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REVIEW OF HUMAN RESOURCE MANAGEMENT PRACTICES SUPPORTING THE DEVELOPMENT OF EMPLOYEE WELLBEING

Current study reviews theoretical and research background of how organizations might approach employee wellbeing. The concept of employee wellbeing covers a wide spectrum of the individual's working life influencing the person's bio-psycho-social wellbeing, while having an impact on the efficiency and long-term functioning of the organizations, as well as on the health of society and productivity of the economy. Promotion of employee wellbeing mainly appears in the form of operative human resource practices in organizations. The human resource development strategy of employee wellbeing is a determining factor of future labour market and economic efficiency. Raising the topic to the level of organizational learning is forecasted by organizational changes. The impact of employee wellbeing on organizational indicators directs the focus on exploring the strategic nature of wellbeing and to expanding the existing knowledge in this field, especially in the context of challenging economic, environmental and human resource factors. Emphasis has also been put on the economic, environmental and labour market driven context of the continuously changing world, including the severe impacts of pandemic, therefore providing a sound basis for the need of discussing organizational strategies and practices of developing employee wellbeing. Reviewing three models for human resource development practices might support elevating the subject to level of organizational strategies, thus might result in improved employee wellbeing and organizational outcomes. Through their comprehensive and complex approach, the reviewed models might provide a sound basis for the strategic approaches to the development of employee wellbeing.

Introduction

Approaches of employee wellbeing

Employee wellbeing characterizes the quality of life that is spent at work (Eurofound, 2019) and it is the employees' perception and evaluation regarding the quality of life, their psychological and social functioning (Keyes et al., 2000). Although in its 2030 framework, United Nations defined 17 sustainable development goals where its third point is "*to ensure a healthy life and promote well-being for all at all ages*" (<https://sdgs.un.org/goals>), there is no unified and jointly agreed definition of wellbeing at work or employee wellbeing (European Agency for Safety and Health at Work, 2013). Deriving from the World Health Organizations' health definition, health incorporates the physical, mental and social wellbeing, and consequently a healthy workplace includes not only the protec-

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tion, but also the promotion of health (World Health Organizations, 1986, 2013; Burton, 2010). According to literature, the phenomena of workplace and employee wellbeing are not separated, and the two phrases are often used as synonyms.

The following approaches interpret workplace wellbeing in terms of organizational outputs, although in some cases the individual's life is captured as a whole. International Labour Organization defines wellbeing at work as it encompasses a wide spectrum of work, including quality and safety of work-related life, the physical environment, as well as the employee's feelings about work, the work environment, the workplace climate and about the organization itself (<https://www.ilo.org/>). The European Union Working Conditions Observatory (EWCO) emphasizes productivity in relation to wellbeing, that it means a *“safe, healthy and productive work in a well-run organization by competent workers and their communities, who find their work meaningful, rewarding and see work as something that supports”* the management of their lives (European Agency for Safety and Health at Work, 2013 p. 1). Schulte and Vainio (2010) also connect employee wellbeing at work with productivity, when describing it as a *“summary concept that it characterizes the quality of the part of life spent at work, including aspects of occupational health, safety, occupational safety, and workplace atmosphere, and which can significantly determine productivity at the individual, corporate and social levels”* (Schulte, & Vainio, 2010 p. 422).

Economic, environmental and labour market aspects of the changing organizational context

The digitalization lead Industry 4.0 drives the restructuring of employment (Kóvári, 2019; Fülöp, 2019) mainly in the developed industrial countries, resulting in emerging need for new occupations and skills (Fazekas, 2017). The lengthening duration of active employment forces employees to maintain their competitiveness in the constantly changing labour market (Csehné Papp, 2021; Csehné Papp et al, 2018; Kóvári, 2019; Molnár, 2022b). As the aspect of aging society has been brought in the workplaces (Hesketh, & Cooper, 2019), inevitably it changes the methods how knowledge is acquired, maintained, transferred and how its obsolescence needs to be avoided.

