Employee Well-Being and AI-Based Stress Management:An Extensive Review of Literature

Dr. Namika Patel
Assistant Professor
School of Management JG University
Dr Aunkita Sharma
Assistant professor
School of Management JG University
Ms. Prarthana Pai
Assistant Professor
School of Management, J G University.

How to Cite this Article:

Patel, N., Sharma, D. A. & Pai, P. (2026). Employee Well-Being and AI-Based Stress Management:An Extensive Review of Literature. International Journal of Creative and Open Research in Engineering and Management, 02(05). https://doi.org/10.55041/ijcope.v2i5.506

https://doi.org/ 10.55041/ijcope.v2i5.506

Abstract

Employee well-being has become a critical concern for organizations across the globe due to rising job demands, technological advancement, competitive work environments, and changing employment structures. High levels of workplace stress adversely affect employee health, productivity, engagement, and overall organizational performance. In recent years, Artificial Intelligence (AI) has emerged as a transformative tool for managing workplace stress by enabling real-time monitoring, predictive analysis, and personalized interventions. This review paper synthesizes existing research on employee well-being and AI-based stress management systems. It explores conceptual foundations, emerging trends, practical applications, benefits, and ethical challenges associated with AI adoption. By reviewing scholarly literature, the paper identifies key findings and offers recommendations for responsible and effective implementation of AI-driven stress management practices in organizations.

Keywords: Employee Well-being, Workplace Stress, Artificial Intelligence, Stress Management Systems, Organizational Performance

Introduction

Employee well-being has become an essential element influencing organizational productivity, performance, and long-term sustainability in today's dynamic work environment. Over the past few years, the nature of work has undergone significant transformation due to rapid technological progress, increasing job responsibilities, strict deadlines, and the widespread adoption of remote and hybrid working arrangements. Although these developments have improved efficiency, flexibility, and communication, they have also increased the risk of workplace stress, burnout, and mental health issues among employees. Constant connectivity through digital technologies and growing performance expectations often blur the boundary between professional and personal life. Consequently, organizations are increasingly acknowledging that promoting employee well-being and managing stress effectively is not only a moral responsibility but also a strategic priority for building a productive and sustainable workforce.

Employee well-being refers to a comprehensive condition in which individuals experience positive physical, psychological, emotional, and social health within the workplace. It is not limited to the absence of illness but also includes aspects such as job satisfaction, work-life balance, emotional resilience, employee engagement, and a meaningful sense of purpose at work. Researchers commonly classify employee well-being into three key dimensions: physical well-being, psychological well-being, and social well-being. Physical well-being focuses on health, safety, and comfortable working conditions. Psychological well-being involves mental health, emotional stability, and the ability to cope with stress effectively. Social well-being relates to supportive interpersonal relationships, teamwork, communication, and a positive organizational culture. When organizations actively support employee well-being, they often experience benefits such as higher productivity, reduced absenteeism, lower employee turnover, and stronger organizational commitment.

Workplace stress arises when job demands exceed an employee's capacity, resources, or ability to manage those demands effectively. Several factors contribute to workplace stress, including excessive workload, role ambiguity, job insecurity, time pressure, and insufficient managerial or organizational support. If such stress is not addressed properly, prolonged exposure may lead to severe consequences such as burnout, anxiety, depression, decreased motivation, and reduced job performance. Traditionally, organizations have attempted to manage stress through methods such as employee assistance programs, counseling services, wellness initiatives, and stress management workshops. While these approaches can provide support, they are often reactive and generalized, addressing problems only after they have become serious. Moreover, traditional methods may not effectively capture real-time stress signals or individual differences among employees, which limits their effectiveness in modern, fast-changing work environments.

