

Evaluating the Impact of Workplace Interventions on Employee Stress Management: Insights from Health Awareness Programs, Job Redesign and Recreation Centre Access

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Abstract: Workplace stress is a growing concern, with serious implications for employee well-being and organizational performance. This study examines the impact of various workplace interventions on employees' ability to manage stress, such as health awareness programs, vacation and holiday trips, job redesign, recreation center access, and social support systems. This study used a cross-sectional research design; data were collected through a structured questionnaire and analyzed using logistic regression. The results reveal that health awareness programs and access to recreation centers significantly improve employees' stress management. Job redesign showed a marginally significant effect, while vacation trips and social support systems did not significantly influence stress management. These findings highlight the importance of targeted interventions in supporting employees' mental health and reducing stress, particularly through health awareness initiatives and access to recreational facilities. Organizations should focus on these strategies while further exploring the potential benefits of job redesign and the quality of vacation policies.

Keywords: *Workplace stress management, Health awareness programs, Job redesign, Recreation center access, Employee well-being*

1. Introduction

Stress has emerged as one of the major issues affecting people in workplaces and carries serious consequences on the health of employees and the performance of organizations. Several stressors are apparent today, including high job demands, long working hours, and little recovery time. If not well handled at the workplace, stress leads to both physical and mental disorders such as anxiety, depression, burns, and an increased rate of cardiovascular diseases. In addition, stress that is not managed negatively impacts productivity and job attendance and compromises co-workers' interpersonal relationships in the workplace (Hasin et al., 2023; Vallasamy et al., 2023).

Organizations have realized the need to pay attention to stress to have healthy, motivated, and productive employees. For this purpose, many worksite interventions have been implemented, such as health promotion programs, stress management training, recreation facilities, and job enrichment programs. Such interventions assist the workers in managing stress, hence enhancing worker performance and satisfaction in their work (Joshi et al., 2023). Yet, when performing these strategies, it turned out that many organizations are unable to determine the extent to which these interventions enhance the possibilities of managing stress at the staff level. Understanding how specific workplace interventions influence employees' stress management outcomes is essential. Effective stress management supports employees' physical and mental health and enhances organizational performance by promoting job satisfaction and reducing absenteeism (Yunus & Chaudhary, 2023). With growing awareness of the benefits of proactive stress management, organizations must identify which interventions are most effective in helping employees cope with stress.

Despite the growing emphasis on workplace stress management, there is still limited empirical evidence on the relative effectiveness of different interventions in enhancing employees' ability to manage stress. Many organizations have implemented health awareness programs, vacation and holiday trips, job redesign, and recreational activities. Yet, it remains unclear which interventions have the most significant impact on employee stress management.

This study aims to fill this gap by examining the effects of specific workplace interventions such as health awareness programs, vacation and holiday trips, job redesign, recreation center access, and social support

systems at the workplace on employees' ability to manage stress. Specifically, the study seeks to address the following research question:

Research Objectives

The following were the research objectives of this study.

- To examine the relationship between participation in health awareness programs and employees' stress management.
- To investigate how company trips influence employees' ability to manage stress effectively.
- To explore the impact of job redesign on employees' stress management.
- To assess the role of recreation center access in employees' stress management.
- To analyze the effect of social support systems at the workplace on employees' ability to manage stress.

Research Questions

The following were the research questions for the study.

- What is the relationship between participation in health awareness programs and employees' stress management outcomes?
- How do company trips influence employees' ability to manage stress?
- Does job redesign improve employees' ability to manage stress effectively?
- What is the role of access to a recreation center in enhancing stress management among employees?
- How does a strong social support system at the workplace affect employees' stress management?

