



## Enhancing Employee Mental well-being: Exploring the impact of temporal flexibility, job autonomy, employee resilience and high-performance work systems

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### ABSTRACT

**Purpose:** This research explores factors enhancing employee mental well-being (EWB) in the banking sector, focusing on job autonomy (JA), temporal flexibility (TF), employee resilience (ER), and high-performance work systems (HPWS). It aims to identify key determinants that improve mental well-being and provide actionable insights for healthier work environments.

**Theory / Literature Review:** Using the Conservation of Resources (COR) theory, the study expects that access to resources like autonomy and flexibility reduces stress and enhances well-being. COR theory serves as the foundation for understanding how resource access affects mental health and job satisfaction.

**Methodology / Approach:** A structured questionnaire with validated scale collects data from 200 bank employees in Karachi, Pakistan, using purposive sampling technique. SPSS is used for data analysis and regression analysis to examine variable relationships and their impact on mental well-being.

**Finding:** This study, reveals that job autonomy (JA) and employee resilience (ER) positively impact employee mental well-being (EWB). However, no significant influence was found for temporal flexibility and high-performance work systems (HPWS).

**Originality:** This study uniquely examines the combined effects of job autonomy, temporal flexibility, resilience, and HPWS on mental well-being in the banking sector, contributing new insights by integrating these factors into a COR theory-based model. It addresses a gap in research by comprehensively investigating these variables together.

**Research Limitations / Implications:** The cross-sectional design limits causal inference, and self-reported data may introduce biases. The focus on Karachi banking sector may affect generalizability. This study guides organizations and their management to adopt JA and ER as these increase employee mental wellbeing.

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## **1. Introduction**

The global workplace has experienced considerable transformations, particularly due to the COVID-19 pandemic (Mahmoud et al., 2024). Employees globally were compelled to transition to remote work, significantly altering their daily routines and work settings. This transition, implemented to minimize social interactions and the spread of the virus, has had profound implications on employees' work-life balance and mental health (Nowrouzi-Kia et al., 2024). Study by (Chan & Chu, 2024) have underscored the adverse effects of these changes, such as increased work intensity and a decline in psychological well-being due to heightened stress, depression, and anxiety. These negative outcomes were exacerbated by high levels of uncertainty and social isolation, as documented by (Alzadjali & Ahmad, 2024). These issues have prompted essential inquiries into how organizations can more effectively support their employees' mental health and well-being during such challenging times.

Conversely, some employees reported benefits from the forced shift to remote work, such as reduced commuting times, safer working environments, and more time for family and leisure activities. Research, such as the study by (Maluegha et al., 2024), indicates that flexible work arrangements can enhance employee well-being (EWB) and reduce turnover intentions. This prompts a critical inquiry: what factors can alleviate the negative effects of remote work while amplifying its benefits? This study seeks to explore this question by investigating the roles of temporal flexibility (TF), job autonomy (JA), employee resilience (ER), and high-performance work systems (HPWS) in fostering employee mental well-being.

This research focuses on the banking sector in Pakistan, where employee mental well-being is a growing concern. A McKinsey Health Institute survey across 15 countries found that about 60 percent of employees have faced a mental health challenge at work, underscoring the need to prioritize mental health in the workplace. (McKinsey Health Institute, 2022). Employers are key in creating workplaces that support mental health and well-being. The Sustainable Development Goals (SDGs) 3, 8, and 9 provide a framework for this: SDG 3 promotes health and well-being, SDG 8 advocates for inclusive economic growth and decent work, and SDG 9 focuses on resilient infrastructure and innovation to adapt to evolving work conditions.



High-Performance Work Systems (HPWS) aim to improve employee skills, motivation, and opportunities, which boosts both organizational resilience and well-being. HPWS includes practices such as selective hiring, thorough training, rewards based on performance, and involving employees in decision-making. These elements support a positive work environment, enhancing both performance and mental well-being. Employee resilience (ER) the ability to adapt and succeed during challenges is essential for mental well-being (Ramya & Prabu, 2024). Resilient employees manage stress better and help strengthen organizational resilience. Job autonomy and temporal flexibility also strongly impact mental well-being. Job autonomy (JA) refers to the control employees have over their tasks and decisions, leading to greater job satisfaction, engagement, and well-being. Temporal flexibility (TF), such as flexible hours and control over one's schedule, helps balance work and personal life, reducing stress and supporting well-being (Irawan & Hi Ibrahim, 2024).