In this context, Artificial Intelligence (AI) has emerged as an innovative technological solution that can significantly improve the way organizations monitor and manage employee well-being. AI refers to computer-based systems capable of performing tasks that usually require human intelligence, including learning from data, identifying patterns, and making informed decisions. Within Human Resource Management, AI enables organizations to adopt more proactive, personalized, and data-driven strategies for managing employee well-being. AI-based stress management systems make use of advanced technologies such as machine learning, natural language processing, wearable sensors, and sentiment analysis to monitor employee behavior and detect early signs of stress, fatigue, or disengagement.

AI-powered systems can collect and analyze information from multiple sources, including employee feedback surveys, communication patterns, work schedules, productivity indicators, and health data generated from wearable devices. By identifying patterns linked to stress or mental fatigue, these technologies can offer personalized suggestions such as relaxation techniques, mindfulness activities, workload adjustments, or recommendations for professional counseling. Furthermore, AI-driven chatbots and virtual mental health assistants can provide continuous support, conduct stress assessments, and suggest coping strategies, making stress management services more accessible and scalable across organizations.

Overall, the integration of AI into workplace well-being initiatives enables organizations to move from traditional reactive stress management approaches toward proactive and preventive strategies. Through continuous monitoring, data analysis, and personalized interventions, AI can help create healthier work environments, enhance employee engagement, and contribute to sustainable organizational performance. However, for these systems to be successful, organizations must ensure ethical implementation by maintaining transparency, protecting employee privacy, and using personal data responsibly.

Objectives of the Study

1. To review and synthesize existing literature on employee well-being and AI-based stress management.
2. To examine the role of Artificial Intelligence in identifying, monitoring, and reducing workplace stress.
3. To provide recommendations for ethical and effective implementation of AI-driven stress management systems.

Literature Review

(Vats, 2026) The expanding integration of Artificial Intelligence within organizations is transforming work design and employees' work experiences, leading to both beneficial and adverse outcomes for well-being. Studies show that AI can enhance engagement as a valuable resource, yet it may also create psychological strain when governance and implementation are inadequate. Hence, adopting a multilevel perspective is important to understand its effects at the individual, team, and organizational levels and to support responsible implementation.

(Majumder, 2025) AI-powered workplace wellness initiatives employ smart technologies to assess employee data, anticipate potential health concerns and provide tailored solutions to support well-being. By analysing work behaviour, performance trends and biometric signals, these systems can detect early symptoms of stress and burnout and allow organizations to intervene in time. They also generate personalized recommendations for exercise, diet and stress control. This proactive, data-oriented approach strengthens employee engagement and promotes better overall health outcomes

(Bibi, 2025) This research explores how AI-driven capabilities influence employee well-being among healthcare professionals, emphasizing cybernetic thinking as a mediator and organizational ambidexterity as a moderating factor. Based on PLS-SEM analysis of data collected from doctors in private hospitals in Karachi and Islamabad, the results reveal that AI improves well-being when supported by flexible cognitive processes and organizational balance. The study provides both theoretical and practical guidance for enhancing resilience and effectively managing innovation in AI-supported healthcare environments.

(Naik, 2025) This research emphasizes the complementary impact of AI-based burnout detection and eco-volunteering on employee well-being. Through tools such as sentiment analysis, predictive modelling and biometric monitoring, AI helps identify stress at an early stage and supports proactive HR action. At the same time, eco-volunteering acts as a nature-driven recovery approach that builds resilience, involvement and meaning. Overall, the study supports a holistic, ethical and sustainable HR model that blends advanced technology with human-focused interventions to minimize burnout and strengthen organizational culture.

(Guo, 2025) This conceptual paper builds on the Transactional Model of Stress and Coping by redefining AI-enabled ease of use as an important psychological resource within the secondary appraisal stage. It shows how AI-EoU connects cognitive appraisal, emotional regulation, perceived workload, coping responses, and stress outcomes in technology-driven workplaces. By combining insights from stress psychology and human–AI interaction, the model creates a basis for future empirical research and offers practical direction for developing user-friendly AI systems that support employee well-being.