2. Literature Review

Job-Stress management strategies

Stress at work can impact employees' well-being, reduce productivity, and create job dissatisfaction in many organizations (Gunasekera & Perera, 2023). Several factors contribute to it, including workload, role conflict, poor working conditions, lack of control, poor relationships with colleagues and supervisors, job insecurity, lack of recognition or rewards, and poor work-life balance (Vallasamy, 2023). Symptoms of job stress include physical, psychological, and behavioral ones, affecting employees and organizations alike (Mitreka Satata et al., 2022). Physical health problems associated with job stress include cardiovascular disease, musculoskeletal disorders, and gastrointestinal disorders (Gunasekera & Perera, 2023; Vallasamy et al., 2023); and psychological disorders like anxiety, depression, and burnout (Leka et al., 2018; Hasin et al., 2023). In the healthcare sector, occupational stress among professionals can lead to physical and mental health issues, work-related delays, and poor quality of care (Joshi et al., 2023). Additionally, job stress can have detrimental effects on mental health, particularly among formal and contractual experts in agricultural organizations. Informal female workers in Lao PDR also experience job stress, which can lead to physical symptoms and mental health stigma (Mamom et al., 2023). These findings highlight the importance of focusing on job stress to promote employee well-being and reduce the adverse effects on physical and mental health (Lisowski & Grajek, 2023).

Dealing with job-related stress can be a real challenge, but there are numerous coping techniques to try out to manage it effectively. Consider taking part in a health and wellness program (Rajuskar, 2023), going on a vacation or a short trip (Deen et al., 2023), exploring job redesign options (Çelik & Köse, 2022), visiting a recreation center (Racu, 2023) and building a supportive social network at work. Integrating these methods into our daily routine can minimize stress and achieve a more balanced work-life harmony.

Stress management

Workplace stress management is vital for employee and organizational performance improvement. Some of these strategies have been highlighted as the best ways to deal with stress that affects employees, including health awareness programs, company trips, job redesign, support systems, and recreation facilities. Promoting more health awareness events can help employees learn how to cope with high stress and improve their coping status (Patil, 2019). Such interventions have included mindfulness and counselling, which have significantly affected occupational stress (Alkhalwaldeh et al, 2020). Such leisure trips help unite employees and reduce work-related stress, creating a healthy organizational culture (Panigrahi, 2016). Recreational facilities are found to be synonymous with encouraging people to be physically active, and this is regarded to have positive

effects on mental status (Rodrigues & Gopalakrishna, 2024). Redesigning jobs can include assigning tasks and dividing work, thus reducing stress levels because work becomes feasible (Panigrahi, 2016). Even though peer support and professional counseling are recognized in seconded workers, their support is also required to prevent workplace stress (Awino et al., 2018). Still, to these strategies, it is important to understand that stress reduction is not a top priority in many organizations; therefore, even if such problems exist in an organization, they remain unabated (Patil, 2019).

Taking part in a health and wellness program

Stress is prevalent within numerous employment places, affecting the workers' health, productivity, and moods (Wiharjanto et al., 2024). To Chen et al. (2023), implementing a multimodal HWP, such as exercise classes accompanied by nutrition workshops, enhanced the BMI and blood pressure of the employees. Johnson et al. (2023) examined the correlation between HWP involvement and employee performance. According to them, people who went through the stress management courses demonstrably reported higher productivity levels than those who could not attend the workshop. Work-life balance as an aspect of performance was investigated by Lee et al. (2023) about the effects of HWP participation. Subsequently, through the same survey, they observed that the mindfulness training workshop participants recognized the skills superior to dealing with work stress outside the workplace. Therefore, based on this, the first hypothesis was developed:

H1: Employees who participate in health awareness programs experience better stress management than those who do not.

Going on vacation or holidays

The issue of chronic stress also remains an important problem that hurts the population's health, which is manifested by various less or more severe ill effects on health. Stress management is important at the individual level for enhancing the quality of one's life. This review discusses the literature accumulated so far, such as Deen et al. (2023) work on the benefits of vacations and short trips in alleviating stress. Leisure activities are taken as a break from compelling activities that affect an individual mentally and physically and engage in activities that make them happy. Thus, an ultimate positive impact is promoting healthier ways of dealing with stress in everyday life. Holidays and short breaks help in psychological removal from work and other duties and, thus, provide a form of escape and relaxation. Sonnentag & Fritz (2015) established that people whose ability to disconnect from work whilst on vacation did so tend to reduce stress. Enjoying and having fun by traveling and experiencing different cultures during vacations enhances positive effects and memories to combat stress in the future. Fredrickson (2013) recommends that it is possible to boost the ability to cope with stress through the development of positive emotions. Expeditions, journeys with more than four consecutive days, and trips aimed at rest and leisure may be more beneficial, according to the findings of Boswell & Strahler (2014). De Bloom et al. (2020) also stress the need for personal preferences to be taken when planning vacations to reduce stress. Therefore, this study proposed the following hypothesis.

