The Mediating Role of Mental Health Support Systems in Building Resilient Workplaces for Employee Safety and Wellness

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Abstract

Aim/Purpose: The purpose of the study is to examine how leadership commitment, workplace safety policies, work-life balance practices, organizational communication and stress management training influences resilient workplaces, with mental health support systems acting as a mediating factor to enhance employee safety and wellness.

Outcome: Results are projected to demonstrate that mental health support systems significantly mediate the relationship between workplace practices and the development of resilient workplaces, directing to strengthen employee safety, well-being and organizational sustainability.

Methodology/Approach/Design: A quantitative research design has chosen using a structured questionnaire to collect primary data from employees of manufacturing sector.

Sampling Technique: Stratified random sampling will be employed to ensure representation from different organizational levels and departments.

Statistical Tools: Structural Equation Modelling (SEM) has used to test the mediation role of mental health support systems along with reliability and validity tests.

Generalization: The study's output can be widespread to organizations in similar industrial contexts contributing for managers and policymakers to strengthen workplace resilience through mental health interventions.

Key Words: Leadership, work place safety, work- life balance and organizational communication.

Introduction

In today's dynamic business environment employee well-being and safety has play a crucial role in organizational sustainability, where burnout, stress and psychological risks progressively weaken the resilience at work place. The dedication of leaders to the welfare of their workforce is essential to creating a culture of support that boosts morale, trust, and organizational loyalty.

In addition, organizational communication and transparency foster trust and psychological safety, as employees who are kept informed feel valued and engaged in decision-making processes. Training and development programs focused on stress management provide coping strategies that help reduce absenteeism and strengthen adaptability during challenging situations. However, while these workplace practices are essential, they may not fully guarantee resilient workplaces unless complemented by strong mental health support systems. Such systems comprising counselling, employee assistance programs, and wellness initiatives directly address psychological needs, reduce stigma, and encourage help-seeking behaviours. By translating organizational policies into tangible support, these systems ensure that employees feel cared for and protected. As a result, employee safety and overall wellness are significantly enhanced, enabling organizations to build resilience in the face of disruptions. Thus, this study explores how leadership commitment, workplace safety policies, work-life balance, communication, and stress management training, mediated by mental health support systems, contribute to the development of resilient workplaces that safeguard employee safety and wellness.

Literature Review

The study by Wilkinson and Rennaker (2022) demonstrates how servant leadership uses empowerment, trust, and support to build employee resilience. Research indicates that leaders who put a high priority on care and service help their staff develop greater psychological resources. This improves workplace well-being and organizational flexibility. Badger (2017) discovered that by encouraging trust, support, and moral direction, servant leadership had a good impact on law enforcement subordinates' resilience. The study highlights the importance of leadership in assisting officers in managing the stress and difficulties of their jobs. Cooke., et.al. (2019) shown that in high-pressure settings like Chinese banking, supportive workplace policies increase employee resilience. Their results demonstrate how HR procedures and leadership support reduce stress and maintain worker well-being. Shinde.S., (2025). Emphasizes how important it is to address social and safety requirements in order to create resilient workforces. According to the study, supportive work cultures and well-executed safety regulations improve employee engagement and retention. All things considered, combining social support and safety promotes employee wellbeing and organizational resilience. Aman-Ullah et al. (2022). explains how improving workplace safety has a direct impact on keeping employees in the healthcare industry. The report emphasizes how safety procedures increase job satisfaction while lowering stress and absenteeism. All things considered, a safe workplace improves organizational stability and worker resilience. Deb Biswas, D. (2024). This paper explores the ways in which incorporating work-life balance approaches into HR strategies might improve organizational resilience and employee well-being. It makes the case that this kind of integration is necessary to ensure long-term success and adjust to changing business circumstances. Susanto et al., (2023). The relationship between work-life balance, psychological structure, employee resilience, and organizational commitment to well-being is examined in this review of the literature. The authors draw the conclusion that good work-life balance practices greatly increase employee resilience, which in turn improves workplace safety and general well-being. Ruppel. C et al., (2022) demonstrates how open communication helps individuals retain their psychological health during stressful situations by lowering uncertainty and job frustration. Sun, J et al., (2023) By fostering psychological safety and trust, two essential elements of a resilient workplace, transparent communication mediates the beneficial impact of corporate culture on employee mental health. Mohammed A. B, (2020) By promoting improved knowledge gathering, exchange, and readiness, internal transparency increases organizational resilience. This in turn increases employee confidence and group adaptability in the face of challenging circumstances. Kalia, M. (2002). Training in stress management gives workers coping mechanisms that lower absenteeism and burnout, fostering resilient workplaces that uphold safety and wellbeing. Bartlett et al, (2019) Programs that emphasize emotional control, mindfulness, and relaxation enhance mental health by reducing stress-related hazards and fostering a secure and wellness-focused workplace. Wu et al., (2021) emphasize how putting in place organizational best practices for mental health, like wellness initiatives, counselling, and supporting policies, greatly enhances the psychological health of staff members. By lowering stress and burnout, these interventions promote a resilient workplace where wellbeing and safety are given top priority.

- ➢ **RQ1:** How does Leadership Commitment to Employee Well-Being (LCEB) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)?
- ➢ **RQ2:** How does Workplace Safety Policies and Infrastructure (WSPI) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)?
- ➢ **RQ3:** How do Work-Life Balance Practices (WLBP) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)?
- ➢ **RQ4:** How does Organizational Communication and Transparency (OCT)influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)?
- ➢ **RQ5:** How does Training and Development on Stress Management (TDSM) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)?
- ➢ **RQ6:** How do Mental Health Support Systems (MHSS) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)?