(Singh, 2024) A review of research conducted between 2016 and 2022 shows an increasing application of AI methods for predicting personality traits from social media text. It examines commonly used datasets, feature selection strategies, text representation techniques, and machine-learning models. Following a systematic review protocol, the study notes the difficulty of capturing all personality dimensions within a single model and highlights the importance of labelled data and more advanced AI techniques for accurately understanding personality and its relationship with subjective well-being.

(Sadeghi, 2024) The abstract indicates that the adoption of Artificial Intelligence in Human Resource functions plays a crucial role in shaping employee well-being, job satisfaction, and overall organizational results. Earlier research shows that although AI improves efficiency and supports better decision-making, it also generates apprehensions regarding job security, data privacy, and fairness (Davenport & Jarrahi, 2018). Moreover, transparency, employee participation, and ongoing upskilling are vital for developing trust and promoting effective human–AI collaboration (Vrontis et al., 2022), which ultimately influences employee perceptions and retention.

(Wu, 2024) Human–AI collaboration may not directly displace employees, but it creates a sense of job insecurity by compelling them to continuously develop new technological skills. Based on the JD–R framework, studies indicate that such insecurity increases technology-learning anxiety, which in turn affects creativity, informal learning, psychological health, and overall well-being. Nevertheless, workplace mindfulness acts as a protective factor by lowering anxiety levels and diminishing its adverse influence on work–life outcomes.

(Xu, 2023) Viewing Artificial Intelligence as a source of career growth contributes positively to employees' workplace well-being by motivating ongoing learning and skill enhancement. Research grounded in stress appraisal and conservation of resources theories indicates that informal learning at work acts as a mediator between AI opportunity perception and well-being, whereas a high perception of unemployment risk reduces this positive influence (Lazarus & Hobfoll; Zhang et al., 2022). This underscores the need for organizations to promote a strong learning-oriented climate while implementing AI.

(Henkel, 2020) AI-powered emotion recognition tools used in service encounters have been shown to strengthen employees' capacity for interpersonal emotion regulation, leading to better customer responses and improved affective well-being among employees. Findings from extensive field studies indicate that AI augmentation enables employees to handle customer emotions more efficiently, while successful attainment of emotion-regulation goals enhances well-being. At the same time, stress associated with the use of technology may act as an additional influencing factor (De Keyser et al., 2021). Overall, AI delivers greater benefits when it complements and empowers employees instead of substituting them.

Kumar et al. (2020) demonstrate that AI-based systems can effectively identify workplace stress by analyzing behavioral data, communication patterns, and work schedules. Machine learning algorithms are capable of detecting early signs of stress and burnout that may not be visible through traditional assessment methods. Studies also show that AI tools using Natural Language Processing (NLP) can analyze emails, chats, and feedback to assess emotional tone and psychological distress among employees.

Kaplan and Haenlein (2019) define Artificial Intelligence as the ability of systems to interpret data, learn from it, and use those learnings to achieve specific goals. In Human Resource Management, AI has been widely adopted in recruitment, performance appraisal, workforce analytics, and employee engagement. Recent literature highlights AI's potential to transform employee well-being initiatives by enabling predictive analysis and real-time monitoring, thereby shifting HR practices from intuition-based to evidence-based decision-making.

Zuboff (2019) raises concerns regarding employee surveillance and data privacy in AI-driven workplace systems. Continuous monitoring may lead to mistrust if transparency and consent are not ensured. Literature also highlights risks related to algorithmic bias and misuse of employee data. Ethical implementation requires clear communication, informed consent, data protection measures, and compliance with legal frameworks to ensure trust and fairness.

Diener, Oishi, and Tay (2018) define employee well-being as a multidimensional construct that includes physical health, psychological stability, emotional balance, and social relationships within the workplace. Existing literature emphasizes that employee well-being extends beyond job satisfaction and encompasses mental health, engagement, work-life balance, and overall quality of work life. Organizations that prioritize employee well-being tend to experience higher productivity, improved morale, and lower employee turnover. Scholars argue that well-being has become a strategic organizational priority due to its direct impact on sustainable performance and competitive advantage.

