence the well-being of the employee. Some of these factors are described here impacting the well-being of the employee.

9.9 *Factors Affecting the Worker's Well-Being at the Workplace*

9.9.1 Organisational Justice

Organisational justice means fairness in the workplace and how the employees recognise this justice. The workplace prioritises organisational justice as it is influenced by the fairness perception of the employees. As per the research by Duyar, (2020), the fairness of the perception is influenced by commitment and employee satisfaction. The effects of Organisational Justice on the workers' well-being support the retention rate of the employees in the organisation. Moreover, the employees who are satisfied with the fairness perception of organisational justice do not hop jobs frequently. In addition, an organisation that has fairness in justice will help retain the employees who are liable for the company and drive great outcomes. However, to achieve the well-being of the employee satisfaction and strong trust are important. Companies enforcing organisational justice experience low turnover rates because the employees are highly satisfied with the jobs and the fairness within the organisation. A company with strong organisational justice builds a positive environment that makes the

employees feel comfortable and valued. In this way, the workers have trust in the leadership and their colleagues.

9.9.2 Extensive Training

It is helpful for the organisation to conduct extensive training regarding the well-being of the workers. The extensive training for the worker's well-being includes both theory and practice. The training for employee well-being consists of structured programs and workshops that will support, empower, and educate the employees of the organisation. According to the research conducted by Ho and Kuvaas (2020), Extensive training is essential as it promotes wellness and a healthy culture within the organisation. Moreover, extensive training promotes performance, job satisfaction, work improvement, and enhanced engagement, and helps in the retention of employees. Furthermore, employees are equipped with extensive training tools to manage their mental and physical health. Moreover, this extensive training provides the staff or workers with tips to reduce the stress or problems they are suffering from due to the work. Additionally, the management could conduct training programs to inform the employees about mental well-being affecting the productivity of the employees.

9.9.3 Internal Promotion

The promotion of the employees for the vacant position the company needs to start hiring is termed as internal promotion. However, internal promotion is beneficial for the management which allows the employees to have growth opportunities within the organisation. With the internal promotion, the workers are more satisfied with their jobs than they feel valued, motivated, committed, and engaged in the work. In addition, the productivity and quality of the work of the worker or employee will be improved and enhanced because of internal promotion. In this way, the overall progress of the company is also affected due to the increase in the productivity of the workers who get promoted. Therefore, this factor has a great and positive impact on the well-being of the employee.

9.9.4 Employment Security

As per the research by Salas-Vallina, (2021), the security and safety that assures the workers that they are safe from dismissal and can stay in the position for a long time is called employment security. The fear of job loss can result in stress affecting the mental and physical well-being of the employees. Moreover, when the employees are satisfied that they are safe from layoff then it will be less stressful for the workers and their mental, physical, and emotional well-being will be stable. Additionally, management should be open to

communicating with the workers as it can be effective in reducing the stress the employees face regarding employment security. However, if the management ensures the employees about their role satisfaction within the organisation will help them to maintain a healthy well-being environment in the company.

As shown below, the performance of the employees is directly linked with mental health. This can cause reduced performance because of reduced motivation and it is essential to overcome these challenges in order to enhance the performance of the organisation.

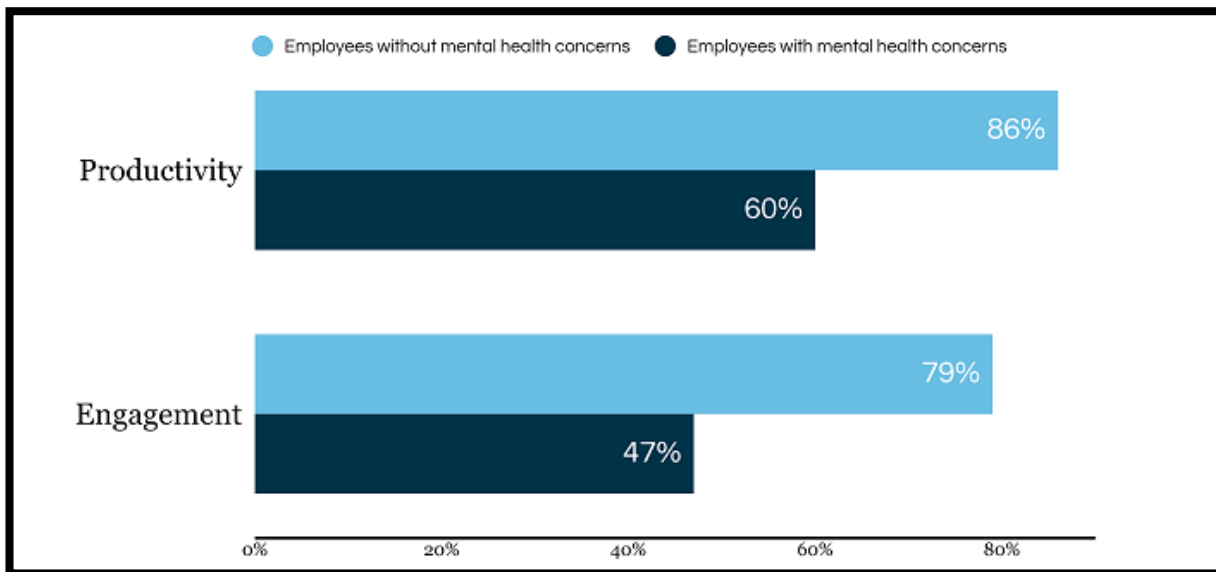


Figure 3 Mental Health and performance of employees

Source: (Executive, 2021)

9.10 Literature Gap

It is acknowledged that many studies have been conducted regarding the topic how HRM practices contribute to employee well-being, including mental health initiatives, work-life balance, and stress management programs but there is not much research on how these practices should be implemented for maintaining a healthy workplace. Therefore, the researcher in this study conducted research to fill the existing gap concerned with the research topic. Although there are many studies that elaborate on the impact of employee well-being on the productivity and the performance of the employee, detailed information on how to implement these strategies and practices within the organisation by the management does not exist. That is why the researcher has studied for further improvement in the research topic. The HRM practices should be enhanced and improved according to the rapid development in technology

hence the well-being can be maintained while using the innovative technology in training programs. For this reason, the researcher conducted research to contribute to how HR practices can affect the productivity of employees.