In the VUCA world – where the acronym is the abbreviation of Volatility, Uncertainty, Complexity and Ambiguity – a complex and constantly changing economic, social, technological and environmental context describes today's changing world (Casey, 2014 In Hesketh, & Cooper, 2019; Mack et al., 2015; Millar et al., 2018), where the importance of wellbeing and new work organization methods has been increased (Keczer, & Csehné Papp, 2019). As such, the ability of lifelong learning (Delors, 1996) and the development of human skills are becoming as conditions to the competitiveness of global economy, especially the competencies of emotional intelligence and mental flexibility (Fazekas, 2017).

According to a global human resources survey conducted with the participation of 11,000 business leaders and HR managers (Agarwal et al., 2019), the traditional financial measurement of an organization's performance is going to be replaced by the relationship with its employees, customers, community, and its impact on society as a whole. The research predicts the growing importance of corporate social responsibility. In this regard, similarly to the organic approach of the organizational development (Nonaka, & Toyama, 2015), organizations shall be expected to act in a responsible manner, paying attention to their relationships and to care for their social and labour ecosystem. As a consequence, survey results suggest that the classical employee care toolbox – consisting of the traditional recognition, benefits, development and career tools – the value of employee wellbeing and its organizational importance might increase. Raising employee wellbeing to a strategic level and placing it in the context of organizational learning might also appear as a competitive advantage (Szabó, & Juhász, 2019) and as an organizational brand (Fehér, & Reich, 2020; Görgényi-Hegyes et al., 2021), which requires a new, holistic approach of physical, mental, financial and spiritual health programs for employees (Agarwal et al., 2019).

The epidemic caused by the SARS-CoV-2 virus and the related economic and organizational measures placed an increased burden on employers, leaders and employees (Platts et al., 2022; Raišienė et al., 2020). During the waves of the pandemic a considerable proportion of employees around the world have switched to home-office (Shirmohammadi et al., 2022; Poór et al., 2021; Dajnoki et al., 2023). Besides its advantages, the potential negative phenomena of home-office shall be taken account, such as changes in the organization of work, lacking social relationships, difficulties of coping with virtual reality, emergency management, changes in decision-making and leadership practices, as well as the entanglement of work and private life. The psychological burden, the changing nature of the labour market, the work, leadership and human resource management issues caused by the pandemic (Eurofound, 2021; Parry et al., 2021; ILO, 2021; Nyikes et al., 2021) together have an impact on the wellbeing of employees, atmosphere at workplace, retention, commitment, career aspects (Delany, 2022), work efficiency and on the successful operation of organizations.

Organizational impacts of employee wellbeing

There are two views to study employee wellbeing (Ryan, & Deci, 2001), the hedonic and the eudaimonic approach. The happiness-oriented hedonic approach of subjective wellbeing is measured by positive affect or job satisfaction metrics. The eudaimonic approach views employee wellbeing from the perspective of the fulfilment of the individual's potential and considers it as psychological wellbeing, which is measured by indicators of self-realization and personal results (Ryan, & Deci, 2001). Magnier-Watanabe et al. (2023) found in their research among regular employees in Japan, that meaningful work resulted in satisfaction of life at work, while the hedonic aspect was influenced by external factors.