Brougham and Haar (2018) identify a lack of long-term empirical studies examining the effectiveness of AI-based stress management systems. Additionally, limited research exists in developing economies, highlighting a contextual gap in the literature. Scholars also emphasize the need for integrated ethical frameworks and interdisciplinary research combining HRM, psychology, and artificial intelligence.

Fitzpatrick and Vierhile (2017) found that AI-driven chatbots and virtual mental health assistants are effective in delivering stress reduction techniques, mindfulness exercises, and cognitive behavioral interventions. Employees often prefer AI-based tools due to their accessibility, anonymity, and non-judgmental nature. Research indicates that personalized AI interventions are more effective than generic stress management programs, as they adapt to individual needs and coping styles.

Sano and Picard (2013) highlight the growing use of wearable devices integrated with AI systems to monitor physiological indicators such as heart rate variability, sleep quality, and physical activity. These indicators are strongly associated with stress levels and mental fatigue. Continuous monitoring enables organizations to gain real-time insights into employee well-being and identify stress trends at both individual and organizational levels, making stress management more proactive and preventive.

Richardson and Rothstein (2008) argue that traditional stress management programs such as counseling sessions and wellness workshops are largely reactive and generalized in nature. These approaches often fail to address individual stress triggers and do not provide continuous support. Additionally, traditional methods rely heavily on self-reporting, which may result in delayed identification of stress-related issues. This limitation has led researchers to advocate for technology-driven, data-based, and personalized stress management solutions.

Bakker and Demerouti (2007) propose the Job Demands–Resources (JD-R) Model, which explains that stress occurs when job demands exceed available resources. AI-based systems act as additional resources by optimizing workloads and providing timely interventions. Similarly, the Transactional Theory of Stress and Coping emphasize individualized coping mechanisms, which align with AI's ability to deliver personalized well-being solutions.

Harter, Schmidt, and Hayes (2002) highlight a strong positive relationship between employee well-being and organizational outcomes such as performance, customer satisfaction, and profitability. Their findings suggest that psychologically healthy employees are more engaged, motivated, and committed to their organizations. Further studies indicate that poor well-being leads to absenteeism, presenteeism, and emotional exhaustion, thereby increasing organizational costs. As a result, organizations are increasingly shifting from reactive health interventions to proactive well-being management strategies.

Lazarus and Folkman (1984) conceptualize workplace stress as a psychological response arising when job demands exceed an individual's coping resources. Empirical research demonstrates that excessive workload, role conflict, job insecurity, and lack of autonomy are major sources of workplace stress. Prolonged exposure to stress results in burnout, anxiety, depression, and reduced job performance. Literature consistently identifies workplace stress as one of the most significant challenges affecting employee well-being in modern organizations.

Findings

1. Insights on Employee Well-Being Trends in Organizations

Employee well-being is multidimensional. Research consistently shows that well-being at work involves physical, psychological, emotional, and social aspects rather than just job satisfaction or compensation alone (Diener, Oishi & Tay, 2018). Well-being initiatives that integrate these multiple facets — such as health programs, mental wellness support, social engagement, and career growth opportunities — yield the most positive outcomes.

Well-being positively impacts organizational success. Studies demonstrate a strong relationship between well-being and key performance indicators such as productivity, engagement, and employee retention (Harter, Schmidt & Hayes, 2002). Organizations that invest in proactive well-being programs tend to see lower rates of absenteeism and reduced healthcare costs over time.

Traditional stress management practices are limited. Conventional approaches like occasional counseling sessions, employee assistance programs (EAPs), or workshops often fail to detect early stress indicators or provide personalized interventions (Richardson & Rothstein, 2008). Moreover, manually administered programs lack scalability and real-time responsiveness.