9.11 Summary

This literature review focuses on the impact and use of HRM practices by the management of an organisation to maintain the well-being of the employees at the workplace. Moreover, the researcher has also illustrated the effect of work-life balance and practices on the retention and engagement of the workers in the company. Moving forward, the researcher has discussed the use of HRM practices for the initiatives of mental health, and how these practices are useful for the well-being of the employees at the workplace. Moreover, the researcher has also described the primary challenges that need to be overcome by the HRM for the success of practices implemented for employee well-being. To conclude the researcher has elaborated on all the important aspects like effects, practices, and challenges concerning the well-being of the employees at the workplace

10 CHAPTER 3 METHODOLOGY

10.1 Introduction

In chapter three the methodology applied was to help in attaining the present research and objectives. In this chapter the model used for the identification of the approach is Saunders Onion Model as shown in fig . The method that has been adopted is according to the reliability and validity of the research. In the research that is conducted by Abu-Taieh, Hadid, and Mouatasim, (2020) accuracy and appropriateness of the research also depend upon the methodology used. After understanding the nature of the research problem, the current research method was justified and developed. In chapter three the techniques and the strategies including the research philosophy and approach and design are described. Furthermore, the design approaches and the data collection for analysing the HRM practices contributed to Mental health initiatives, work-life balance, and the stress management program. Along with that, this chapter represented ethical considerations and reliable research studies.

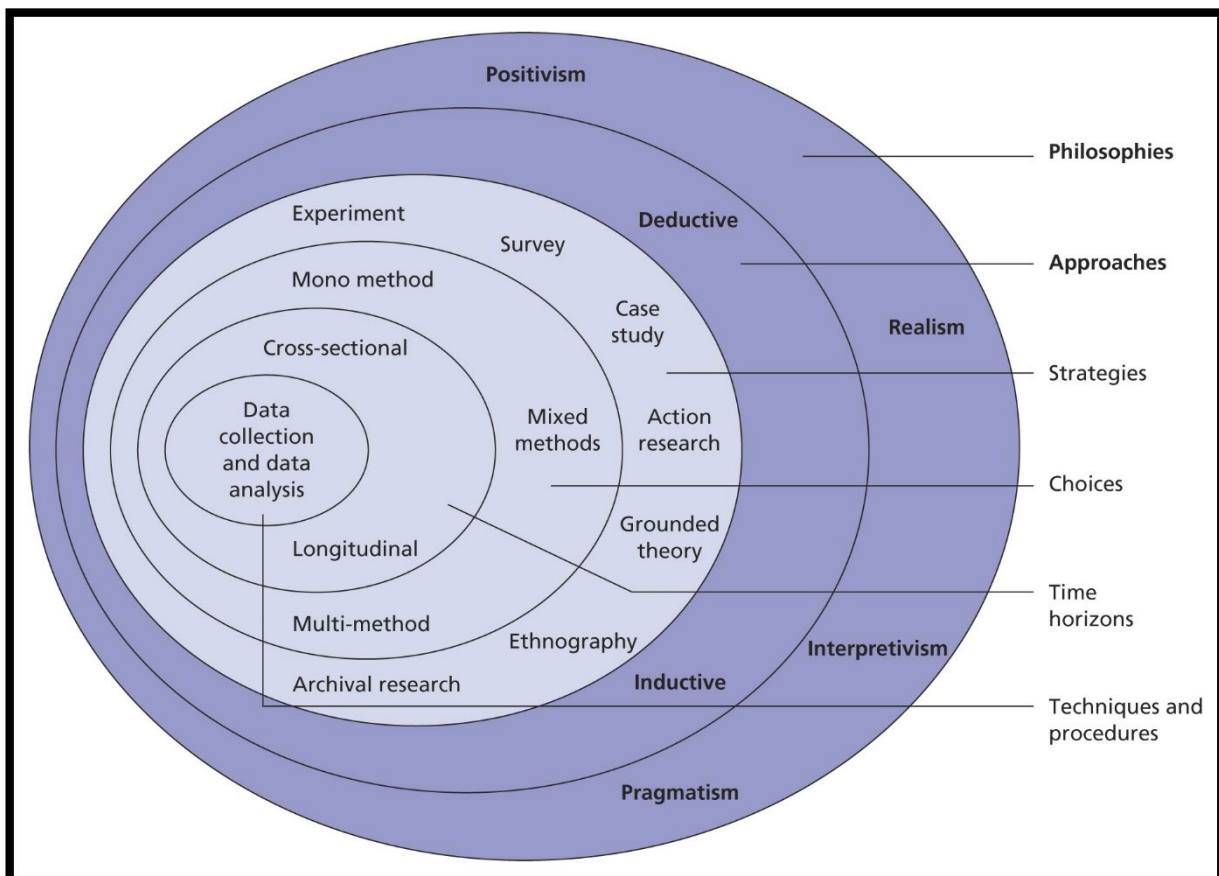


Figure 4 Saunders Onion Model

Source: (Seuring, 2021)

10.2 Research philosophy

Badu, O'Brien, and Mitchell, (2019) state research Philosophy provide a guideline for the researcher on how the data sampling was done and the research design which assists in the analysis of the research quality. The research philosophy changes and improves over time as it an inherent. However, the worldwide view of the researcher and the attitude toward the generation of knowledge and suggestions for the starting point of the process of research can be defined as the research philosophy. Ryan, (2018) states that the three primary types of Research Philosophy are positivism, pragmatism, interpretivism, and realism. Pragmatism refers to the type of study that combines both the qualitative and the quantitative. However, according to Traylike, (2021), realism is the study that suggests the information on the socially created knowledge on the other hand positivist research philosophy is based on the reasoning and the measurement in which the knowledge is neutral or the measurable reflection of the action and the activity and the reaction. Moreover, Curry, (2020) suggests that interpretivism research philosophy refers to analysis based on the norms, values, and beliefs of the society in which it occurs.

In this study, HRM practices that was contribute to employee well-being, including the mental health initiative, work-life balance, and the stress management program was discussed. The research philosophy that is used in this research is interpretivism because in the study by Bleiker et al. (2019) the philosophical research method that helps in the analysis of the events that was based on society and the specific value system of the society or the culture they occur. Hence interpretivism, the opinion of the individuals who had worked in the organisation was included in this research philosophy. To investigate HRM practices and their impact on employee well-being, maintaining an objective standpoint is important that ensure the reliability and validity of the findings. This topic provides insight into whether certain HRM practices that was practiced directly contribute to the improvement or not for mental health, work-life balance, or stress levels. DEWI, (2022) argues that the interpretivism research philosophy collects qualitative data with the help of qualitative methods such as interviews. The researcher designed the interview which proved to be useful for carrying out the more structured form of the interview. The research that was conducted by Mo, Viljoen, and Sharma, (2021) says that the interviews that are used by the interpretive help in getting insights into the individuals and the groups that was aiding in the role of the explorations of identities,

perceptions, and beliefs. However, with the help of the interview, helps in a deeper understanding of human behaviour. These methods also allow the researcher to reflect on analysing the information that was collected leading to a more generalised and explanatory social understanding and relationships.