According to studies (Agarwal et al., 2019; Groyberg et al., 2018), workplaces play significant role in the development of employee wellbeing. From the organizational point of view, the quality, efficiency and effectiveness of the work performed by the employee is decisive, however, work is not only the source of livelihood. But the quality of tasks, physical and psycho-social working conditions, and interpersonal relationships also affect the individual's bio-psycho-social quality of life (Molnár, 2022a). Since companies are not isolated from their surrounding societies (Porter, & Kramer, 2002), several researches highlight (Csíkszentmihályi, 1997; Hobfoll, 1989; Martin, & Stoner, 1996; Bartels et al., 2019; Cooper et al., 1989; Cooper et al., 2019; Fredrickson, 2001; Landy, & Conte, 2016; Rampazzo et al., 2013; Rasulzada, 2007; Schaufeli, & Enzmann, 1998; Stoner, & Gallagher, 2011) that development of the physical, mental and social conditions of employees has an impact on the economic performance of organizations and through the general physical and mental health of society also on the competitiveness of the macro-economy (Szabó, & Juhász, 2019). Also, in their research Shuck et al. (2017) have found positive relation between employee engagement and individual-level health outcomes. Moreover, organizations might have impact on employee wellbeing through a positive psychological climate of the organization and by enhancing employees' engagement (Shuck, & Reio, 2014) and therefore facilitating organizational performance (Shuck et al., 2011). A case study by Sutton et al. (2016) also highlighted that an examined wellbeing program enhanced employee engagement. The approach is also supported by the research of Johnson et al. (2020), concluding in that mindfulness training supports mental health, wellbeing and performance of employees.

However, it is little known how employee wellbeing appears in the human resource strategies of organizations. Where strategic HRM is „*the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals*” (Wright, & McMahan, 1992 p. 298). There is a few research available (Kun et al., 2017; Wognum, & Fond Lam, 2000) that examine the adaptability of the employee wellbeing strategy from the perspective of employees as stakeholders. It is also hardly known that in addition to harm reduction, along with positive psychology, how

employee wellbeing could be raised to a strategic level, embedded in organizational learning and implemented in workplace learning programs, including efficiency measurement and feedback.

According to the resource-based approach of organizations (Barney, 1991; Barney, & Wright, 1998), human capital is crucial in achieving organizational competitive advantage, therefore its development and utilization is primarily in the interest of the organizations and less in favour of employee wellbeing or gaining mutual benefits. Guest (2017) considers employee wellbeing as a kind of by-product of the development to achieve competitive advantage. Studies on human resource management (Beer et al., 2015) assume that HR's task is to promote the profitability of the organization, therefore it focuses on performance (Van de Voorde et al., 2012; Peccei et al., 2013; Peccei, & Van De Voorde, 2019) and ignores the issue of employee wellbeing. For this reason, the field has received several critics (Keenoy, & Anthony, 1992; Willmott, 1993; Legge, 2005 In Guest, 2017). Research (Combs et al., 2006; Wright, & McMahan, 2011) showed a relevant relationship between human resource management practices and company performance, while others (Godard, 2001; Cappelli, & Neumark, 2001) found that they do not clearly improve performance. It is difficult to interpret how human resource management practices impact employee wellbeing, since it is not clear what kind of HR programs the examined organizations use, and they might differ significantly (Boselie et al., 2005).

On the ground of the resource-based approach as a dominant strategic HRM theory (Boon et al., 2018), acquisition and development of human resources might represent strategic advantage (Grant, 1991; Wernerfelt, 1984 In Colbert, 2004; Barney, 1991) for the organization. Workplace health promotion and wellbeing programs do not only improve the health of the individual, but also increase the productivity of the organization (Szabó, & Juhász 2019; Ozminkowski et al., 2016; Görgényi-Hegyes et al., 2021). Colbert (2004) raises an important question of how the organization renews its strategic human resources to obtain and maintain its competitive advantage.

Considering employee wellbeing at the level of organizational strategy is inevitable in the circumstances of economic, social and labour market changes. In case an organization does not raise the topic to a strategic level, its implementation and focus might not receive sufficient attention and resources for consistent implementation and may not be included into the objectives supporting the value system. Since organizations operate along strategies (Johnson et al., 2008), this might occur as a potential deficit. On the contrary, if employee wellbeing is formulated as a strategy, it directs the focus and operating mechanisms of the organization on the topic (Gurabi, & Mátrai, 2016; Nishii, & Wright, 2007). The consistency in strategic planning and implementation might ensure the promotion and alignment of employee wellbeing to the organizational culture, values and behaviour.