H2: Employees who take company trips have improved stress management compared to those who do not take time off.

Exploring job redesign options

One potential approach for managing workplace stress is to explore job redesign options, as suggested by Çelik and Köse in a 2022 study. It could involve re-evaluating job tasks, roles, and responsibilities and changing to promote a healthier and more balanced work environment. By addressing the root causes of stress through job redesign, organizations can potentially improve employee well-being, job satisfaction, and overall productivity. Job redesign can increase motivation and job satisfaction but can also lead to dissatisfaction if the new job design does not align with employees' educational backgrounds (Setia Putra, 2022). Barnett et al. (2004) focused on reduced-hours career options for women in the healthcare sector. They found that violations of psychological contracts resulting from reduced hours can lead to turnover intentions among professionals and reduced-hours employees. Yip and Rowlinson (2009) identified job characteristics associated with burnout in the construction industry and formulated job redesign as an intervention strategy to reduce burnout. Holland and Brewster (2021) discussed the importance of job and work design in developing a committed workforce, particularly in the context of the pandemic and the shift to remote work.

H3: Job redesign (e.g., changes in work tasks, role clarity, or flexibility) is positively associated with improved stress management among employees.

Visiting a recreation center

Of all the stress management techniques that have been recommended, one of them is going to a recreation center. That is why it is possible to conclude that the presence of a recreation center can help reduce stress. Recreation centers offer different activities, for instance, games, exercises, gym, saunas, etc, which can enable one to relax and reduce stress (Racu, 2023; Aslakson et al., 2023). It can also stimulate socialization and help use the body, thus enhancing proper mental and physical health (Figueira et al., 2022; Lagunes-Córdoba et al., 2022).

H4: Employees with access to a recreation center report better stress management compared to those who do not have access to such facilities.

Building a supportive social network at work

In particular, social support at the workplace is one of the ways through which people manage stress arising from the various tasks assigned to them in organizations. Developing a positive relationship with colleagues makes them feel like they are part of the community, offers them emotional support, and increases job satisfaction (Gillman et al., 2023; Sari et al., 2023). Co-workers can also offer support to one another in carrying out organizational assignments. These employees can also offload work-related ideas, receive feedback, and gain other perceptions concerning challenging tasks (Kabiri Naeini et al., 2023). Thus, forming a positive social context of work allows for the reduction of the potency of stressogenic factors and increases the level of subject Area on the scale subject-vectors of the well-being of workers.

H5: A strong social support system at the workplace positively affects employees' stress management capabilities.

3. Research Methodology

This study adopted a quantitative, cross-sectional research design to examine the relationship between workplace interventions and employee stress management. A cross-sectional approach was used to gather data from employees across a specific organization at a single point in time. This method allowed for analyzing the associations between several independent variables (workplace interventions) and the dependent variable (stress management) without attempting to establish causal relationships. The target population for this research consisted of employees working in a medium-sized organization, with participants drawn from various departments and job roles. A convenience sampling method was used, and a sample of 115 employees who were accessible and willing to participate in the study was selected. This sample size was deemed appropriate for the analysis based on prior studies with similar objectives. Participation was voluntary, and informed consent was obtained from all respondents.

Data was collected using a structured questionnaire distributed electronically to all participants. The questionnaire comprised binary response items (Yes/No) for the dependent variable, asking whether employees effectively managed stress ("stress management course"). Independent variables were assessed using Likert-type questions that asked participants about their level of involvement in various workplace interventions.

Data were entered into SPSS (Statistical Package for the Social Sciences) for analysis. The statistical techniques employed were descriptive statistics and logistic regression, which were conducted due to the binary nature of the dependent variable (stress management: Yes/No). It allowed the examination of the impact of the independent variables on the likelihood that employees reported effective stress management. An ANOVA test was conducted to assess the overall significance of the regression model, evaluating whether the group of independent variables significantly predicted the dependent variable. The R^2 and Adjusted R^2 values were used to determine the proportion of variance in stress management explained by the independent variables. The F-statistic and its corresponding p-value were used to assess the overall significance of the model. Coefficients (B-values) and their respective p-values were used to evaluate the significance of each independent variable in predicting stress management.