The McKinsey report emphasizes the importance of prioritizing mental health and well-being, particularly for young workers. Positive workplace outcomes, like job satisfaction and engagement, are linked to feelings of inclusion, support, and manageable workloads. Neglecting mental health can lead to high turnover and lower job satisfaction (Draksha Safdar Khan, 2024). By adopting a contemporary approach to workplace health, employers can create environments that support mental well-being and enhance overall employee performance.

Despite existing research on mental well-being in the workplace, there is a notable gap in studies that integrate the effects of job autonomy (JA), temporal flexibility (TF), employee resilience (ER), and high-performance work systems (HPWS) on mental well-being as a combined framework. This study addresses this gap by examining the unique interplay of these factors in Pakistan's banking sector, offering a novel perspective on how these elements collectively contribute to a supportive work environment. The study will investigate how these factors interact to create a supportive and empowering work environment that enhances mental well-being. By exploring these relationships, the research seeks to contribute to the literature on organizational behavior and human resource management, offering insights into how organizations can effectively promote mental well-being and improve performance.

This study addresses multiple research objectives. Firstly, it aims to assess the impact of High-Performance Work Systems (HPWS) on employees' mental well-being. Secondly, it seeks to examine the role of employee resilience in enhancing both mental well-being and organizational resilience.



Thirdly, the research will explore how job autonomy and temporal flexibility contribute to employees' mental well-being by improving work-life balance. Lastly, the study aims to provide practical recommendations for the banking sector in Pakistan to create supportive work environments that promote mental well-being and enhance organizational performance.

By exploring the combined impact of HPWS, JA, TF, and ER, this research offers a unique contribution to the literature. The findings will have implications for policymakers, practitioners, and researchers, offering insights into how organizations can establish supportive environments that enhance mental well-being and promote sustainable economic growth. By aligning the research with Sustainable Development Goals (SDGs) 3, 8, and 9, the study underscores the significance of advancing health and well-being for all employees and fostering inclusive and sustainable economic development.

## **2 Theoretical Background and Hypotheses**

### **2.1 Conservation of Resources (COR) Theory**

This research focuses on factors that helps to increase or stabilize the mental well-being of employees. Thus, in this study, we apply the Conservation of Resources (COR) theory (Jabeen et al., 2022). According to COR, people should make an effort to get and preserve important resources, which might include both material (benefits) and immaterial (control, support). Workplace pressures can have a detrimental effect on mental health if they exhaust these resources through stress, a lack of control, or social isolation.

In accordance with the Conservation of Resources (COR) theory, variable such job autonomy, temporal flexibility, high-performance work systems (HPWS), and employee resilience can have a substantial impact on employee welfare. According to COR theory, HPWS provides essential resources like skill-building opportunities and social support, which contribute to a more competent, empowered workforce. For instance, continuous training improves employee's abilities, equipping them with valuable skills and increasing their sense of competence a crucial resource for psychological well-being. When employees have autonomy, they gain control over their tasks, timing, and methods, which reduces stress by empowering them to manage their workloads effectively. Temporal flexibility, which allows employees to control their work schedules, is another valuable resource in COR theory. Having flexible work hours gives employees the capacity to manage their work-life balance more effectively, which is essential for conserving energy and emotional resources. Resilient employees



are more adept at handling setbacks, preserving mental energy that might otherwise be drained by stress and uncertainty. For example, when employees face challenges or changes, those with higher resilience are better equipped to navigate them without significant psychological strain. This adaptability strengthens their emotional resources, creating a feedback loop that enhances well-being and enables them to thrive despite workplace challenges.