Approaches for human resource management practices supporting employee wellbeing

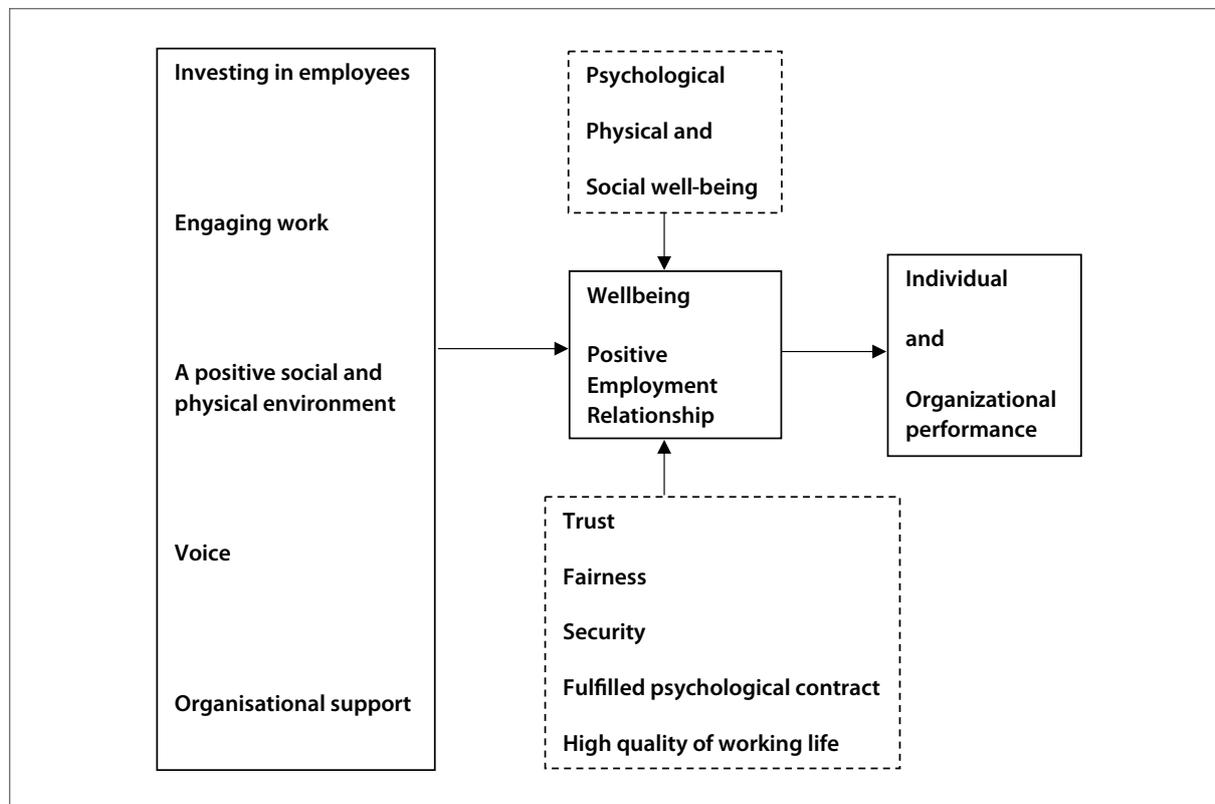
The promotion of employee wellbeing appears mainly in the form of operative human resource management practices in organizations. The positive employment relationship-based model of *employee wellbeing-oriented human resource management* (Guest, 2017), the *diagnostic and developmental model of health-conscious corporate behaviour* that has been summarized by Karoliny (2016), as well as the skill, motivation and opportunity focused *human resource management practices that support employee wellbeing* (Zhang et al., 2020) are cited here as potential approaches and practices that organizations might utilize in enhancing employee wellbeing. The three different approaches described below – through their comprehensive and complex approach – might provide a sound basis for the strategic interpretation of the topic and for the categorization of wellbeing practices. Each introduced model includes elements that might be considered as valuable and interdependent components of a potential organizational wellbeing strategy.