RQ1: How does Leadership Commitment to Employee Well-Being (LCEB) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)? In order to create vigorous and sustainable workplaces, employee well-being is   essential. The perseverance of leaders is essential to guaranteeing flexibility, safety, and wellness. Understanding organizational resilience is aided by investigating this link.

RQ2: How does Workplace Safety Policies and Infrastructure (WSPI) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)? A safe atmosphere that reduces hazards and boosts employee confidence is produced by strong infrastructure and workplace safety regulations. Effective safety system implementation makes workers feel protected, which lowers stress and anxiety. By providing both physical and psychological security for workers' well-being, this proactive safety culture helps to create resilient workplaces.

RQ3: How do Work-Life Balance Practices (WLBP) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)? Flexible work schedules and leave policies are examples of work-life balancing measures that assist individuals in successfully juggling their personal and professional obligations. By lowering burnout and exhaustion, these strategies help workers sustain high levels of engagement and productivity. Organizations that promote balance create resilient work environments where long-term sustainability, employee well-being, and safety are given first priority.

RQ4: How does Organizational Communication and Transparency (OCT)influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)? By guaranteeing clarity on policies, expectations, and crisis responses, transparent communication fosters trust between management and staff. Uncertainty is decreased and employees are empowered to raise concerns fearlessly when there is open communication. By fostering collaboration, safety consciousness, and a sense of shared responsibility for well-being, this honest culture increases workplace resilience.

RQ5: How does Training and Development on Stress Management (TDSM) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)? Employees who participate in stress management training programs get coping mechanisms to efficiently manage demands at work. These programs not only improve mental toughness but also lower stress-related absenteeism and attrition. Stress management training for employees fosters a resilient workplace culture where wellbeing and safety are maintained even in the face of adversity.

RQ6: How do Mental Health Support Systems (MHSS) influence the Resilient Workplaces for Employee Safety and Wellness (RWSW)? In order to protect the wellbeing of employees, it is essential to have readily available mental health support services, such as counselling and employee assistance programs. Organizations can prevent long-term mental health concerns and create a supportive work environment by addressing psychological challenges early. These programs create robust work environments where workers' health and safety are safeguarded from all angles.

Data Analysis and Interpretation: -

Table.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
Bartlett's Test of Sphericity	**Approx. Chi-Square**	19358.365
	df	378
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) Measures of Sampling Adequacy for the dataset is 0.913 which is considered excellent according to Kaiser's cutoff value. This value indicates that the sample size and data is suitable for conducting factor analysis with minimum partial correlations among variables. Bartlett's Test of Sphericity produced an approximate Chi-Square value of 19358.365 with 378 degrees of freedom and a significance level of 0.000. The out shows that the correlation matrix is not an identity matrix, reveals that significant relationships exist among the variables. Therefore, the dataset meets the statistical assumptions for proceeding with Exploratory Factor Analysis (EFA) or Confirmatory Factor Analysis (CFA)

This result indicates that the correlation matrix is not an identity matrix, meaning that significant relationships exist among the variables. Therefore, the dataset meets the statistical assumptions for proceeding with Exploratory Factor Analysis (EFA) or Confirmatory Factor Analysis (CFA).

Table.2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.565	48.448	48.448	13.565	48.448	48.448	4.846	17.306	17.306
2	2.885	10.304	58.752	2.885	10.304	58.752	4.055	14.483	31.789
3	2.295	8.196	66.948	2.295	8.196	66.948	4.047	14.455	46.243
4	1.894	6.764	73.712	1.894	6.764	73.712	3.285	11.732	57.976
5	1.631	5.826	79.538	1.631	5.826	79.538	2.971	10.610	68.586
6	1.001	3.575	83.113	1.001	3.575	83.113	2.879	10.282	78.869
7	.783	2.797	85.911	.783	2.797	85.911	1.972	7.042	85.911

The initial Eigenvalues state that six factors have more than one values and Kaiser's criterion for factor retention has satisfied. The variance of six factors together account for 83.11%, which is significantly more than the minimum of 60% and explains that the factors account for a significant amount of the information in the data. The first component is the most influential in the dataset, accounting for 48.45% of the variation. With lesser but still significant contribution ranging from 3.56% to 10.30%, components 2 to 6 guarantee a balanced contribution to the explained variance. Since only components with eigenvalues greater than one were kept, the Extraction sums of Squared Loadings match the Initial Eigenvalues exactly. The variance distribution evens out after rotation (likely Varimax), which lessens the first factor's dominance and enhances interpretability. Following rotation, 17.30% is explained by the first factor's, 14.48 by the second and 7.04% to 14.46% by each of the other four factors. After rotation, the cumulative percentage increases to 85.91%, recommending that the six components taken together account for most of the dataset's volatility. After rotation, this distribution implied that no single element is unduly strong, which is perfect for distinctly recognizing distinct latent constructs. Overall, the findings are consistent with the theoretical model of underwriting and claims employees in the service sector, supporting the existence of six unique and significant elements.