## **2.2 Employee Mental Well Being**

Employee well-being is crucial, reflecting one's life quality, satisfaction, emotional health, and work performance. It impacts and is impacted by work and life experiences. Well-being can be measured in two ways: hedonic well-being which focuses on pleasure attainment and pain avoidance, encompassing aspects like job satisfaction and emotional balance; and **eudemonic well-being**, which is related to meaningfulness, personal growth, and the realization of one's potential (Pradhan & Hati, 2022)

In general, research on psychological or mental wellbeing of employees can be seen in three groups: understanding the mental health of employees, examining the factors that contribute to mental health issues and their consequences and exploring negative mental health outcomes and coping strategies (Gedecho, K., & Kim, 2024)

## **2.3 Temporal Flexibility**

Employees can adjust their working hours to suit their own demands with the help of flex-time. Instead, schedule flexibility is primarily determined by working and vacation days (Jones & Lee, 2022). Additionally, temporal flexibility, which is the capacity to autonomously manage one's working hours allows for a more equitable and sustainable task allocation and deters compulsive work, which is seldom very productive.

## **2.4 Job Autonomy**

According to (De Clercq & Brieger, 2022) job autonomy is a key human desire that significantly influences intrinsic motivation and overall well-being. Along with diversity, task identity, task relevance, and feedback, autonomy is one of the five essential job qualities. There are two primary characteristics of job autonomy. The first is operational flexibility, which is the degree of independence required of employees to manage the terms of their own employment. The freedom to choose how work is done without needless oversight or limitations is another aspect of this idea



(Clausen, T., Pedersen, L. R. M., Andersen, M. F., Theorell, T., & Madsen, I. E. 2022). Increased job autonomy makes people feel more accountable for their successes and shortcomings, which raises their level of personal satisfaction.

## **2.5 Employee Resilience**

According to (Anser, M. K., Yousaf, Z., Sharif, M., Yijun, W., Majid, A., & Yasir, M. 2022), resilience is "the capability to utilize resources to continually adapt and flourish at work, even when faced with challenging circumstances". Resilience is the psychological ability to endure and recover from disruptive events that threaten stability and mental functioning. As the world faces more complexities and unpredictable events, resilience has gained significant scholarly attention across multiple disciplines. (Ozdemir, D., Sharma, M., Dhir, A., & Daim, T. 2022).

According to (Kim & Yang, 2024) employee resilience is defined as the favorable psychological ability to recover from hardship, uncertainty, conflict, failure, or even positive change, increasing responsibility as well as the ability of individuals to effectively manage and adapt when confronted with major changes, challenges, or risks.

## **2.6 High-Performance Work System**

According to (Hanu & Khumalo, 2023) to perform tasks efficiently, employees need ability, motivation, and opportunity. Research in strategic human resource management emphasizes using HR systems over specific practices to boost employee performance. High-performance work systems (HPWS) are now crucial for successful businesses

The extant literature on strategic human resource management emphasizes using HR systems that are internally consistent and reinforcing to achieve individual and organizational performance instead of concentrating on a distinct HR practice (Bartram et al., 2021). One such HR system is the high-performance work system (HPWS)

## **2.7 Employees Mental Wellbeing and Employee Resilience**

The difficulties of the modern workplace are drawing more attention to employee resilience (Zhou et al., 2022). According to some research, an employee's mental health amid a crisis is positively correlated with their resilience. The impact of employee resilience on promoting employee well-being has been studied in the literature on resilience. According to earlier studies, resilient people can bounce back from difficult circumstances faster, which ultimately aids in maintaining their





wellbeing. In a similar vein, (Anasori et al., 2023) highlighted in his research the need to investigate the function of adaptive humor in predicting resilience and, eventually, wellbeing. Furthermore, according to the COR theory, having more personal resources available increases resilience and, in turn, improves wellbeing, thus we hypothesize

*H1: Employee resilience has a significant effect on. Employee mental well-being.*

## **2.8 Employees Mental Well Being and Job Autonomy**

Within organizational dynamics, (Clausen et al, 2022) the relationship between job autonomy and employee mental health is critical. The level of independence and choice afforded to workers in their work processes, or job autonomy, is a crucial factor in determining the psychological well-being of those workers. People feel empowered and in charge when they have autonomy in their roles, and this lowers stress and improves mental health. In the end, this empowerment promotes intrinsic motivation that is fueled by job interest and personal fulfillment, which raises psychological wellbeing levels. Additionally, autonomy makes work practices more flexible, which promotes a better work-life balance and less stress at work. Within organizational dynamics, there is a critical relationship between job autonomy and employee mental well-being. Employee psychological well-being is significantly influenced by job autonomy, which is defined as the level of independence and choice allowed to them in their work operations. Additionally, autonomy promotes flexibility in work practices, which lessens stress associated to the workplace and improves work-life balance (Hameed et al., 2022), thus we hypothesize.