2. The Role of AI in Identifying and Monitoring Workplace Stress

AI enhances detection through data-driven analytics. Machine learning models, natural language processing (NLP), and pattern recognition enable organizations to identify stress signals from various sources such as communication patterns, wearable data, and productivity metrics (Kumar et al., 2020). For example:

- NLP detects emotional tone in emails and chats that may signal distress or burnout tendencies.
- Machine learning models identify changes in work patterns — like increased task errors or reduced collaboration — that often precede psychological strain.

Real-time monitoring is becoming more prevalent. Wearable devices (e.g., smartwatches) coupled with AI algorithms track biometric indicators such as heart rate variability, sleep quality, and activity levels. This continuous data flow allows for dynamic stress monitoring instead of relying on episodic surveys or self-reports (Sano & Picard, 2013).

AI enables early risk detection. Research shows that predictive models can identify employees at risk of burnout weeks before symptoms become clinically significant, enabling proactive support (Chen et al., 2021).

3. AI-Based Interventions for Stress Reduction

AI supports personalized stress management. AI-driven chatbots and digital companions (e.g., virtual wellness assistants) offer tailored interventions, such as mindfulness exercises, mood checks, and coping strategies. This level of customization improves relevance and engagement compared to traditional generic workshops (Fitzpatrick, Darcy & Vierhile, 2017).

Organizations adopt AI to optimize work demands. Predictive analytics helps HR teams balance workloads and redesign task allocations to alleviate chronic stressors. For example, AI can flag overworked team members or predict periods of peak stress to support workload redistribution.

AI enhances accessibility and anonymity. Employees often prefer interacting with AI tools for sensitive well-being concerns because they maintain privacy and reduce stigma associated with seeking help from human counselors.

Effectiveness varies by implementation quality. While AI interventions show promise, their effectiveness strongly depends on user acceptance, data quality, and thoughtful integration with organizational policies (van den Broek, Sergeeva & Huysman, 2018).

4. Ethical and Practical Challenges in AI-Driven Well-Being Systems

Data privacy is a critical concern. Continuous monitoring and biometric data collection raise questions about employee privacy and consent. Scholars warn that surveillance-like systems can generate mistrust if not implemented transparently (Zuboff, 2019).

Algorithmic bias risks exists. Machine learning models trained on biased or incomplete data can produce skewed predictions, disproportionately affecting certain demographic groups (O'Neil, 2016). This is especially problematic when stress indicators are used to inform performance evaluations or promotions.

Trust and transparency matter. Employees are more likely to engage with AI-based systems if they understand what data is collected, how it is used, and how decisions are made (Stahl et al., 2021). Lack of transparency can lead to resistance or psychological reactance.

Regulatory compliance is necessary. Ethical AI deployment must comply with data protection frameworks such as GDPR, especially when biometric or personal data is involved.

5. Implementation Barriers and Organizational Readiness

Organizational readiness varies widely. Many companies lack the infrastructure, expertise, or cultural readiness required to adopt AI-based well-being solutions. Challenges include limited technical skills, resistance from HR teams, and budget constraints.

Integration with HR practices is inconsistent. Studies find that organizations often use AI tools in isolation rather than embedding them within broader well-being strategies. Integration with performance management, workforce planning, and leadership development remains weak.

Training and change management are essential. Effective adoption requires educating both employees and leaders about how AI tools work, what their benefits are, and how they protect privacy.

6. Evidence Gaps and Future Research Directions

Limited longitudinal research exists. Most studies are cross-sectional or pilot-based, with few analyzing long-term outcomes of AI-supported stress management (Brougham & Haar, 2018).

Contextual research is sparse. There are limited studies in non-Western contexts and in small- and medium-sized enterprises. Contextual differences in work culture might impact how well-being and stress are experienced and managed.

Intersection with hybrid work trends. As remote and hybrid work models become more prevalent, research on how AI tools support well-being across distributed teams is still emerging.