Table.3: Rotated Component Matrix

	Component						
	WSPI	TDSM	LCEB	RWSW	WLBP	MHSS	OCT
WSPI4	**.896**	-	-	-	-	-	-
WSPI3	**.891**	-	-	-	-	-	-
WSPI2	**.821**		-	-	-	-	-
WSPI1	**.811**		-	-	-	-	-
TDSM3	-	**.879**	-	-	-	-	-
TDSM2	-	**.878**	-	-	-	-	-
TDSM1	-	**.838**	-	-	-	-	-
TDSM4	-	**.828**	-	-	-	-	-

|						
LCEB2	-	-	**.908**	-	-	-	-
LCEB3	-	-	**.903**	-	-	-	-
LCEB4	-	-	**.857**	-	-	-	-
LCEB1	-	-	**.853**	-	-	-	-
RWSW1	-	-	-	**.797**	-	-	-
RWSW3	-	-	-	**.783**	-	-	-
RWSW2	-	-	-	**.779**	-	-	-
RWSW4	-	-	-	**.775**	-	-	-
WLBP2	-	-	-	-	**.846**	-	-
WLBP3	-	-	-	-	**.813**	-	-
WLBP1	-	-	-	-	**.804**	-	-
WLBP4	-	-	-	-	**.743**	-	-
MHSS2	-	-	-	-	-	**.808**	-
MHSS4	-	-	-	-	-	**.778**	-
MHSS3	-	-	-	-	-	**.748**	-
MHSS1	-	-	-	-	-	**.633**	-
OCT3	-	-	-	-	-	-	**.617**
OCT2	-	-	-	-	-	-	**.614**
OCT1	-	-	-	-	-	-	**.592**
OCT4	-	-	-	-	-	-	**.565**
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 6 iterations.							

Principal Components Analysis using Varimax rotation and Kaiser Normalization produced the rotated component matrix. Converged after seven steps, demonstrating the stable and reliability of the solution. The findings demonstrate that every extracted factor fits the theoretical model quite well. First factor is defined with WSPI1 (.811), WSPI2 (.821), WSPI3(.891) and WSPI4 (.896), all having loadings greater than 0.85 that are quite high. This suggests that the measurement of Workplace Safety Policies and Infrastructure (WSPI) are strongly correlated each other and factor. Second component includes TDSM1(.838), TDSM2(.878), TDSM3 (.879) and TDSM4 (.828), Training and Development on Stress Management also with high loading. Third factor related to LCEB1 (.853), LCEB2(.908), LCEB3(.903) and LCEB2(.857) Leadership Commitment to Employee Well-Being collectively having high loadings. The fourth components consist of RWSW1(.797), RWSW2 (.779), RWSW3 (.783) and RWSW4 (.775), Resilient Workplaces for Employee Safety and Wellness also having strong loadings. Fifth factor related to WLBP1(.804), WLBP2 (.846), WLBP3 (.813) and WLBP4 (.743), Work-Life Balance Practices are having good values than threshold. The Sixth factor MHSS1 (.633), MHSS2(.808), MHSS3 (.748) and MHSS4 (.778), Mental Health Support Systems also having good loadings. Last factor Organizational Communication and Transparency is having the following loadings OCT1 (.592), OCT2 (.614), OCT3 (.617) and OCT4 (.565).

Figure.1: Structural Equation Model among the independent variables and the mediating factor (Mental Health Support Systems) and the dependent factor (Resilient Workplaces for Employee Safety and Wellness)
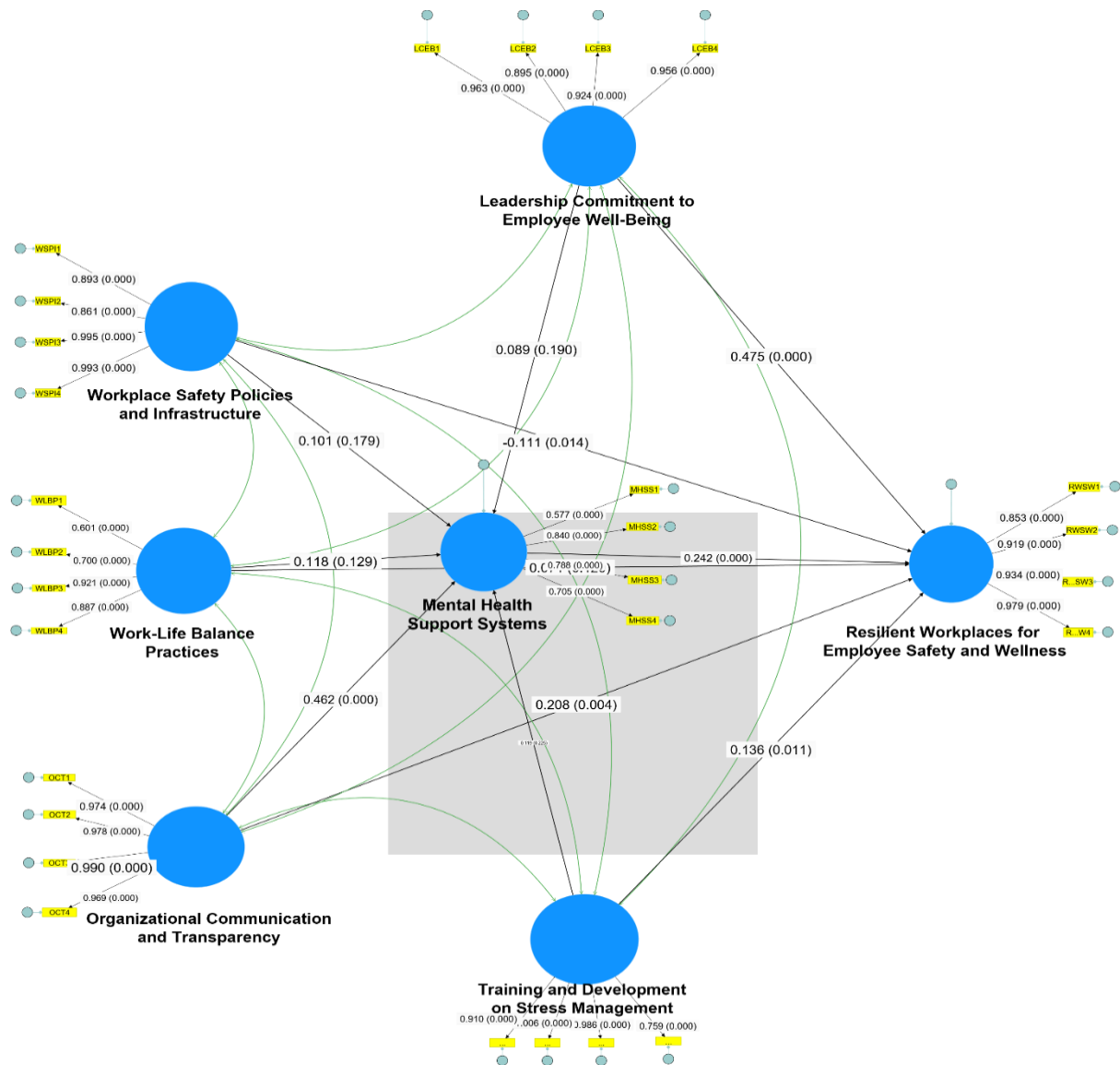