*H2: Job autonomy has a significant effect on Employee mental well-being.*

## **2.9 Employees Mental Well Being and Temporal Flexibility**

In modern work situations, the relationship between temporal flexibility and employee mental well-being is crucial. Temporal flexibility, which includes things like remote work and flexible work schedules, has a big impact on workers' mental health. By providing temporal flexibility, employers can help workers better balance their personal and professional life, which lowers stress and raises happiness levels. Additionally, it lessens the negative effects of commuting, encourages autonomy, and allows people to work during the times when they are most productive, which eventually lowers burnout and raises job satisfaction (Jaiswal et al., 2024). While temporal flexibility has many advantages, it also has drawbacks. To handle potential issues like boundary management and feelings

of isolation, clear policies and efficient communication are crucial. Overall, employee mental health, productivity, and retention are likely to improve in firms that prioritize and implement temporal flexibility policies efficiently. Thus, we hypothesize.

*H3: Temporal flexibility has a significant effect on Employee mental well-being.*

## **2.10 Employees Mental Well Being and HPWS**

Research has indicated that the adoption of a high-performance work system fosters a culture of ongoing enhancement and assists staff members in growing their abilities and proficiencies. This, in turn, leads to enhanced organizational resilience in trying times (Zhang et al, 2022). Employees need to have the following resources in order to function well in a particular setting: opportunity, motivation, and ability. Aiming to encourage employees' efforts and behaviors toward achieving particular objectives, motivation-enhancing strategies include performance management, incentives and rewards, generous benefits, job stability, and career advancement (Guerci et al., 2022). Opportunity enhancing procedures encourage staff members to be imaginative, contribute fresh concepts, take ownership of goal setting, and finish assigned work. A well-designed HPWS can be a useful tool in Pakistan's banking industry during emergencies like the COVID-19 epidemic. The company can remain flexible in the face of disruptions if it gives staff members the required training, incentives, and opportunities. Thus, this research makes that assumption. Thus, we hypothesize

*H4: HPWS has a significant effect on Employee mental well-being.*

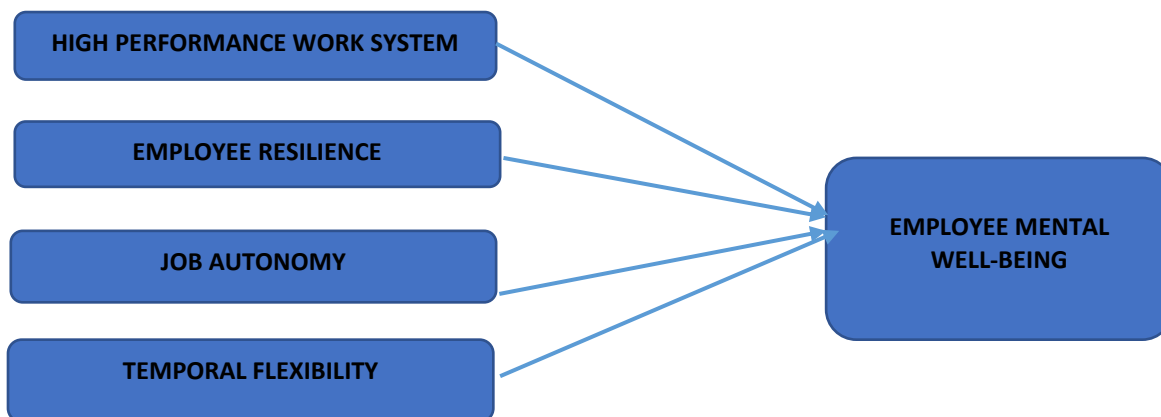


Fig. 1. Conceptual framework





### **3 Research Methodology**

#### **3.1 Research Design**

This study employs a quantitative research design, specifically a cross-sectional survey approach and examining the relationship between employee mental well-being and four independent variables that are temporal flexibility, job autonomy, high-performance work systems, and employee resilience within banking sector. The detail of the sources of the items used in the construct is provided in Table 1. However, the measuring scale for this study is attached in the Appendix.