4. Result and Findings

Demographic Analysis

The demographic analysis of the respondents shows that the majority were female (74.8%) and male (25.2%), with age most being between 26 and 35 years old (43.5%), followed by those aged 46 to 55 years (25.2%). Most respondents were married (73.9%), while single individuals comprised 23.5%. In terms of education, more than half of the respondents held a bachelor's degree (53.0%), followed by those with a Master's/PhD degree (26.1%). Respondents were distributed across various levels of work experience, with the largest group having 5 to 10 years of experience (33.0%). A notable portion had less than five years (22.6%) or more than 20 years (22.6%) of experience. Regarding monthly income, the majority earned less than RM5,000 (51.3%), with 33.9% earning between RM5,001 and RM10,000, while a smaller portion earned higher. Overall, this sample reflects a diverse range of respondents regarding gender, age, marital status, education, job experience, and income.

Multiple Regression Analysis

The multiple regression analysis examined the relationship between the independent variables, health awareness programs, vacation and holiday trips, job redesign, recreation center access, and social support systems at the workplace, and the dependent variable, stress management. The overall model was statistically significant, as indicated by the ANOVA test ($F = 12.365$, $p = 0.000$), suggesting that the independent variables, collectively, explain a significant portion of the variation in stress management outcomes. The R^2 value of 0.362 indicates that 36.2% of the variance in stress management can be explained by combining the five independent variables. After adjusting for the number of predictors, the Adjusted R^2 is 0.333, demonstrating a relatively good model fit. These results suggest that the independent variables contribute meaningfully to predicting employees' ability to manage stress.

Further analysis of individual predictors will help identify which variables significantly impact stress management. The coefficients, standard errors, and significance levels for each predictor are discussed in the following sections.

Table 1: ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.549	5	1.910	12.365	.000 ^b
	Residual	16.834	109	.154		
	Total	26.383	114			

a. Dependent Variable: stressmgtcour

b. Predictors: (Constant), social support system, company trips, recreation center, health awareness, job redesign

The ANOVA results indicate that the regression model is statistically significant overall. The F-value of 12.365, with a p-value of 0.000, suggests that at least one of the independent variables is significantly related to the dependent variable (stress management course).

Table 2: Coefficients^a

Model		Unstandardised Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.005	.074		.068	.946
	health awareness	.281	.091	.293	3.090	.003
	company trips	-.005	.088	-.005	-.052	.959
	job redesign	.169	.093	.174	1.820	.071
	recreation centre	.262	.087	.266	3.021	.003
	social support system	.066	.092	.069	.719	.474

a. Dependent Variable: stressmgtcour

The coefficients table gives insight into the relationship between each independent variable and the dependent variable health awareness programs unstandardized Coefficient (B): 0.281, p-value: 0.003 (significant). Health awareness programs significantly impact stress management, meaning that increasing participation in health awareness programs is associated with better stress management outcomes on company trips. The result of unstandardized Coefficient (B): -0.005, p-value: 0.959 (not significant). Vacation and holiday trips do not significantly affect stress management in this model. Job redesign Unstandardised Coefficient (B): 0.169, p-value: 0.071 (marginally significant). Job redesign has a positive but marginally significant effect on stress management. The effect is positive but not strong enough to be considered statistically significant at the 0.05 level. Recreation center unstandardized Coefficient (B): 0.262, p-value: 0.003 (significant). Access to a recreation center significantly improves stress management, meaning employees with access to these facilities are more likely to manage stress effectively. Social support system Unstandardised Coefficient (B): 0.066, p-value: 0.474 (not significant). The social support system at the workplace does not have a significant effect on stress management in this model.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.362	.333	.39299

a. Predictors: (Constant), social support system, company trips, recreation center, health awareness, job redesign

Model Summary explains the R^2 value of 0.362 means that approximately 36.2% of the variation in stress management can be explained by the independent variables (health awareness programs, company trips, job redesign, recreation center access, and social support system). The Adjusted R^2 of 0.333 shows that after adjusting for the number of predictors, the model explains about 33.3% of the variance in stress management. The overall model is statistically significant. Health awareness programs and recreation center access significantly positively affect stress management. Job redesign has a marginally significant positive effect. Based on this model, company trips and social support systems do not significantly impact stress management. It suggests that organizations aiming to improve employee stress management should focus on health awareness programs and access to recreation facilities. At the same time, job redesign might also offer benefits but requires further investigation.