10.3 Research approach

In the study by Rashid et al. (2019) the strategy or the process that is used to carry out the study is called the research approach. In the research philosophy, everything from the general hypothesis to specific techniques for the gathering of the information, the interpretation, and the data analyses has been covered. However, Dawadi, Shrestha, and Giri, (2021) argue that the research approach can be divided into two main types. These types are the use of the information or the knowledge for beneficial conclusions or predictions and getting an excellent explanation of the study the two main methodologies are known as the inductive and the deductive approach which are described above. O’Kane, Smith, and Lerman (2019) say that the current research follows the inductive approach based on the observations through which patterns are recognised leading toward the development of theories that are based on the observation of the pattern. The deductive approach enables the researcher to create the hypothesis and then move towards testing it with the help of observation and data collection. In this case study, we adopt the inductive approach that helps to determine the effects of HRM practices on the welfare of the employees. As in the inductive approach, it become possible to get the necessary level of details and get to know the practices and the policies within the organisations for the context. By interviewing the professionals that was involved in the HRM departments the research was collect more voluminous and varied quantitative data that offer an enhanced insight into the efficiency of the various strategies for the subject.

10.4 Research design

As noted by Rooshenas et al. (2019) the research design is the backbone of the study that helps to lead the researcher to get the more confined data. In the research design, the collection of the data and its analysis are included. However, three types of research design can be conducted with the help of three types of data collection: qualitative and quantitative, and mixed data collection methods. For this study, the research design that was used the qualitative research design. According to Mahajan (2020), the quantitative research design can be done

through the analysis and the collection of data that is numerical on the other hand qualitative data can be defined as the nonnumerical collection of data which includes the respondent's experiences, observations, and opinions on the specific area of the study while Taherdoost (2022) argues that the qualitative and the quantitative studies that are conducted in combination is referred to as the mixed method. In the current approach, the design that was adopted to conduct the research was qualitative as the qualitative analysis is based on the analysis of the individual's opinion or the meta-analysis rather than the number of the individual the high quality of data is also provided in the qualitative analysis that is helpful for the further studies. The qualitative approach is more suitable which helps in the depth analysis and the richness of the concepts that are applied to the practices of HRM and for the investigation of the employees about their experiences by the effects of the HRM practices.

10.5 Data collection

Lobe, Morgan, and Hoffman (2020) noted that data collection can be defined as the acquisition of information from pertinent sources that helps to study the topic. The collection of the data is an important part of the research as it helps the researcher to get insight into the concerns of the individuals. However, two types of data collection methods are the primary and the secondary data collection. The individuals who are involved directly in the study are considered as the primary sources of the data. Moreover, the researcher Kumari (2022) states that primary data collection provides a range of instruments such as survey questionnaires, polls, interviews, observation, and experiments. However, the secondary data collection method utilises sources that secondary which include peer-reviewed journals, case studies, books, articles, newspapers, documents, business journals, social books, and business magazines used for the collecting and recording of the data. In other words, the secondary data involves and provides insight into the previous research conducted in the same field to compare the results of and the strategies. Hence in this research, the data collection method used was the primary data collection and the interviews was taken from the human resource management participants. The interviews question has attached in appendix (1). It enables the participants to be more flexible in being able to go deeper into different aspects of HRM practices. The interview allows the participants to talk about the issues that they consider significant. In this research, the study was employ a case study interview method that helps to understand the current mental state of the employee because of the HRM policies across the various organisations the number of participants that was selected were 10.

10.6 Data analysis

Kalpokaite and Radivojevic (2019) argue that the process of gathering, structuring, and interpreting qualitative data helps in the understanding of what it represents is called qualitative data analysis. The qualitative data analysis is non-numerical and unstructured moreover the qualitative data analysis represents the open-ended responses to the survey questions and the user interviews. On the other hand, quantitative data analysis deals with the numerical data with statistics that help to measure differences and identify the options. The questions that are preferred in the quantitative data analysis like how many, or in what percentage. The methods that are involved in qualitative data analysis are narrative analysis, discourse analysis, thematic analysis, and grounded theory. Ben Youssef, Leicht, and Marongiu (2018) discussed that in the narrative analysis, the focus was on the stories the customers tell narrative analysis was particularly useful in qualitative research methods because it tells a deeper understanding of the customer perspectives on the specific issues. Khan and MacEachen (2021) say that discourse analysis was used to understand the political, cultural, and power dynamics that exist situations. The grounded theory is useful when little is known about the subject. However, in the current research, the method of qualitative data analysis used was the thematic analysis that was used to understand the meaning behind the word that the person used. The thematic analysis techniques that was involved are the identification of the pattern, and reporting to the different levels commonly referred to as the themes. In the current research data analysis was preferred since it involves a detailed analysis of the qualitative study that helps the investigator fully understand the practices in human resource management.

10.7 Ethical consideration

In the research that is conducted by Zawacki-Richter et al. (2020), ethical considerations can be defined as a set of principles that guide your research design and practices. During the data collection, the scientist and the researcher must always adhere to a certain code of conduct. In human research, the goal often includes the understanding of real-life phenomena and studying effective treatments, investigating the behaviours are also involved. After deciding on the research and how to conduct the research the ethical considerations that are involved are protecting the rights of the research participants, enhancement of the validity, and maintaining scientific and academic integrity. In this current research, the primary data collection was involved. In ethical consideration, the researcher was required to consider the sensitivity about the factors that was involved in the research that may harm the participants which can also

relate to the psychological, emotional, social, and economic. Archibald et al. (2019) noted that in the primary data collection, the anonymity of the person was respected. The participants were made to understand why the interview was conducted. The type of questions that was involved in the interview. The proper data handling along with the proper use of the labelling was ensured to maintain the confidentiality of the data collected. The questions that was being asked in the primary research data analysis and the interview factors that was most considered are privacy and the beliefs, attitudes, and opinions regarding the research.

10.8 Summary

In summary, this chapter involves discussions of the different techniques used in the research to conduct the research. However, in the current research, the research philosophy used is interpretative which allows the identification or the analysis of the events that was based on the norms. The approach that was used in this research was the inductive approach and the data analysis was done with the thematic analysis that helps in understanding the detailed qualitative analysis. However ethical considerations were taken for the confidentiality of the participants as the research was conducted on the primary data collection. Ethical considerations were also considered for the minimisation of the methodological problems and to build the most credible results. The number of participants that was involved in the study is 10 which helps them to understand the practices that was taken by HRM that contribute to the well-being of the employee including the mental health initiatives, work-life balance, and stress management programs.

11 CHAPTER 4 FINDINGS AND DISCUSSION:

In this chapter, the author has conducted a detailed analysis of the data collected about the practices of HR management which contribute to the wellbeing of employees including the initiatives of mental health, the balance between Work-life and the programs of stress management. The source of the data collected for this study is through a qualitative approach, and the data is analysed through the approach of thematic analysis. Moreover, the discussion in this section commences with the findings of this study and is compared with the previously conducted studies about the practices and policies of HR management in multiple organisations.

11.1 Thematic analysis

Interview Questionnaires and responses	
Question 1: What mental health resources and support systems does your organisation provide to employees?	P1: Well, in our organisation, we offer a comprehensive Employee assistance program (EAP) that includes the counselling of our employees mentally and supporting them.
	P2: The mental health of our employees is most important to us, for which we have patterned with professionals of mental to offer free and confidential counselling services.
Question 2: How does your company address workplace stress and prevent burnout among employees?	P3: In our organisation, we promote the work-life balance for every employee by offering flexible working hours and the employees also have the option to work remotely.
	P4: We do not care about the stress on the employees as we all here do our own work and we must complete it on the given deadline.
Question 3: Are there any specific initiatives or programs in place to promote mental well-being within your organisation?	P5: We tried to relieve our employees from stress by promoting and implementing Wellness Wednesday in which the employees focus on mental and physical health activities.