The model of employee wellbeing-oriented human resource management

The employment relationship can be interpreted as an exchange process through the phenomenon of reciprocity (Gouldner, 1960). The study by Tsui et al. (1997) highlighted that a balanced mutual exchange process for employees also leads to positive employee wellbeing, which is perceived in the form of fairness, trust in colleagues and in reduced absenteeism. The exchange process could also drive organizational indicators, such as better performance, organizational citizenship behaviour and lower fluctuation. On the other hand, the exchange processes might also be limited, unequal and exploitative for workers, resulting in lower wellbeing and performance (Guest, 2017).

Guest (2017) describes the principles of a positive employment relationship. Firstly, employment relationship manages the different interests of employers and employees, which requires trust (Fox, 1974). Secondly, a sense of fair treatment affects employees’ attitudes towards high performance work systems (Heffernan, & Dundon, 2016). Thirdly, an effective employment relationship promotes the emancipation of employees (Delbridge, 2014), which is the condition of employee involvement. Therefore Guest (2017) outlines an alternative interpretation framework for promoting employee wellbeing, The employee wellbeing-oriented human resource model (*Figure 1*) is based on the employment relationship and the assumptions of the exchange theory, where a positive employee attitude is a commitment to the organization and to the work (Schaufeli et al., 2009), and motivation manifests in cooperation, organizational citizenship behaviour and in higher energy levels (Ryan, & Deci, 2001; Wright, 2003). Through the phenomenon of reciprocity, the employment relationship covers an exchange process, consequently when the employer applies those HR processes that support employee wellbeing, it is expected that employee in return reacts with positive performance results.

FIGURE 1: HRM, WELLBEING AND THE EMPLOYMENT RELATIONSHIP AND PERFORMANCE



Own editing based on Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), 30-31.

The model proposes five sets of HR practices:

1. Investment in employees: These HR practices increase employees' resources, their sense of security and self-efficacy through developing their skills. The related HR practices are recruitment, selection, training, development and career management.
2. Work that ensures commitment: Control, application of skills, variety of work and individual proactivity are decisive factors for wellbeing (Grote, & Guest, 2017). The HR practices to convey that are the job planning and job design.
3. Creation of positive social and physical environment: Ensuring employee health and safety, workplace social interactions, avoiding bullying or harassment, ensuring equal opportunities, diversity, fair and appropriate compensation, and employment security are the relevant HR practices supporting the creation of a positive environment. Although to some extent they are required by legislations, their application is often limited, especially in performance oriented HRM models (Guest, 2017).
4. Employee voice: Expression of employees' opinion is decisive in the field of high-involvement human resource management however it is often lacked from performance-oriented HR models. HR practices that are advocating employee voice are the extensive two-way communication within the organization, the means of expressing individual opinion, attitude surveys as well as various forms of collective employee representations.
5. Organizational support of employee wellbeing might take the forms of HR practices such as participatory, supportive management and organizational climate, developmental performance management, employee involvement, as well as family-friendly and flexible work set up.

Application of the above HR practices may conclude in two types of benefits, although there might be contextual differences (Guest, 2017). One is the manifestation of higher employee wellbeing and positive working relationship, which can be captured on the employee side through psychological and physical health, positive social relations at work, trust, sense of fairness, sense of security, fulfilment of psychological contract (Guest, 2004), and in higher quality of work life. On the other hand, there might be positive organizational outcomes of higher wellbeing and stronger employment relationship, such as performance (Böckerman, & Ilmakunnas, 2012; Daniels, & Harris, 2000; Lyubomirsky et al., 2005; Schaufeli et al., 2009; Berke et al., 2021), job satisfaction (Judge et al., 2001) and lower fluctuation (Proudfoot et al., 2009 In Guest, 2017).

The limitation of the employee wellbeing-oriented human resource management model is that further research is required to explore in depth the dimensions of wellbeing, the relationship between the above HR practices, the positive working relationships and wellbeing, as well as the understanding of the external and organizational context is inevitable (Van Veldhoven, & Peccei, 2015).