Discussion

The regression analysis offers significant insights into the factors affecting employee stress management, with varying degrees of impact from the independent variables. This section discusses the key findings in light of the research objectives and hypotheses.

Overall Model Significance

The regression model was statistically significant, as indicated by the ANOVA results ($F = 12.365$, $p = 0.000$), which means that the combination of independent variables—health awareness programs, company trips, job redesign, recreation center access, and social support system—collectively influences employees' ability to manage stress. The model's R^2 value of 0.362 shows that 36.2% of the variation in stress management is explained by the selected independent variables, while the Adjusted R^2 of 0.333 accounts for the number of predictors, indicating a reasonably good model fit.

Health Awareness Programs

The results show that health awareness programs significantly and positively impact stress management ($B = 0.281$, $p = 0.003$). This finding supports the hypothesis that participation in health awareness programs enhances employees' ability to manage stress. Health awareness programs likely provide employees with information, techniques, and resources that help them identify and cope with stressors effectively. This aligns with the existing literature, suggesting that targeted health initiatives can improve mental well-being and reduce workplace stress. Organizations should consider investing in or expanding health awareness programs to improve employee stress management.

Company Trips

Interestingly, company trips (vacation and holiday trips) did not significantly affect stress management ($B = -0.005$, $p = 0.959$). It was unexpected, as previous research has often emphasized the importance of time away from work in reducing stress. However, the lack of significance could be due to several reasons: the quality or frequency of the trips might not have been sufficient, or employees might not fully utilize these trips for rest and recovery. Further research could explore whether the type or duration of vacations affects stress management outcomes.

Job Redesign

Job redesign positively but marginally significantly impacted stress management ($B = 0.169$, $p = 0.071$). This result indicates that while job redesign may improve stress management, the effect is not strong enough to be conclusively significant at the 5% level. However, the positive trend suggests that modifying job roles to better fit employees' skills, reducing job ambiguity, or providing more flexibility could enhance their ability to cope with stress. The marginal significance points to potential benefits but also highlights the need for further investigation into how specific types of job redesign influence stress management outcomes.

Recreation Centre Access

Access to a recreation center significantly and positively impacted stress management ($B = 0.262$, $p = 0.003$). This finding supports the hypothesis that employees with access to recreational facilities are more likely to report effective stress management. Recreation centers may provide employees with opportunities to engage in physical activity or relaxation techniques, which are known to alleviate stress. Organizations should consider providing such facilities or encouraging their use, as they play a critical role in helping employees manage stress effectively.

Social Support System

Surprisingly, the social support system at the workplace did not significantly affect stress management ($B = 0.066$, $p = 0.474$). The literature has widely recognized social support as a critical factor in mitigating stress. The lack of significance in this study may suggest that formal social support systems within the organization are either not effectively utilized or not perceived as helpful by employees. It highlights an area for organizations to investigate: are the social support systems adequately addressing employees' needs, or are cultural or organizational barriers preventing their practical use?

Implications for Practice

The findings of this study provide several actionable insights for organizational leaders. Invest in health awareness programs: Since these programs were shown to have a significant positive impact, organizations should ensure that health-related initiatives are accessible to all employees and continuously improved to address evolving needs. Next, provide access to recreation centers: The significant impact of recreation centers on stress management suggests that companies should either invest in on-site facilities or provide external ones. Encouraging their use for physical activity and relaxation can benefit employee well-being. Thirdly, although job redesign showed only marginal significance, it still holds promise as a potential method to reduce stress. Employers should explore ways to realign roles with employees' capabilities, provide more autonomy, or offer flexible working conditions. Fourthly, the non-significant impact of vacation and holiday trips raises questions about how these are implemented. Organizations may need to ensure that employees take enough time off and use it effectively for recovery. Finally, the lack of significance in this area suggests that formal support systems may not meet employees' expectations or needs. Companies should assess whether these systems are visible, accessible, and useful to employees.