The SEM diagram explains the relationships between the independent variables such as Leadership Commitment to Employee Well-Being (LCEB), Workplace Safety Policies and Infrastructure (WSPI), Work-Life Balance Practices (WLBP), Organizational Communication and Transparency (OCT) and Training and Development on Stress Management (TDSM) and mediating variable Mental Health Support Systems (MHSS) and dependent variable Resilient Workplaces for Employee Safety and Wellness (RWSW) of the service sector. LCEB states an insignificant direct effect on MHSS ($\beta = 0.089$, $p = 0.190$) but a significant direct effect on RWSW $\beta = 0.475$, $p = 0.000$) it highlights that direct role of LCEB on RWSW.WSPI ($\beta = 0.101$, $p = 0.179$), WLBP ($\beta = 0.118$, $p = 0.129$) and TDSM ($\beta = 0.121$, $p = 0.130$) display positive but statistically insignificant effects on MHSS which means that Leadership Commitment to Employee Well-Being (LCEB) has more impact on Mental Health Support Systems (MHSS) And MHSS has direct positive and significant effect on RWSW ($\beta = 0.242$, $p = 0.000$), Which means that Mental Health Support Systems (MHSS) plays a crucial role on Resilient Workplaces for Employee Safety and Wellness (RWSW). Overall, the model reveals that LCEB and OCT has a direct and significant influence on Mental Health Support Systems (MHSS).