#### **3.2 Population, Sampling and Sampling Technique**

The research population includes all employees working in the banking sector within a specified geographic region. This encompasses a wide range of job roles and departments, providing a comprehensive understanding of the factors affecting employee mental well-being across the industry. The targeted population consists of employees from various banks, including different hierarchical levels and departments, to ensure diverse perspectives on the study variables.

The sample size for the study was 200 employees, obtained through a purposive sampling technique. This approach was chosen because it allowed the researchers to specifically target bank employees in Karachi, who were likely to have relevant insights into the study variables. By focusing on employees in this sector and location, purposive sampling enabled the study to gather data from individuals who directly experience the challenges and dynamics relevant to temporal flexibility, job autonomy, high-performance work systems, and resilience in a highly structured work environment.

Out of 221 responses collected, 10 were unsuitable for research purposes, and 11 were blank, leaving a final sample of 200 respondents. Data were collected from employees of different banks in Karachi, Pakistan, including UBL, Bank Alfalah, Meezan Bank, Allied Bank, Habib Metro Bank, National Bank, Standard Chartered Bank, Askari Bank, and Faysal

Demographic Distribution: 66.5% of respondents were aged 21 to 30, 23.5% were aged 31 to 40, 7.8% were aged 41 to 50, and 5% were 50 years old or above. 64% identified as male and 36% as female. 54% had completed a graduation degree, 30% had obtained a master's degree, 10% had earned an MPhil, and 6% had earned a doctorate. 17% were managers, 12% were assistant managers, 15% were vice presidents, 10% were assistant vice presidents, and 46% held other positions. However, restricting the sample to banks in Karachi may limit the generalizability of the findings to other regions or industries, as employee experiences may vary.



### **3.3 Data Analysis Method**

During the data screening process, we carefully analyzed the reliability of the model variables, including High Performance Work System (HPWS), Job Autonomy (JA), Employee Resilience (ER), Temporal Flexibility (TF), and Employee Mental Well-being (EWB). We identified and removed 15 outliers to improve the accuracy and consistency of our results. After refining the data, we conducted regression analysis to explore the relationships between these variables and tested our hypothesis to determine the significance of these relationships. This comprehensive approach ensured that our findings were both reliable and robust, providing strong support for our research conclusions.

## **4 RESULT**

### **4.1 Respondent Profile**

The study surveyed a diverse sample of 200 respondents to provide a comprehensive understanding of the demographic characteristics of employee of banking sector influencing the research findings. We have collected data from different bank of Karachi, Pakistan. For instance, UBL, Bank Alfalah, Meezan Bank, Allied Bank, Habib Metro Bank, National Bank, Standard Chartered Bank, Askari Bank and Faysal Bank The age distribution showed that 66% of respondents were under 21 to 30, 24% were aged between 31 to 40 years, 5% fell into the 41 to 50 age bracket, and the remaining 5% were 50 years old or above. Gender distribution indicated a near balance, with 64% identifying as male and 36% as female. In terms of education, 54% had completed graduation degree, 30% had obtained a master's degree, 10% had earned a M Phil and 6% had earned a doctorate. Regarding occupation, 17% of respondents were manager, 12% were assistant manager, 15% were vice president, 10% were assistant vice president and 46% were others.



Table 1  
 Demographic analysis

		Frequency	Percentage
<b>Age</b>	21 to 30	133	66%
	31 to 40	44	24%
	41 to 50	18	5%
	Above 50	5	5%
<b>Gender</b>	Female	131	36%
	Male	70	64%
<b>Education</b>	Graduation Degree	115	54%
	Master's Degree	49	30%
	M Phill	22	10%
	PhD	14	6%
<b>Occupation</b>	Manager	39	17%
	Assistant Manager	20	12%
	Vice President	27	15%
	Assistant Vice President	13	10%
	Other	101	46%