	P6: In our organisation every month there is a mental health day in which we host an event in which the motivational speakers come to motivate the employees and foster a culture of openness and support the mental health around.
Question 4: What are the main challenges you faced you faced and what strategies you implement to manage the work-life balance, the techniques for stress management and mental health?	P7: The main challenges I faced in the organisation were the problem of work-life balance and stress among employees. The challenges were like balancing the responsibilities of balancing work and personal commitments with managing such limited time leisure. I overcome these challenges by prioritising the tasks, setting boundaries, and using the time effectively to complete the task in a given time.
	P8: I have experienced such a moment in my life when I was unable to manage the time but the strategies I implemented like coping with the competitive environment and handling the deadlines with priority helped me to complete the tasks.
Question 5: What measures are taken to create a supportive and inclusive environment for employees struggling?	P9: In our organisation, we have structured a return-to-work program that includes a phased return, adjustments to workload, and regular check-ins with a designated HR representative to ensure a smooth transition back to work.
	P10: Well, I say that in our organisation, the employees returning from a mental health-related absence are provided with tailored support plans that may include flexible working arrangements, reduced hours, and ongoing counselling support. We also ensure their managers are fully briefed and supportive during the transition period

Table 1 Thematic analysis

Source: Self-made

11.2 Theme 1: work-life balance strategies and practices to retain the employees and engage them in the company

The first identified theme is to analyse the strategies implemented in organisations, as per the response of P1:

“The implementation of an Employee assistance program in the organisation helps the employees to retain the employees by providing mental health counselling.”

As per previous conducted studies, Kelly et al. (2021) describe some HRM practices that include free and flexible working hours, mental health, and awareness programmes, and a platform for employees to voice concerns freely which aligns with the findings of this study. Moreover, as per the statement of P3, it is essential to provide and promote the work-life balance in the life of employees as it keeps them motivated and work effectively. The organisations also promote a flexible working environment and the employees also have the option to work remotely. This statement aligns with the previously conducted study by Bataineh (2019) argued that good work-life balance has positive impacts on the physical, psychological, and organisational health, performance, and productivity of workers.

Participant 4 argues that:

“Work-life balance is not necessary as all must complete the work on a given time, but it can affect the healthy mindset of employees and result in the resignation of employees because of overpressure.”

As it aligns with the previous studies by Kusumlert (2020) found that work-life support has a negative moderating effect on employees' turnover intention and is thus crucial in force preservation. In this theme, it concludes that work-life balance strategies and practices are essential in retention and engagement in companies.

11.3 Theme 2: HRM practices for mental health initiatives impact the workers' well-being at the workplace

Participant 2 (P2)

“Employees need to be motivated by implementing initiatives like confidential counselling services by professional psychologists.”

Participant 5 (P5)

"Promoting a mental health day in a week and a full day off for mental health events in a month can help foster a culture of openness and motivate employees."

Participant 6 (P6)

"These practices can keep employees from leaving the company and engage them in their work with more dedication and effort."

In this theme, the response from p2, p5, and p6, is that the employees need to be motivated by implementing initiatives like confidential counselling services by professional psychologists, promoting a mental health day in a week and a full day off for mental health event in a month, as it can help the employees to foster the culture of openness and motivate the employees. These practices of HRM can keep the employees from leaving the company and engage them in their work with more dedication and effort. The finding aligns with the previously conducted study by Rajgopal (2010) opines that creating good mental health policies for employees increases the organisation's image, effectiveness, and efficiency. Moreover, the P10 stated that:

"Employees need to be supported after mental health-related absences with plans that include reduced hours, a flexible work environment, and ongoing counselling. This can ensure that managers are fully briefed and supported during the transition period."

The employees need to be supported after mental health-related absences with some plans which are tailored and supported which include reduced hours, a flexible work environment and ongoing counselling. These techniques can ensure that the managers are briefed fully and are supported during the period of transition. This statement of finding aligns with the study conducted by According to Dewi and Riana (2019), that equitable workload distribution in the employees who came after the mental health-related absences is most appropriate as more work overload can result in stress, exhaustion, and reduced efficiency.

11.4 Theme 3: Primary challenges faced by HR managers and the strategies to overcome problems in work-life balance plans, stress management techniques, and mental health initiatives.

In this theme, as per the response of P7, there are multiple challenges which are faced by HR managers about the employees in work-related problems like the work-life balance, and the overstress. As quoted:

“HR managers face multiple challenges regarding employees' work-related problems like work-life balance and overstress. These challenges can be overcome by prioritising tasks, setting boundaries to minimise disturbances, and using time effectively. Stress management can also include techniques like mindfulness, regular exercise, and consultations with psychologists, helping to cope with a competitive environment.”

These challenges can be overcome by implementing some strategies like prioritising tasks, and setting boundaries among employees to retain from nearby disturbances, and by using time effectively. Moreover, to overcome the issues related to stress it can be managed by implementing some techniques like mindfulness, regular exercise and talking with the psychologist and coping with the environment with competitiveness. As per the study by Huettermann and Bruch (2019) reveals that increased organisational attention to mental health and related practices in human resource management successfully tackle such issues. Moreover, as per the response of P8:

“HR faces challenges related to employees' mental health, stress, and work-life balance. Specifically, there are issues with work overload, meeting critical deadlines in limited time, and coping with the political environment, which negatively impacts employees' mental health and workflow. Challenges like anxiety, depression, and difficulty in breathing due to work overload can be addressed by creating a structured schedule, taking regular breaks, using productivity applications, and seeking help from professionals when needed.”

It is been analysed that HR faces multiple challenges related to employees in the form of mental health, stress, and work-life balance. The challenges faced by P8 are the overload of work, meeting critical deadlines in very limited time and coping with the political environment, these types of organisations impact the mental health of employees and reduce their workflow. Furthermore, the challenges faced in the form of stress are anxiety, depression, and difficulty in breathing due to the overload of work. These challenges can be overcome by some strategies. Maintaining the work-life balance, it can be overcome by creating a schedule for every task in a well-structured form, taking regular breaks and using productive applications. Moreover, the stress can be reduced by taking to the psychologist to reduce the anxiety and depression, by taking the work which can be handled and asking for help from any professional when needed.

11.4.1 Mental Health Resources and Support Systems

Interview responses highlight that organisations provide varying levels of mental health support, such as Employee Assistance Programs (EAPs) offering counselling services. This aligns with Fernandes and Gallardo-Gallardo's (2020) emphasis on EAPs as crucial tools for supporting employee mental health. The presence of free and confidential counselling services, as mentioned by respondents, underscores the importance of accessible mental health resources. However, the responses also indicate variability in the implementation and effectiveness of these programs across organisations.