Figure.2: Structural Equation Model among the independent variables and the mediating variable (Mental Health Support Systems) and the dependent variable (Resilient Workplaces for Employee Safety and Wellness) and GFI and AGFI Assessment.
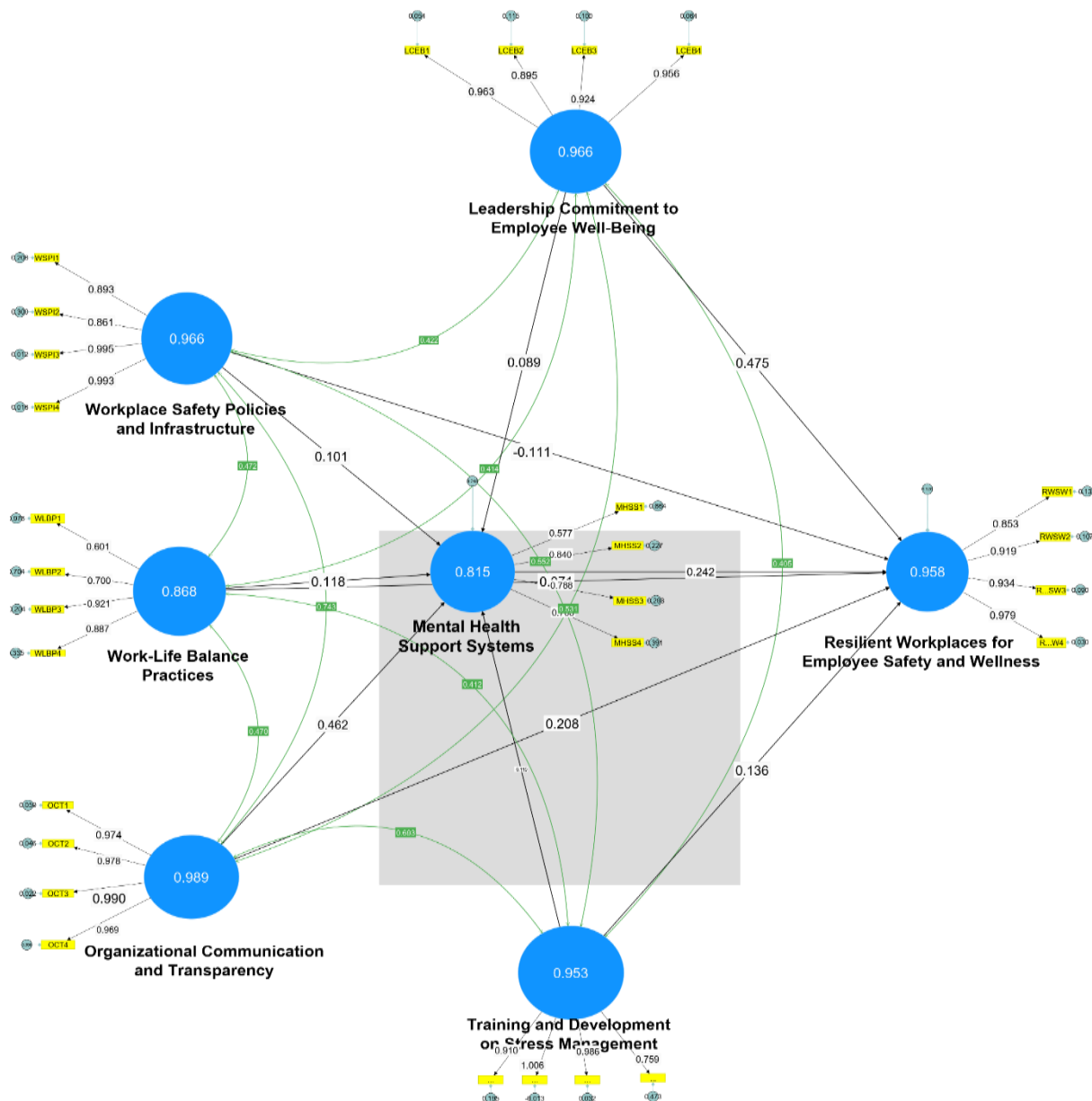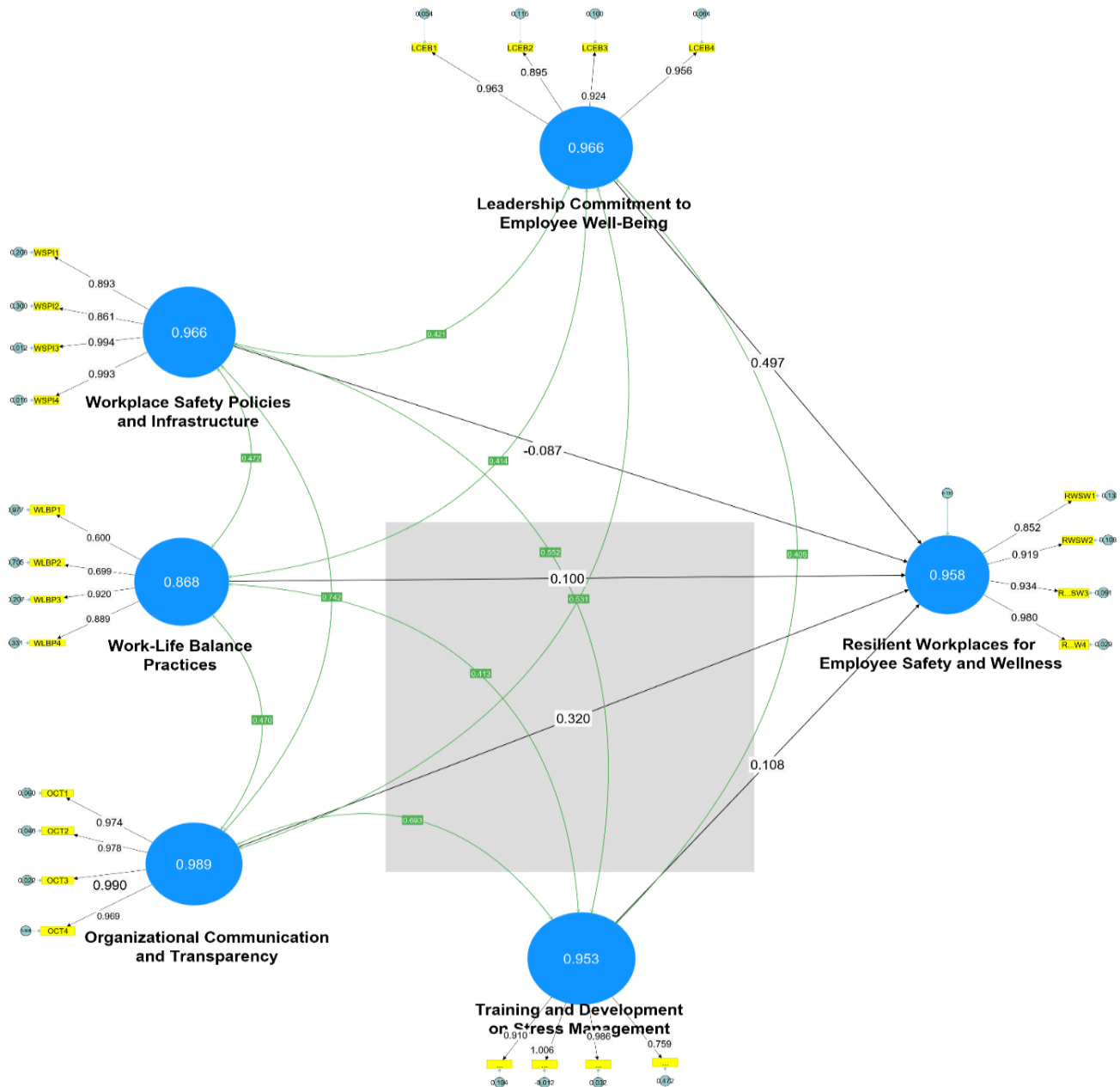

As is typical with large samples, the chi-square value of 1703.826 with 329 degrees of freedom and a p-value of 0.000 suggests statistical significance and should be used in combination with other fit indices. The suggested cut-off of 5.0 is somewhat exceeded by the chi-square/df ratio of 5.179 (Marsh & Hocevar, 1985), indicating a model fit that is moderate. According to Browne and Cudeck (1993), the RMSEA value of 0.094 is within the permissible range (<0.08), showing that the model's approximation of the population data is reasonable, despite the fact that the 90% CI (0.085–0.094) is marginally over optimal. The GFI (0.786) and AGFI (0.735) are less than the cut off value 0.90 (Hair et al., 2013), highlighting potential areas for model enhancement. The PGFI value of 0.637, shows moderate parsimony but lacks a definite cut-off. The SRMR value of 0.054 fulfils the <0.08 criteria Hu & Bentler, 1999), indicating a residual fit that is acceptable. The incremental fit indices NFI (0.914, TLI (0.919), and CFI (0.929) all values are greater than the threshold value of 0.90 (Bentler, 1990), indicating strong comparative fit. Alternative models can be compared using the AIC (1857.826) and BIC (2178.077) , lower values suggest better fit. Although some absolute fit metrics (GFI, AGFI) indicate room for improvement, overall, the results demonstrate that the model satisfies the majority of the suggested goodness-of-fit requirements, especially when it comes to incremental and residual-based indices.