Recommendations

1. Promote Human-Centered and Ethical AI Design

Organizations should adopt ethical design principles that prioritize employee autonomy, privacy, and transparency when implementing AI-driven stress management systems. This includes obtaining informed consent, clearly communicating how data is collected and used, and ensuring employees have control over their personal information. Ethical AI frameworks such as those proposed by Stahl et al. (2021) and Zuboff (2019) advocate for fair, explainable, and accountable systems that build trust and reduce concerns over surveillance.

Practical Implementation

- Draft transparent data governance policies that explain data usage, storage, and access.
- Offer opt-in/opt-out choices for all AI monitoring tools.
- Provide clear documentation about algorithms (how they make predictions and interventions).

2. Integrate AI Tools with Broader Employee Well-Being Strategies

AI systems should not function in isolation, but rather be embedded into holistic well-being and HR frameworks. Literature emphasizes that technology is most effective when supported by organizational culture, leadership engagement, and complementary human resource practices (Brougham & Haar, 2018; Quick et al., 2016).

Practical Implementation

- Pair AI systems with existing employee assistance programs (EAPs), counseling services, and wellness initiatives.
- Align AI insights with HR policies for workload planning, flexible work arrangements, and career development.
- Develop cross-functional teams (HR + IT + well-being specialists) to guide integration.

3. Ensure Continuous Monitoring Combined with Human Oversight

AI excels at pattern detection and prediction, but human oversight is essential to interpret context and nuance—especially in sensitive areas like stress and mental health. AI recommendations should be reviewed by trained professionals to avoid misclassification or inappropriate action.

Practical Implementation

- Establish committees with psychologists, HR experts, and data scientists to oversee AI outputs.
- Use AI as decision support—not decision replacement—for critical well-being actions.
- Provide escalation paths for cases flagged as high risk.

4. Invest in Training and Employee Education

AI adoption often fails due to user mistrust or lack of understanding. Training programs should be provided to both employees and managers to ensure they understand how AI tools work, their benefits, and limitations.

Practical Implementation

- Conduct workshops on data privacy, AI interpretation, and well-being literacy.
- Train leaders to use AI insights for supportive, not punitive, employee management.
- Develop easy-to-use guidelines and FAQ resources for employees interacting with AI systems.

5. Use Diverse and Representative Data to Reduce Bias

AI models must be trained using diverse and representative datasets to minimize algorithmic bias and avoid unfair treatment of certain employee groups. O'Neil (2016) and other scholars stress that biased data can lead to discriminatory stress predictions, which may unfairly affect morale and performance evaluations.

Practical Implementation

- Assess datasets for demographic representation before training models.
- Conduct periodic audits to detect bias and recalibrate models when necessary.
- Collaborate with domain experts to interpret model behavior across diverse employee groups.

6. Establish Clear Data Governance and Security Protocols

As AI systems often require biometric signals, communication patterns, and behavioral traces, robust data governance and security practices are indispensable. Compliance with international standards (e.g., GDPR) will protect employees and reduce legal risk.

Practical Implementation

- Implement encryption, secure data storage, and restricted access controls.
- Regularly audit security measures and report compliance status to stakeholders.
- Develop contingency plans for data breaches or misuse.

7. Personalize Stress Management Interventions

Literature shows that personalization improves engagement and effectiveness. AI systems should tailor recommendations not only based on biometric indicators but also on employee preferences, roles, and work contexts.

Practical Implementation

- Use adaptive algorithms that refine suggestions based on feedback.
- Allow employees to set personalized well-being goals and preferences.
- Incorporate optional modules such as relaxation exercises, coaching, or scheduling support.

8. Encourage a Supportive Organizational Culture

AI tools can facilitate insights, but a supportive culture is crucial for true well-being. Leadership should actively promote psychological safety, work-life balance, and open communication about stress without stigma.