11.4.2 Addressing Workplace Stress and Preventing Burnout

The responses to how companies address workplace stress reveal a mixed approach. While some organisations promote work-life balance through flexible hours and remote work options, as noted by P3, others appear indifferent to employee stress, as indicated by P4's response. This divergence highlights a critical issue in HR management: the inconsistency in addressing employee well-being, which can significantly impact overall job satisfaction and productivity. Bataineh (2019) supports the view that a positive work-life balance enhances physical and psychological well-being, emphasising the need for organisations to adopt more consistent stress management practices.

11.4.3 Initiatives Promoting Mental Well-being

The introduction of specific initiatives like "Wellness Wednesday" and "mental health days," as described by P5 and P6, highlights proactive efforts by some organisations to promote mental well-being. These initiatives align with the findings of Cvenkel (2020), who suggests that employee well-being extends beyond physical health to encompass mental and emotional dimensions. Such programs help foster a supportive workplace culture, encouraging employees to engage in mental and physical health activities, thereby reducing stress and enhancing overall well-being.

11.4.4 Challenges in Work-Life Balance and Stress Management

Respondents P7 and P8 discussed challenges in balancing work and personal commitments, highlighting the importance of prioritising tasks and setting boundaries. These strategies are crucial for managing stress and maintaining a healthy work-life balance, as noted

in the literature. The findings suggest that while individual coping mechanisms are essential, organisational support through structured policies and practices is equally important.

11.4.5 Creating a Supportive and Inclusive Environment

The responses to creating a supportive environment for employees, especially those returning from mental health-related absences, emphasise the need for tailored support plans, including phased returns and flexible work arrangements. This approach is crucial for facilitating a smooth transition back to work and ensuring ongoing support, as highlighted by P9 and P10. These findings align with the recommendations of Maddox-Daines (2021), who advocates for continuous improvement in well-being programs, including regular assessments and feedback mechanisms to tailor support to individual needs. The thematic analysis reveals several key areas where HR practices can significantly impact employee well-being. The provision of mental health resources, proactive stress management initiatives, and the promotion of work-life balance are critical components of a supportive workplace environment. The variability in the implementation of these practices suggests a need for more standardised and consistent approaches across organisations.

11.5 Discussion

11.6 Work-Life Balance Strategies and Practices: Impact on Employee Retention and Engagement

Both findings and analysis show that work-life balance initiatives and arrangements have strong effects on retention and engagement. First, it can be stated that enhanced job satisfaction occupies a central position in addressing the issue of turnover rates. Finding a balance that an employee believes he can balance work and personal commitments means he will not be looking for another employer. This improvement in job satisfaction is not only done to time management but also the satisfaction of the employer about the requirements outside the workplace. This accords with research done by Opatrná and Prochazka (2023), which defined that female or male employees with good WLB felt that their satisfaction level at the workplace was high hence they are less likely to quit their jobs.

Moreover, if an employee has the feeling that his company is interested in the quality of his professional and personal life, then, his commitment to the company rises. This results

in fewer instances of employees taking sick days off and or they work more diligently since they are loyal to the company and their positions. Huettermann and Bruch (2019) have endorsed this by revealing that organisations implementing flexible working systems experience a reduction in absenteeism and employee turnover. Therefore, a work-life balance culture needs to be encouraged and supported to ensure talent management as well as to continue having a productive workforce.

From the perspective of employee involvement, WLB practices lead to improved performance and stabilised employee moods. In other words, employees who are likely to manage their work and family commitments are usually likely to provide better performance. This efficiency is attributed to, the ability of the cultures to cope with stress and escape the corollary of bullying. Further, organisations observe a boost in morale among the employees once they feel that the organisational time respects the individual time and vice versa, resulting in a more dedicated staff. This is one of the biggest commitments for organisational development because engaged employees are mostly committed to passions and value-creation processes that transfer the company forward. This tallies with the work done by Kelly et al. (2021) that established that employees with a work-life balance are more engaged and have better performance outcomes.

11.7 HRM Practices for Mental Health Initiatives: Impact on Workers' Well-Being

Another important aspect is the effects seen in the mental health initiatives of workers through the HRM practices experienced on the job. It is crucial to understand that help in the form of counselling or stress management is a key component in lowering stress in employees. These programs help enhance mental health, as they offer tools to enable people at the workplace to cope with anxiety and depression discussed by Salas-Vallina et al. (2021). Moreover, directly addressing the issue through Mental Health Days and EAP leads to better employee protection and the ability to deal with various work-related adversities. This type of dependency is advantageous for the employee as well as for the organisation since it results in a more stable and reliable workforce. Another study by Dewi and Riana (2019), established that if a workplace has a comprehensive mental health support program, then the resulting stress levels among the employees are normally lower as compared to workplaces that do not have such programs.

The acts of performing and assigning mental health promotions have a positive impact on workplace interactions. Due to proper care and support for employees' mental wellness, there is improved relationship and coordination within a working environment. The society also benefits when employees are supported in their mental health since they become more engaged and motivated resulting in active workplaces. In addition, organisations where mental health is valued will be better placed to draw a qualified workforce, and thus offer better compensation packages to avoid losing such human resources. Interestingly, the focus on the mental health of its employees is not only an advantage towards employee satisfaction at the organisation's present but also a competitive strategic factor regarding job prospects. However, this is true as organisations which provide extensive mental health programs will attract and maintain top talents within the organisation.

11.8 Primary challenges faced by HR managers and the strategies to overcome problems in work-life balance plans, stress management techniques, and mental health initiatives.

Senior management and organisational culture are considered as one of the key factors to the effective implementation of HRM strategies. It then takes supportive leadership and organisational culture to enhance the practice of HRM effectively and appropriately for the needs of the employee in matters to do with mental health. According to Ng, Lit, and Cheung (2022), it is noted that stress levels could be especially lowered by the remote working method since this freed-up environment can be tailored to the employee's preference with a direct positive impact on organisational safety culture. Rajgopal (2010) opines that creating good mental health policies increases the organisation's image, effectiveness, and efficiency.

As per the findings of this study, it has been identified that the challenges which are faced by HR managers are overload work pressure, critical deadlines, and coping with the political environment of office as it can affect mental health. These challenges can result in severe depression, anxiety and sometimes difficulty in breathing because of such a suffocated environment. These challenges can be overcome by implementing some strategies like prioritising tasks, and setting boundaries among employees to retain from nearby disturbances, and by using time effectively. Moreover, to overcome the issues related to stress it can be managed by implementing some techniques like mindfulness, regular exercise and talking with the psychologist and coping with the environment with competitiveness. Moreover, maintaining the work-life balance, can be overcome by creating a schedule for every task in a well-structured form, taking regular breaks and using productive applications. Moreover, the

stress can be reduced by taking to the psychologist to reduce the anxiety and depression, by taking the work which can be handled and asking for help from any professional when needed. As per the study by Daniel (2019), it has been identified that the stress of work can be one of the main reasons for work-related conflicts with some effects which are averse to the employees and organisational performance. It is found that work overload is also known as the main contributor of conflict as these can affect the mental health of employees. In terms of contribution to the research of work-life balance (Irfan 2023). It is analysed by the findings that the employees feel rushed and stressed because of working for long hours due to the more pressurised demands of the job and the overstress of work as it can turn exacerbate the stress from failing to effectively engage with the commitments of the organisation.