5. Conclusion

This study aimed to assess the impact of various types of organizational interventions on controlling stress at the workplace, particularly regarding health promotion programs, company trips, job redesign, recreational facilities, and social support at the workplace. Based on the above findings, it can be proved that management-provided health awareness and recreation facilities positively enhance employees' ability to manage stress, endorsing the importance of mental health and minimizing stress in the workplace. As for job redesign, it obtained a marginally significant and positive coefficient, meaning that efforts to redesign jobs may reduce

stress. However, company trips and social support systems did not significantly moderate stress, implying the importance of more support and research to understand the quality of the interventions.

Thus, such findings support the necessity of improving the worksite health promotion with a more precise and individual approach – using health education and recreation to support the workforce and prevent stress. These strategies should be considered a priority for organizations, although further ideas can be considered to enhance job redesign and vacation policies to meet employees' stress. Future studies should incorporate more cross-sectional studies and other variables, including leadership behaviors and work-life balance. By incorporating these stress management programs primarily based on research evidence, these organizations can increase employees' health, productivity, and happiness.

Limitations of the study

While this study provides valuable insights into the factors affecting stress management in the workplace, several limitations must be acknowledged:

The use of a binary dependent variable (i.e., "Yes" or "No" responses for stress management) simplifies the complexity of stress management, which is typically a more nuanced and continuous variable. The binary nature of the data may not fully capture the range of stress experiences among employees. Future studies could use a Likert scale or other continuous measures to assess varying levels of stress management effectiveness more accurately. This study employed a cross-sectional research design, meaning data was collected simultaneously. While the analysis highlights relationships between variables, it does not allow for causal inferences. Stress management may influence participation in health programs or access to recreation centers rather than the other way around. Future research could use a longitudinal design to track changes over time and establish clearer cause-and-effect relationships.

The sample for this study may not represent all organizations or industries. The findings are influenced by the specific context in which the data was collected, such as the type of company, its culture, or location. Future research should aim to include a more diverse range of participants from different industries, organizational sizes, and geographical regions to improve the generalizability of the findings. The data was collected via self-report, which can introduce bias due to social desirability or inaccurate recall. Employees may overestimate their participation in health programs or how well they manage stress. Future research could incorporate objective measures, such as performance records, absenteeism data, or physiological stress indicators (e.g., cortisol levels), to complement self-reported data.

Although this study focused on independent variables (e.g., health awareness programs and recreation center access), other relevant factors that might influence stress management were not considered. The analysis did not include variables like work-life balance, job security, leadership style, and personal coping mechanisms, but it could have important effects. Future studies should explore a more comprehensive range of predictors to understand stress management's complexity better.

Future Research

Future studies should investigate other potential predictors of stress management, such as work-life balance initiatives, organizational culture, leadership support, and personal coping mechanisms. Incorporating these variables may provide a more holistic understanding of how employees manage stress. Long-term studies would be beneficial in exploring how stress management evolves and how workplace interventions (e.g., health programs and job redesign) impact stress management in the long run. Tracking employees over months or years would allow researchers to identify trends and potential long-term benefits of workplace initiatives. While this study used a quantitative approach, future research could benefit from a mixed-methods design. Qualitative interviews or focus groups could provide deeper insights into how employees perceive the effectiveness of interventions like health awareness programs and recreation center access. Such qualitative data could complement the quantitative results and explain why certain variables (e.g., social support systems) were not found to be significant.

Future research could delve into the quality and frequency of workplace interventions. For instance, it would be useful to explore whether the intensity or frequency of health awareness programs and vacation trips influences stress management outcomes. Additionally, research could examine whether certain features of job redesign (e.g., autonomy, flexibility) are more impactful than others. Stress management factors may vary

significantly across industries. Future studies should aim to compare stress management practices and outcomes across sectors such as healthcare, education, technology, and manufacturing. It would help identify industry-specific interventions that are more effective for managing stress.

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