Figure.3: The In-Direct effect in between list of independent factors, Mediating Factor and the dependent factor.
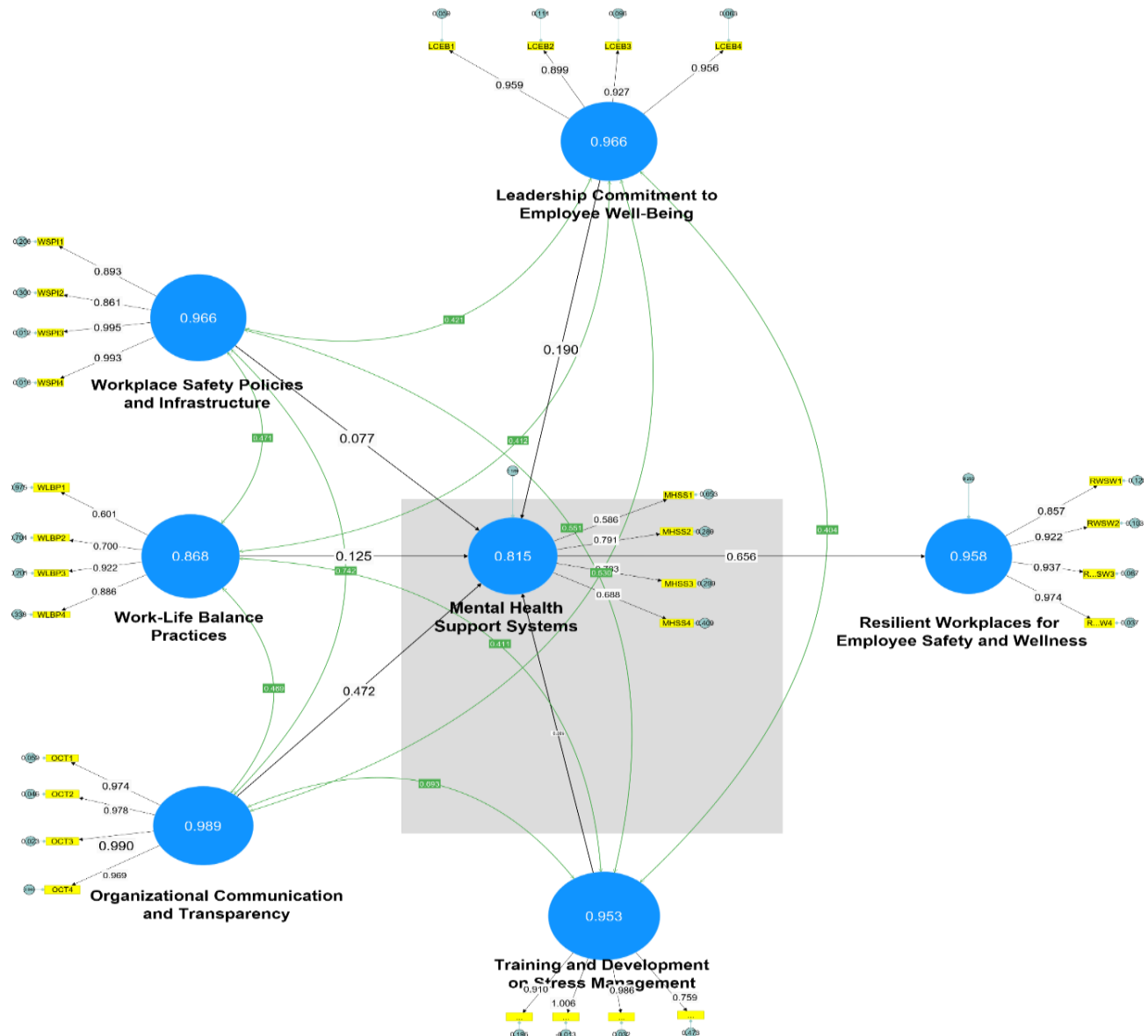

The evaluation should rely more on other fit indices because the chi-square value of 1980.511 with 334 degrees of freedom and a p-value of 0.000 suggests statistical significance, which is usual for big samples.   A worse model fit is suggested by the Chi-square/df ratio of 5.930, which is higher than the usually accepted cutoff of 5.0 (Marsh & Hocevar, 1985). The suggested 0.08 limit is exceeded by the RMSEA value of 0.102 (Browne & Cudeck, 1993). with its 0.092–0.100 90% confidence interval. Further indicating the need for improvement, GFI (0.761) and AGFI (0.710) both fall below the 0.90 criterion (Hair et al., 2013). indicating even more that improvement is required. Moderate parsimony is indicated by the PGFI value of 0.650. Moderate parsimony is indicated by the PGFI value of 0.626. An adequate residual fit is shown by the SRMR value of 0.108, which satisfies the suggested threshold of <0.08 (Hu & Bentler, 1999). The TLI (0.904) greater than the 0.90 cut-off (Tucker & Lewis, 1973), while the NFI (0.900) is exactly equal to the 0.90 threshold (Bentler, 1980). On the other hand, the CFI (0.910) indicates a rather excellent comparative match and satisfies the usual criterion. When assessing different models, the AIC (2124.511) and BIC (2423.963) are helpful comparing metrics, with lower values denoting better fit. The model exhibits mediocre fit overall.

Figure.4: The Direct effect in between list of independent factors and the dependent factor.