12 CHAPTER 5 CONCLUSION AND RECOMMENDATION

Consequently, it is crucial in the modern world to build and maintain a healthy organisational climate for the further development of the company's activity. A healthy workplace culture has a strong influence on employee turnover and performance rates, which are key to sustainability for any business venture. The well-being of the workers and their psychological and physical conditions as the keys to productivity that are going to increase company revenues. Besides, while promoting the well-being of the employees, the organisations not only guarantee a healthy workforce but also test the employees to work to their optimum capacity.

The paper shows that the application of appropriate Human Resource Management (HRM) approaches directly contributes to the employee's overall health – and mental health. Such measures as the flexibility to adopt work-life balance policies, stress and other mental health programs affect organisational performance and productivity. Thus, the study underlines the need and importance for organisations to institute elaborate and jealously ingrained HRM systems that can easily incorporate these areas to help create a supportive work climate that enhances productivity.

In terms of specific locations and industries, the research offers a comprehensive analysis of how it is possible to adapt various strategies of HRM depending on the subject matter. Thus, it stresses the crucial need for organisational culture and leadership support for effective HRM practices. This therefore is a clear indication that organisations that ensure the development of a favourable working culture alongside the implementation of good human resource management practices have a higher propensity to enhance the level of organisational commitment, job satisfaction and organisational performance.

However, it can be said that the investigation of the factors revealing the importance of the culture of effective HRM practices and indicators for ensuring the well-being of the employees highlights their significance not only from the point of the employees' perspective but also from the organisational perspective that is based on the notion that prioritisation of the well-being of the employees is also strategically important for the strategic goals and profound sustainable development of the organisations. The well-being of the employees began getting consideration as a means of boosting productivity, decreasing the turnover rate, gaining a positive image of the employer and, therefore, achieving greater organisational success.

Consequently, since positive employee well-being is a notable antecedent, this work was centred on the theme of human resources management within organisations. The presented study is crucial for setting up the motive why it is necessary to investigate the given topic and for positioning the research questions and the general framework of the study. The HRM focuses on coming up with methods that can be applied to enhance the productivity of the workers and at the same time enhance their morale through matters such as options for part-time work and reduction of stress levels. The literature review discussed also includes the comparison of the existing reviews in the literature and a critical analysis of the empirical studies the literature review has also compared the existing reviews in the literature and proposes critical insights into the theories and variables like organisational justice, leadership and mental health intervention concerning the employee's well-being. Some of the themes explained are within the scope of the study to offer a sneak peek into the objectives of the study and the research done to address gaps within the literature. Under the section on the methodology, the paper outlines the type of qualitative research used with structured interviews as the data collection tools for this study seeking to establish the existence of a relationship between the choice variables, the HRM practices, and effects on the health of the employees, which measured qualitatively. To avoid and reduce the methodological issues and to make the building of the most convincing results the section for ethical consideration and limitations was constructed.

Work-family balance is a solution where everyone benefits both for employers and employees since it entails positive impacts to both ends. The management of the work-life balance comprises the gains that both parties must provide or obtain, and this makes it crucial. By using the above arguments, it can be concluded that when WLB practices are taken into consideration and have been endorsed by the employees and employers, then it is evident that work-to-family as well as family-to-work conflict will be reduced as a positive attitude towards the organisation. This results in better employee satisfaction, an increase in performance, a decrease in cases of absenteeism, an increase in productivity, a decrease in costs which are incurred during recruitment and training, an increase in loyal employees, and commitment to the organisation.

It also improves work productivity, decreases staff turnover, and provides for the mental and physical well-being of the employees as well as to turn out their commitment to work. All these improvements lead to better organisational performance, increased customer

satisfaction, and reduction of costs. The process of creating a supportive culture toward WLB is a gradual process depending on the organisation's size and structure.

12.1 Recommendations

There is a need to increase the usage of work-life balance arrangements that include flexitime, job sharing, and work breaks that would enable junior employees to balance their family and work demands. When it comes to policies, organisations should consider them in the current context and update them as it is necessary. This consists of leave facilities, with or without pay, for family exigency and/or provisions of child care within the organisation for female employees to eradicate unfair treatment of women at the workplace to come up with a work environment that may not be stressful to female employees. Flexible working arrangements such as job sharing and carer leave should be instituted; this would also encompass paid or unpaid sabbatical leave; concrete guidance for work-life balance should also be offered. Counselling departments that are structural should be created in an organisation to figure out the work-life conflicts that employees have and come up with the most suitable solutions for the conflicts they encounter at their workplace. Daily exercises, meditation, and other soft skill practices can be carried out to boost the emotional aspect of the employees.

12.1.1 Enhancing Work-Life Balance Strategies

On this basis, it is crucial for enhancing the favourable impact of work-life balance on employees' retention and engagement that organisations widen and prioritise work-life balance activities. Flexible working hours and, shift running options, and a proper leave policy increase the employability and satisfaction of the employee. Daily polls and questionnaires should be used to gain insight into the employees and ascertain their consumer needs and wants. Further, the occupation of managers in promoting WLB raises the possibility of developing a more accepting culture at the workplace. Companies should also incorporate and provide wellness programs and facilities which enable the workers to have ways of managing their time properly and being less stressed. With these steps, employees will be made to feel valued and supported, hence, a greater number of them will stay with their organisations, and more engaged they will be.

12.1.2 Strengthening Mental Health Initiatives

Consequently, while ensuring workers' welfare and a healthy organisational climate, it is essential to enhance mental health activities within the frameworks of HRM. Employers

should offer mental health wellness programs, counselling services, mental health days off and stress management programs. It is recommended that mental health awareness programmes be conducted for all the employees periodically to erase prejudice as well as create understanding and acceptance by others. Other policies that should be implemented are policies that prevent workers' psychological damage, for example, avoiding too much pressure at work or suggesting flexible working hours. Moreover, adopting mental health indices in organisational performance evaluations enables the assessment of these interventions' efficacy and the identification of required modifications. Focusing on mental health can benefit companies by improving employees' health and morale, increasing their productivity, and improving the chances to attract and keep the best candidates.