**Source:** Author's own creation

#### 4.2 Reliability Analyses

Reliability analyses were conducted to assess the internal consistency of the model variables: High Performance Work System (HPWS), Job Autonomy (JA), Employee Resilience (ER), Temporal Flexibility (TF), and Employee Mental Well-being (EWB). Initially, a reliability test for the overall model, which included 34 items, yielded a Cronbach's alpha of 0.937, indicating excellent internal consistency. Subsequent individual tests revealed areas for improvement. For HPWS, the initial Cronbach's alpha was 0.674; after removing item HPWS3, the alpha increased to 0.799, reflecting acceptable reliability. In the case of ER, deleting item ER6 resulted in an improved Cronbach's alpha of 0.883. For TF, the initial alpha was 0.841; removing item TF5 slightly improved it to 0.847. The JA scale demonstrated good reliability with a Cronbach's alpha of 0.882, necessitating no item deletions. However, the initial alpha for EWB was 0.645. After removing items EWB6, EWB5, and EWB7, the



alpha substantially improved to 0.893. Following these adjustments, a second overall model reliability test was conducted, yielding an increased Cronbach's alpha of 0.957. This enhancement in reliability underscores the effectiveness of refining the measurement instruments to ensure robust and consistent results across the study variables.

Table 2  
 Reliability test of individual variable

Variable	No. Of item	Cronbach's alpha
High Performance Work System	6	0.799
Job Autonomy	9	0.882
Temporal Flexibility	4	0.847
Employee Resilience	6	0.883
Employee Mental Well-Being	4	0.893

Source: Author's own creation.

Table 3  
 Reliability of overall model

Cronbach's alpha	N of items
0.957	29

### 4.3 Hypothesis Testing

The hypothesis testing aimed to evaluate the impact of High-Performance Work System (HPWS), Job Autonomy (JA), Temporal Flexibility (TF), and Employee Resilience (ER) on Employee Mental Well-being (EWB). The overall model demonstrated strong explanatory power with an adjusted R<sup>2</sup> of 0.689, indicating that approximately 68.9% of the variance in EWB can be explained by the independent variables. The ANOVA results were significant, with  $F(4, 195) = 117.769$ , confirming the model's overall fitness.

The model shows that our first hypothesis is accepted since it shows a significant impact of employee resilience ( $\beta = 0.247$ ,  $p = 0.003$ ) which means that one standardized unit increase in employee resilience will increase employee mental being by 0.247 standardized units. Our second hypothesis is also accepted since job autonomy significantly impacts employee mental well-being ( $\beta = 0.605$ ,  $p =$



0.000) which means that one standardized unit increase in job autonomy will increase employee well-being by 0.605 standardized units.

However, our third hypothesis is rejected it shows insignificant impact of temporal flexibility on employee mental well-being ( $\beta = 0.084$ ,  $p = 0.308$ ). Our fourth hypothesis is rejected which shows insignificant impact of HPWS on employee mental well-being ( $\beta = 0.091$ ,  $p = 0.30$

Table 4  
 Hypotheses testing

Hypothesis	Result
H1: Employee mental well-being has a significant effect on employee resilience.	Significant
H2: Employee mental well-being has a significant effect on job autonomy.	Significant
H3: Employee mental well-being has a significant effect on temporal flexibility	Insignificant
H4: Employee mental well-being has a significant effect on HPWS.	Insignificant

**Source:** Author's own creation

Table 5  
 Model summary

Model	R	R Square	Adjusted R Square
1	0.834	0.695	0.689

Table 6  
 Anova

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	111.599	4	27.900	117.769	0.000
Residual	49.039	207	0.237		
Total	160.638	211			



**Table 7**  
**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.174	0.197		0.887	0.376
MHPWS	0.091	0.089	0.070	1.020	0.309
MER	0.275	0.092	0.246	2.971	0.003
MJA	0.605	0.062	0.531	9.699	0.000
MTF	0.084	0.082	0.075	1.023	0.308

**Source:** Author’s own creation

### Regression Equation

Employee mental well-being= 0.174 + 0.275(ER) + 0.605(JA) + ε.

## 5 Conclusion

### 5.1 Discussion

Our (H1) reveals that employees who are resilient would experience better mental well-being at work. This hypothesis turned out to be supported by our research findings. One reason for this could be that resilient employee approach challenges with a more positive outlook, leading to improved overall well-being. Our finding is consistent with the previous finding (Anasori et al., 2023), resilient people can bounce back from difficult circumstances faster, which ultimately aids in maintaining their wellbeing

The (H2) reveals a positive and significant relationship between JA and EWB which is consistent with the expectations of the study. The level of independence and choice afforded to workers in their work processes, or job autonomy, is a crucial factor in determining the psychological well-being of those workers. People feel empowered and in charge when they have autonomy in their roles, and this lowers stress and improves mental health (Clausen et al, 2022), which is the main purpose of our research. This sense of autonomy can lead to greater job satisfaction and reduced stress levels, ultimately contributing to better mental well-being.