Other fit indices provide a more accurate evaluation of model adequacy because the chi-square value of 1319.980 with 237 degrees of freedom and a p-value of 0.000 indicates statistical significance, which is typical in high sample sizes. There is potential for improvement in the model fit as the chi-square/df ratio of 5.570 somewhat surpasses the recommended cut-off of 5.0 (Marsh & Hocevar, 1985). A borderline to poor fit in terms of approximation error is confirmed by the RMSEA value of 0.098, which is beyond the suggested limit of 0.08 (Browne & Cudeck, 1993) with a 90% confidence interval (0.091–0.101). Both the AGFI (0.752) and GFI (0.804) fall short of the desirable benchmark of 0.90 (Hair et al., 2013), indicating a moderate but not ideal match. Fair parsimony is indicated by the PGFI value of 0.635. The SRMR value of 0.053 indicates an excellent match between the observed and predicted correlations, meeting the desired criterion of <0.08 (Hu & Bentler, 1999). Strong comparative fit performance is demonstrated by the incremental fit indices, with NFI (0.929), TLI (0.931), and CFI (0.941) all beyond the 0.90 cutoff (Bentler, 1990; Tucker & Lewis, 1973). When comparing alternative models, the AIC (1445.980) and BIC (1708.003) values are comparatively lower than in the earlier models, indicating a possible better match.

Figure.5: Factor Analysis and relationship between various Factors.
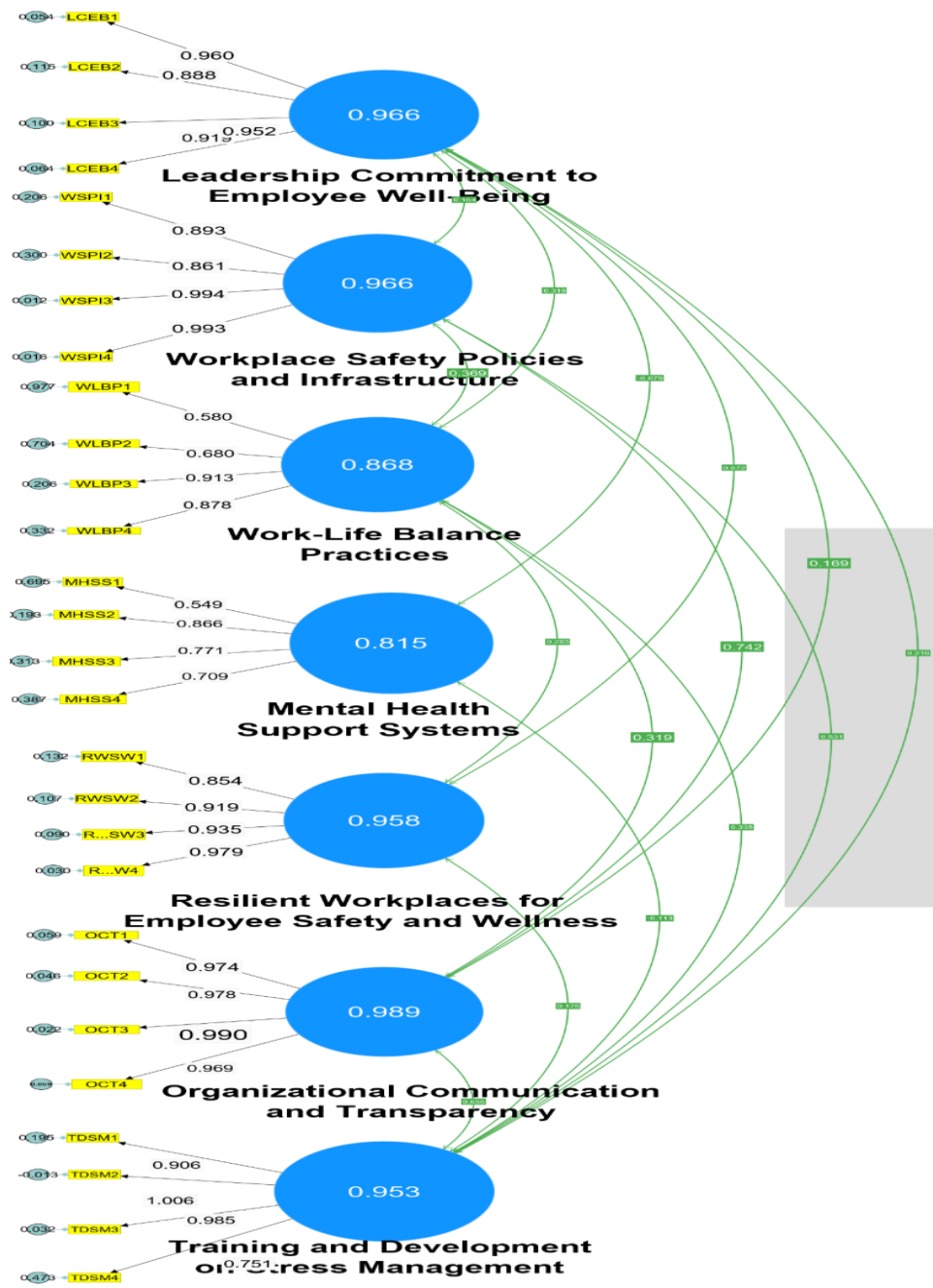
The factor loadings indicate that most measurement items show strong associations with their respective latent constructs, with values above the recommended 0.7 threshold, confirming good convergent validity. For Leadership Commitment to Employee Well-Being (LCEB) loading range from 0.888 to 0.960. Workplace Safety Policies and Infrastructure (WSPI) items load very strongly between 0.861 to 0.994 indicating excellent measurement reliability. Work-Life Balance Practices (WLBP) loadings vary between 0.580 to 0.913, WLBP1=0.580 and WLBP2=680 pointing to acceptable but weaker correlations that would require improvement for better construct representation. Mental Health Support Systems (MHSS) displays loadings from 0.549 to 0.771, MHSS1= 0.549 is having weak loading, this item contributes to less for mental health support systems. Resilient Workplaces for Employee Safety and Wellness (RWSW) has high loading range from 0.854 to 0.979. Organizational Communication and Transparency (OCT) has highest loadings from 0.990 to 0.974. Training and Development on Stress Management (TDSM) is also having excellent loading range from0.751 to 1.006. Overall, the model indicates good construct validity, though TDSM and some MHSS items may require review for improvement.