The findings of this study give fresh perspectives and literature recommendations for future research focused on work-life balance practices, organisational performance, and employees' productivity. In terms of practical relevance, it addresses the mindset of organisations that want to support work-life balance and family-friendly measures for talent retention. Adopting these practices in turn enhances the level of self-satisfaction and efficiency of the employees, as well as sets the organisation apart as the desired employer. To highlight the importance of the work and make recommendations the study promotes a positive, constructive, and organisational-employee-friendly strategy for its enactment. Thus, the work-life balance strategies should be strong and multi-faceted and must include mental health approaches that are also sophisticated. This twofold approach will challenge occupational climate which will be beneficial in terms of the employees' satisfaction, retention and then output. The above-stipulated recommendations may help organisations to become employers of choice and healthier employee workforce.

13 References

- Abu-Taieh, E., Hadid, I.H.A. and Mouatasim, A.E. 2020. *Cyberspace*. [online] *Google Books*. BoD – Books on Demand. Available at: https://books.google.com/books?hl=en&lr=&id=eqf8DwAAQBAJ&oi=fnd&pg=PA27&dq=In+chapter+three+the+methodology+applied+is+to+help+in+attaining+the+present+research+and+objectives.+&ots=cLOZ9RgfOd&sig=jjQTtOdNS18INpLO_qQ1hQxbck [Accessed 24 Jul. 2024].
- Archibald, M.M., Ambagtsheer, R.C., Casey, M.G. and Lawless, M. 2019. Using Zoom Videoconferencing for Qualitative Data Collection: Perceptions and Experiences of Researchers and Participants. *International Journal of Qualitative Methods*, [online] 18(1), pp.1–8. doi:<https://doi.org/10.1177/1609406919874596>.
- Asakdiyah, S. and Hapsari, A.A., 2023. The Impact of Engagement-Based Leadership, HR Technology Adaptation, and Skill Development on Work Efficiency: Mediating Through Employee Well-being. *Ambidextrous: Journal of Innovation, Efficiency and Technology in Organization*, 1(01), pp.25-34.
- Badu, E., O'Brien, A.P. and Mitchell, R. 2019. An integrative review on methodological considerations in mental health research – design, sampling, data collection procedure, and quality assurance. *Archives of Public Health*, [online] 77(1). doi: <https://doi.org/10.1186/s13690-019-0363-z>.
- Ben Youssef, K., Leicht, T. and Marongiu, L. 2018. Storytelling in the context of destination marketing: an analysis of conceptualizations and impact measurement. *Journal of Strategic Marketing*, 27(8), pp.1–18. doi: <https://doi.org/10.1080/0965254x.2018.1464498>.
- Bleiker, J., Morgan-Trimmer, S., Knapp, K. and Hopkins, S. 2019. Navigating the maze: Qualitative research methodologies and their philosophical foundations. *Radiography*, [online] 25(2), pp.S4–S8. doi: <https://doi.org/10.1016/j.radi.2019.06.008>.
- Brandl, J., Kozica, A., Pernkopf, K. and Schneider, A., 2019. Flexible work practices: Analysis from a praMhlongo, N.Z., Elufioye, O.A., Asuzu, O.F., Ndubuisi, N.L., Olatoye, F.O. and Ajayi-Nifise, A.O., 2024. THE ROLE OF HR IN PROMOTING MENTAL HEALTH AND WELL-BEING IN HEALTHCARE SETTINGS: A

- COMPREHENSIVE REVIEW. *International Journal of Management & Entrepreneurship Research*, 6(2), pp.380-391. gmatist perspective. *Historical Social Research/Historische Sozialforschung*, 44(1 (167)), pp.73-91.
- Budhwar, P., Pereira, V., Mellahi, K. and Singh, S.K., 2019. The state of HRM in the Middle East: Challenges and future research agenda. *Asia Pacific Journal of Management*, 36, pp.905-933.
- Carvajal-Arango, D., Vasquez-Hernandez, A. and Botero-Botero, L.F., 2021. Assessment of subjective workplace well-being of construction workers: A bottom-up approach. *Journal of Building Engineering*, 36, p.102154.
- Chen, J., Kang, H., Wang, Y. and Zhou, M., 2021. Thwarted psychological needs: the negative impact of customer mistreatment on service employees and the moderating role of empowerment HRM practices. *Personnel Review*, 50(7/8), pp.1566-1581.
- Chillakuri, B. and Vanka, S., 2021. Examining the effects of workplace well-being and high-performance work systems on health harm: a Sustainable HRM perspective. *Society and Business Review*, 16(1), pp.71-93.
- Curry, D.S. 2020. Interpretivism and norms. *Philosophical Studies*, 177(4), pp.905–930.
- Cvenkel, N., 2020. *Well-being in the workplace: governance and sustainability insights to promote workplace health*. Springer Nature.
- Daniel, C.O., 2019. Effects of job stress on employee's performance. *International Journal of Business, Management and Social Research*, 6(2), pp.375-382.
- Dawadi, S., Shrestha, S. and Giri, R.A. 2021. Mixed-Methods Research: A Discussion on its Types, Challenges, and Criticisms. *Journal of Practical Studies in Education*, [online] 2(2), pp.25–36. Available at: <https://oro.open.ac.uk/75449/>.
- DEWI, I.G.A.A.O. 2022. Understanding Data Collection Methods in Qualitative Research: The Perspective Of Interpretive Accounting Research. *Journal of Tourism Economics and Policy*, 1(1), pp.23–34. doi <https://doi.org/10.38142/jtep.v1i1.105>.
- Duyar, V.D., Örnekli, Y. and Gündüz, M., 2020. The effect of organizational justice on employee well-being. *Uluslararası Akademik Yönetim Bilimleri Dergisi*, 6(8), pp.28-48.

- Elufioye, O.A., Ndubuisi, N.L., Daraojimba, R.E., Awonuga, K.F., Ayanponle, L.O. and Asuzu, O.F., 2024. Reviewing employee well-being and mental health initiatives in contemporary HR Practices. *International Journal of Science and Research Archive*, 11(1), pp.828-840.
- Fernandez, V. and Gallardo-Gallardo, E., 2021. Tackling the HR digitalization challenge: key factors and barriers to HR analytics adoption. *Competitiveness Review: An International Business Journal*, 31(1), pp.162-187.
- Ho, H. and Kuvaas, B., 2020. Human resource management systems, employee well-being, and firm performance from the mutual gains and critical perspectives: The well-being paradox. *Human Resource Management*, 59(3), pp.235-253.
- Irfan, M., Khalid, R.A., Kaka Khel, S.S.U.H., Maqsoom, A. and Sherani, I.K., 2023. Impact of work–life balance with the role of organizational support and job burnout on project performance. *Engineering, Construction and Architectural Management*, 30(1), pp.154-171.
- Javed Awan, M., Mohd Rahim, M.S., Nobanee, H., Munawar, A., Yasin, A. and Zain, A.M., 2021. Social media and stock market prediction: a big data approach. *MJ Awan, M. Shafry, H. Nobanee, A. Munawar, A. Yasin et al., " Social media and stock market prediction: a big data approach," Computers, Materials & Continua*, 67(2), pp.2569-2583.
- Jyoti, J. and Rani, A., 2019. Role of burnout and mentoring between high performance work system and intention to leave: Moderated mediation model. *Journal of Business Research*, 98, pp.166-176.
- Kalpokaite, N. and Radivojevic, I. 2019. *The Qualitative Report The Qualitative Report Demystifying Qualitative Data Analysis for Novice Qualitative Demystifying Qualitative Data Analysis for Novice Qualitative Researchers Researchers*. [online] Available at: <https://pdfs.semanticscholar.org/ba4e/69362a67d8de8327794bfb2c63bfb3dd8b04.pdf>.
- Khan, T.H. and MacEachen, E. 2021. Foucauldian Discourse Analysis: Moving beyond a Social Constructionist Analytic. *International Journal of Qualitative Methods*, [online] 20(1). doi <https://doi.org/10.1177/16094069211018009>.