Our (H3) suggested that employees with temporal flexibility, such as flexible work hours, would experience better mental well-being. However, our study did not find significant evidence to



support this idea. The study found that as professionals advance in their careers, they are less likely to use temporal flexibility (TF). This is a concern, especially for retaining women, who often face significant work-family stress (Almer, Cohen, & Single, 2003). Flexible work arrangements offer benefits such as improved work-life balance, they may also introduce challenges such as difficulty in setting boundaries between work and personal life.

We proposed in (H4) that organizations with high-performance work systems (HPWS) would have employees with better mental well-being. Contrary to our hypothesis, our research did not find a significant relationship between HPWS and mental well-being. One reason for this could be that while HPWS aim to enhance employee performance and productivity, they may not directly address factors contributing to mental well-being, such as work-related stress or social support. Other than that Pakistan sector are not aware about High performance work system in organizations, they don't practice HPWS within their organizations.

## **5.2 Theoretical Contribution**

This research contributes to the theoretical understanding of COR theory by empirically validating the connections between employee mental well-being and key workplace factors. By integrating job autonomy, temporal flexibility, HPWS, and resilience within the COR framework, this study extends previous work that primarily focused on stress and burnout (Jabeen et al., 2022). It highlights the dynamic interplay between these factors and underscores the importance of resource conservation in promoting mental well-being and overall job satisfaction.

## **5.3 Managerial Implications**

This research is important for leaders and HR policymakers. It shows that building employee resilience can improve mental well-being and productivity. Managers should create programs like stress management workshops to help employees stay positive during challenges, which boosts their overall mental health and work performance. Moreover, promoting job autonomy is crucial for psychological well-being. When employees have the freedom to make decisions in their work processes, they experience greater job satisfaction and reduced stress. To foster autonomy, managers could implement flexible work arrangements, project-based roles with defined decision-making authority, or regular check-ins that encourage employees to set their own goals. Additionally, offering resilience-building programs, such as mentorship opportunities, peer support groups, and skills training in adaptability, can further support employees in navigating challenges. Focusing on resilience and autonomy helps create a healthier work environment, leading to more engaged and satisfied





employees. This boosts productivity and innovation, contributing to overall organizational success. The study offers key insights for managers to prioritize these areas to enhance employee well-being.

#### **5.4 Limitations of The Research**

Despite its contributions, this study has several limitations. First, the cross-sectional design restricts our capacity to determine causal relationships. Longitudinal studies would be beneficial to establish the direction of these relationships over time. Second, the data were self-reported, which may introduce bias such as social desirability or recall bias. Third, the study sample was limited to a specific industry, which may affect the generalizability of the findings to other sectors. Lastly, cultural differences were not accounted for, which could influence the applicability of the COR framework across different cultural contexts.

#### **5.5 Future Research**

Future research should address these limitations by employing longitudinal designs to explore the causal relationships between mental well-being and workplace factors. Expanding the sample to include diverse industries and cultural contexts would enhance the generalizability of the findings. Additionally, future studies could investigate the potential moderating effects of individual differences, such as personality traits or coping styles, on the relationships identified in this study. Future research could also consider alternative variables such as work-life balance perceptions or job behaviors to further explore the role of temporal flexibility and high-performance work systems (HPWS) across various sectors, particularly in fast-paced or tech-driven industries. Exploring the impact of technological advancements, such as remote work tools, on employee well-being and resource conservation would also be valuable.

Continuing this line of research is essential, given the evolving nature of work environments and the increasing prevalence of remote work. Understanding how to optimize employee well-being in these dynamic settings is crucial for both individual and organizational success. By identifying and promoting strategies that enhance resource conservation, organizations can create healthier, more resilient workforces capable of thriving in the face of ongoing challenges and changes. This not only benefits employees but also contributes to the overall productivity and sustainability of organizations.



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