Figure.6: The Relationship between Mediating and Dependent Variables
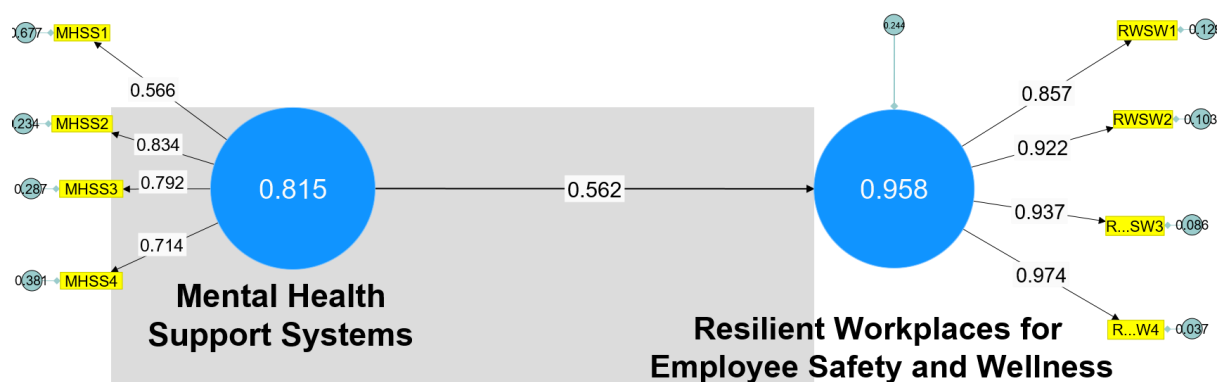
The Chi-square/df ratio of 5.969 is slightly above the preferred threshold of 5.0, indicating the moderate fit. The RMSEA value of 0.085 is slightly above the recommended cut-off of 0.08 (Browne & Cudeck, 1993), with its 90% confidence interval ranging from 0.085 to 0.121, indicating a borderline fit. In contrast, absolute fit indices such as GFI (0.947) and AGFI (0.900) exceed the 0.90 benchmark (Hair et al., 2013), indicating a strong overall fit. The PGFI of 0.500 reflects moderate parsimony. The SRMR value of 0.039 is well below the 0.08 threshold (Hu & Bentler, 1999), showing minimal differences between observed and predicted correlations. Incremental fit indices are excellent, with NFI (0.964), TLI (0.956), and CFI (0.970) all exceeding the 0.90 benchmark, indicating that the model fits the data substantially better than the null model. The relatively low AIC (147.418) and BIC (218.123) values suggest better comparative fit when evaluating against other models. Overall, this model demonstrates excellent fit in most indices, with only RMSEA indicating a slight weakness in absolute fit, suggesting that while the structure is robust, small refinements could further enhance model performance.

Conclusion and Implications

In order to create resilient organizations, this study emphasizes the significance of combining workplace procedures with mental health support networks. Crucial roles are played by communication, work-life balance, safety regulations, leadership dedication, and stress management training. However, when mediated by organized mental health support systems, their efficacy is greatly increased. These kinds of programs give workers the mental tools they need to handle stress and ambiguity. The results highlight the fact that resilience is psychological as well as structural. Businesses may create secure, effective, and long-lasting workplaces by giving organizational procedures and mental health top priority. In the end, resilient workplaces guarantee improved organizational performance and employee well-being.

Theoretical Implications

The study adds to the body of knowledge on organizational behaviour by presenting resilience as a multifaceted concept. It expands resilience theory beyond structural practices by highlighting the mediating function of mental health support networks. It enhances the workplace resilience paradigm by relating wellness results to leadership, safety, balance, communication, and training. It emphasizes how important psychological safety is, just as important as physical safety. By combining the ideas of resilience and wellness, the framework also promotes research on employee well-being. Additionally, it offers empirical evidence in favour of the mediating effects in organizational settings. This provides a theoretical framework for upcoming occupational health psychology models.

Practical Implications

Managers need to understand that workplace resilience is dependent on more than just leadership techniques and safety procedures. The effectiveness of organizational practices can be increased by putting in place robust mental health support networks. Businesses ought to spend money on stress management training, employee support initiatives, and counseling services. It is important to institutionalize transparent communication in order to increase participation and confidence. Policies promoting work-life balance must be strictly implemented in order to avoid burnout. Leaders must set an example by showing a sincere interest in the welfare of their workforce. In the end, companies that incorporate these principles can attain sustained employee loyalty, safety, and productivity.

Limitations and Future Research

The study's dependence on self-reported data, which may introduce bias, could be a limitation. Establishing causal linkages is hampered by cross-sectional designs. Not all industry or cultural settings may be adequately represented by the sampling. Additionally, the study ignores informal networks like peer groups in favor of official support structures. Longitudinal designs may be used in future studies to evaluate resilience development across time. Deeper insights would be obtained through cross-sector and cross-national comparison research. The understanding of resilient workplaces can also be enhanced by more research into AI-driven therapies and digital mental health technologies.

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