- Koinig, I. and Diehl, S., 2021. Health Communication (Campaigns) for Sustainable Development—Can Social Media Be a Remedy?. *The Sustainability Communication Reader: A Reflective Compendium*, pp.437-460.
- Koon, V.Y. and Ho, T.S., 2021. Authentic leadership and employee engagement: The role of employee well-being. *Human Systems Management*, 40(1), pp.81-92.
- Kumari, D.A. 2022. A REVIEW OF RESEARCH PROCESS: DATA COLLECTION AND ANALYSIS. *Galaxy International Interdisciplinary Research Journal*, [online] 10(5), pp.771–780. Available at: <https://giirj.com/index.php/giirj/article/view/3159>.
- Lobe, B., Morgan, D. and Hoffman, K.A. 2020. Qualitative Data Collection in an Era of Social Distancing. *International Journal of Qualitative Methods*, [online] 19(2). Available at: <https://journals.sagepub.com/doi/10.1177/1609406920937875>.
- Maddox-Daines, K.L., 2023. Delivering well-being through the coronavirus pandemic: the role of human resources (HR) in managing a healthy workforce. *Personnel Review*, 52(6), pp.1693-1707.
- Mira, M., Choong, Y. and Thim, C. 2019. The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, [online] 9(6), pp.771–786. Available at: <https://growingscience.com/beta/msl/3113-the-effect-of-hrm-practices-and-employees-job-satisfaction-on-employee-performance.html>.
- Mo, S., Viljoen, N. and Sharma, S. 2021. The impact of socio-cultural values on autistic women: An interpretative phenomenological analysis. *Autism*, 26(4), p.136236132110378. doi: <https://doi.org/10.1177/13623613211037896>.
- Mohajan, H.K. 2020. Quantitative Research: A Successful Investigation in Natural and Social Sciences. *Journal of Economic Development, Environment, and People*, [online] 9(4), pp.50–79. Available at: <https://www.ceeol.com/search/article-detail?id=939590>.
- O'Kane, P., Smith, A. and Lerman, M.P. 2019. Building Transparency and Trustworthiness in Inductive Research Through Computer-Aided Qualitative Data Analysis Software. *Organizational Research Methods*, [online] 24(1), p.109442811986501. Available at: <https://journals.sagepub.com/doi/abs/10.1177/1094428119865016>.

- Popo-Olaniyan, O., James, O.O., Udeh, C.A., Daraojimba, R.E. and Ogedengbe, D.E., 2022. Future-Proofing human resources in the US with AI: A review of trends and implications. *International Journal of Management & Entrepreneurship Research*, 4(12), pp.641-658.
- Rasca, L., 2017. Human resources challenges for the 21 century. In *Proceedings of the International Conference on Business Excellence* (Vol. 11, No. 1, pp. 475-481)
- Rashid, Y., Rashid, A., Warraich, M.A., Sabir, S.S. and Waseem, A. 2019. Case Study method: a step-by-step Guide for Business Researchers. *International Journal of Qualitative Methods*, [online] 18(18), pp.1–13. doi <https://doi.org/10.1177/1609406919862424>.
- Rodjam, C., Thanasrisuebwong, A., Suphuan, T. and Charoenboon, P. 2020. *Effect of Human Resource Management Practices on Employee Performance Mediating by Employee Job Satisfaction. | Systematic Reviews in Pharmacy | EBSCOhost*. [online] openurl.ebsco.com. Available at: <https://openurl.ebsco.com/EPDB%3Agcd%3A2%3A3932882/detailv2?sid=ebsco%3Aplink%3Ascholar&id=ebsco%3Agcd%3A144418860&crl=c> [Accessed 24 Jun. 2024].
- Rooshenas, L., Paramasivan, S., Jepson, M. and Donovan, J.L. 2019. Intensive Triangulation of Qualitative Research and Quantitative Data to Improve Recruitment to Randomized Trials: The QuinteT Approach. *Qualitative Health Research*, [online] 29(5), pp.672–679. doi <https://doi.org/10.1177/1049732319828693>.
- Rui Jing , K. and Choon Hee, O. 2018. *The Influence of Human Resource Management Practices on Employee Performance in the Manufacturing Sector in Malaysia*. [online] cloudfront.net. Available at: <https://doi.org/10.5296/ijhrs.v8i2.12826>.
- Ryan, G. 2018. Introduction to Positivism, Interpretivism, and Critical Theory. *Nurse Researcher*, 25(4), pp.41–49.
- Salas-Vallina, A., Alegre, J. and López-Cabrales, Á., 2021. The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management*, 60(3), pp.333-347.

- Selimović, J., Pilav-Velić, A. and Krndžija, L., 2021. Digital workplace transformation in the financial service sector: Investigating the relationship between employees' expectations and intentions. *Technology in Society*, 66, p.101640.
- Taherdoost, H. 2022. *What are Different Research Approaches? Comprehensive Review of Qualitative, Quantitative, and Mixed Method Research, Their Applications, Types, and Limitations*. [online] papers.ssrn.com. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4178694.
- Turyahikayo, E. 2021. Philosophical Paradigms as the Bases for Knowledge Management Research and Practice. *Knowledge Management & E-Learning*, [online] 13(2), pp.209–224. Available at: <https://eric.ed.gov/?id=EJ1314845>.
- Yousef, A. and Shadi, A. 2021. Human resource management practices and employee performance: The role of job satisfaction. *Journal of Asian Finance*, 8(1), pp.519–529. doi:<https://doi.org/10.13106/jafeb.2021.vol8.no1.519>.
- Zawacki-Richter, O., Kerres, M., Bedenlier, S., Bond, M. and Katja 2020. *Systematic Reviews in Educational Research Methodology, Perspectives and Application*.

14 Appendices

14.1 Appendix 1: Interview Questions'

Question 1: What mental health resources and support systems does your organisation provide to employees?

Question 2: How does your company address workplace stress and prevent burnout among employees?

Question 3: Are there any specific initiatives or programs in place to promote mental well-being within your organisation?

Question 4: What are the main challenges you faced you faced and what strategies you implement to manage the work-life balance, the techniques for stress management and mental health?

Question 5: What measures are taken to create a supportive and inclusive environment for employees struggling?