Practical Implementation

- Incorporate well-being into performance discussions and leadership development.
- Create peer support networks and mental health champions.
- Recognize and reward behaviors that support well-being (e.g., use of rest breaks, psychological check-ins).

9. Conduct Ongoing Evaluation and Research

Organizations should evaluate the effectiveness of AI-based stress management systems regularly. Continuous assessment helps refine interventions, adapt to changing work environments, and contribute to the broader academic field.

Practical Implementation

- Use key performance indicators—such as engagement scores, stress levels, absenteeism, and retention—as evaluation metrics.
- Share anonymized research findings with academic partners to advance collective knowledge.
- Conduct longitudinal studies to measure long-term impact.

10. Tailor Implementation to Organizational Context

The needs of small and medium enterprises differ significantly from large corporations. Customize AI systems to organizational size, culture, industry, and workforce characteristics.

Practical Implementation

- SMEs may prioritize lightweight, cloud-based tools, while larger firms might implement integrated platforms with advanced analytics.
- Adjust intervention intensity based on job roles (e.g., frontline vs. knowledge workers).

Conclusion

This review examined existing literature on employee well-being and the role of Artificial Intelligence in managing workplace stress. The findings indicate that employee well-being is a multidimensional concept encompassing physical, psychological, emotional, and social aspects, and it plays a crucial role in enhancing employee performance, engagement, and organizational sustainability. Workplace stress continues to be a significant challenge in modern organizations, and traditional stress management approaches are often reactive and limited in effectiveness. The review highlights that AI-based stress management systems offer proactive and data-driven solutions by enabling early identification, continuous monitoring, and personalized stress reduction interventions. Technologies such as machine learning, natural language processing, wearable devices, and AI-driven chatbots have demonstrated considerable potential in improving accessibility and effectiveness of stress management practices. However, the literature also emphasizes the importance of ethical and responsible implementation of AI systems. Issues related to employee privacy, data security, transparency, and algorithmic bias must be carefully addressed to ensure trust and acceptance. In conclusion, Artificial Intelligence can significantly enhance employee well-being when integrated with human-centered HR practices and strong ethical frameworks. Future research should focus on long-term and context-specific evaluations of AI-based stress management initiatives

Reference:

1. Bibi, M. T. (2025). Exploring the impact of AI capabilities on employee well-being: A mediated moderation analysis. *SAGE Open, 15(3)*.
2. Guo, R. K. (2025). Reframing Stress Management in Digitized Workplaces: The Mediating Role of AI-Enabled Ease of Use. *International Journal of Academic Research in Business and Social Sciences, 15(6)*.
3. Henkel, A. P. (2020). Half human, half machine–augmenting service employees with AI for interpersonal emotion regulation. *Journal of Service Management, 31(2)*, 247-265.
4. Majumder, S. &. (2025). AI in Workplace Wellness Programs. In AI-Driven Wellbeing to Enhance Lives and Work Environments . *Springer Nature Switzerland*, 59-75.
5. Naik, K. G. (2025). AI-driven burnout detection and eco-volunteering: A sustainable employee well-being model. *International Journal of Environmental Sciences, 11(9s)*, 697-702.
6. Sadeghi, S. (2024). Employee well-being in the age of AI: Perceptions, concerns, behaviors, and outcomes.
7. Singh, S. &. (2024). AI-based personality prediction for human well-being from text data: a systematic review. Multimedia Tools and Applications.
8. Vats, S. &. (2026). A Multilevel Review of Artificial Intelligence and Employee Well-Being in Organizations. *Journal of Marketing & Social Research*, 207-221.

9. Wu, T. J. (2024). The buffering role of workplace mindfulness: How job insecurity of human-artificial intelligence collaboration impacts employees' work–life-related outcomes. *Journal of Business and Psychology, 39(6),* , 1395-1411.

10. Xu, G. X. (2023). The relationship of artificial intelligence opportunity perception and employee workplace well-being: A moderated mediation model. *International Journal of Environmental Research and Public Health*.

11. Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology, 22*(3), 309–328.
→ Provides a theoretical foundation explaining how job demands and resources influence stress and well-being.
12. Brougham, D., & Haar, J. (2018). Smart technology, artificial intelligence, robotics, and algorithms: Implications for work and employment. *Human Resource Management Journal, 28*(2), 239–257.
→ Discusses the impact of AI and smart technologies on HR practices and employee well-being.
13. Calvo, R. A., & D'Mello, S. (2010). Affect detection: An interdisciplinary review of models, methods, and their applications. *IEEE Transactions on Affective Computing, 1*(1), 18–37.
→ Explains AI techniques for detecting emotions and stress through computational methods.
14. Chen, L., Li, Y., & Sun, Y. (2021). Predicting employee burnout using machine learning techniques. *Journal of Occupational Health Psychology, 26*(4), 412–426.
→ Highlights the role of predictive analytics in identifying burnout and stress risks.
15. Cooper, C. L., & Cartwright, S. (1994). Healthy mind; healthy organization—A proactive approach to occupational stress. *Human Relations, 47*(4), 455–471.
→ Emphasizes proactive stress management approaches in organizations.
16. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and self-determination of behavior. *Psychological Inquiry, 11*(4), 227–268.
→ Provides theoretical support for autonomy and competence in well-being management.
17. Diener, E., Oishi, S., & Tay, L. (2018). Advances in subjective well-being research. *Nature Human Behaviour, 2*(4), 253–260.
→ Explains the multidimensional nature of well-being.
18. Fitzpatrick, K. K., Darcy, A., & Vierhile, M. (2017). Delivering cognitive behavior therapy to young adults with symptoms of depression and anxiety using a fully automated conversational agent. *JMIR Mental Health, 4*(2).
→ Demonstrates the effectiveness of AI-based chatbots in mental health and stress management.
19. Ganster, D. C., & Rosen, C. C. (2013). Work stress and employee health: A multidisciplinary review. *Journal of Management, 39*(5), 1085–1122.
→ Reviews the consequences of work stress on employee health and performance.
20. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, engagement, and performance. *Journal of Applied Psychology, 87*(2), 268–279.
→ Establishes the link between well-being and organizational performance.
21. Inkster, B., Sarda, S., & Subramanian, V. (2018). An empathy-driven, conversational artificial intelligence agent. *JMIR Mental Health, 5*(4).
→ Discusses AI-driven emotional support systems.
22. Kaplan, A., & Haenlein, M. (2019). Siri, Siri, in my hand: Who's the fairest in the land? *Business Horizons, 62*(1), 15–25.
→ Provides a conceptual understanding of Artificial Intelligence in business contexts.
23. Richardson, K. M., & Rothstein, H. R. (2008). Effects of occupational stress management intervention programs. *Journal of Occupational Health Psychology, 13*(1), 69–93.
→ Critiques limitations of traditional stress management programs.

24. Sano, A., & Picard, R. W. (2013). Stress recognition using wearable sensors and mobile phones. *IEEE Transactions on Affective Computing, 4*(3), 1–15.
→ Explains AI-enabled wearable technologies for real-time stress monitoring.
25. Stahl, B. C., Timmermans, J., & Mittelstadt, B. (2021). The ethics of computing: A survey of the computing-oriented literature. *ACM Computing Surveys, 54*(8).
→ Provides ethical guidelines for AI implementation.
26. van den Broek, E., Sergeeva, A., & Huysman, M. (2018). Hiring algorithms: An ethnography of fairness in practice. *Journal of Business Ethics, 153*(3), 535–551.
→ Discusses fairness, transparency, and trust in AI-based HR systems.
27. Zuboff, S. (2019). *The age of surveillance capitalism*. PublicAffairs.
→ Critically examines data surveillance and privacy concerns in digital systems.