The diagnostic and developmental model of health-conscious corporate behaviour

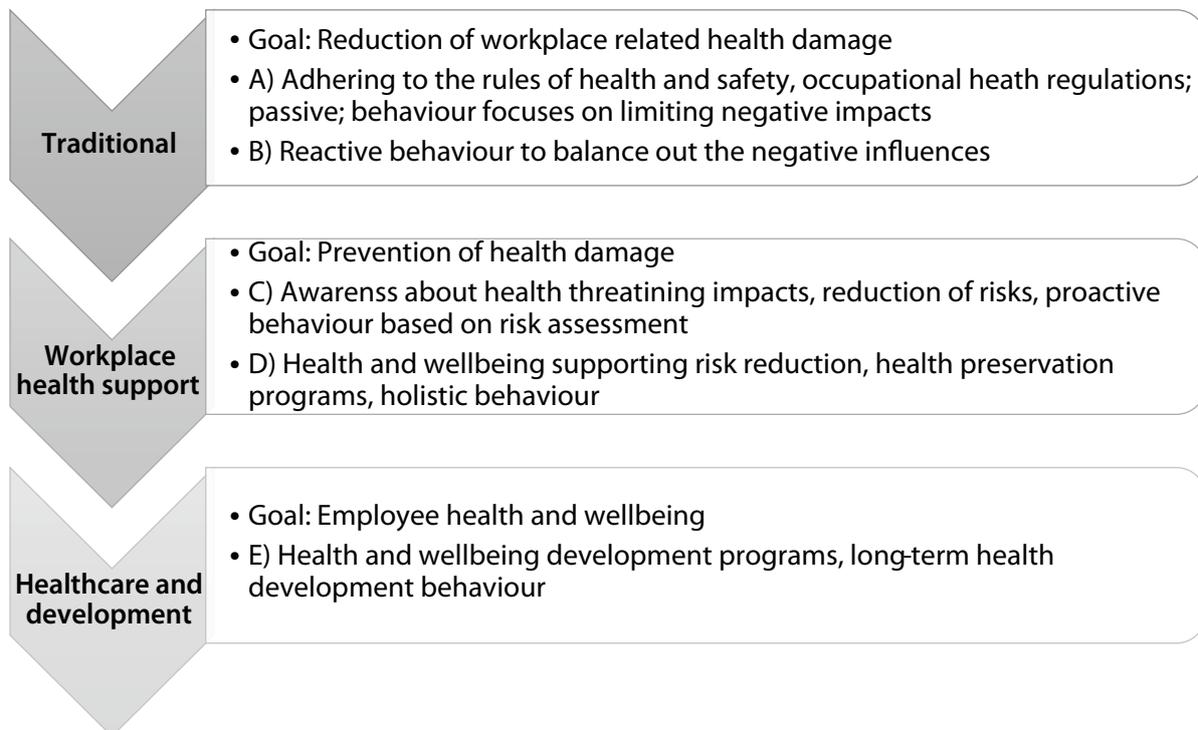
The model (Karoliny, 2016) interprets the health-conscious organizational programs in two dimensions. The first dimension (I) describes the levels of interventions related to organizational goals, and the second (II) is defining the strategic integration of the interventions. The model outlines several levels and sub-levels of corporate health-conscious behaviour.

I.) The health-conscious corporate programs intend to reduce the negative effects of work, caused by unfavourable physical conditions, mental impacts, stress or workplace accidents. They are also aiming to strengthen the positive effects of work, such as feeling of job security, security of livelihood, positive effects on self-esteem and on workplace social relations. By reducing the negative

impacts on employees' health, in return positive effects on the organizational indicators are expected, such as the reduction of absences or turnover. There are further layers and characteristics of the first dimension that are described below and summarised in *Figure 2*.

1. The *Traditional approach* aims to reduce the negative effects or damage that work might cause on employees' health through the activities of occupational health and safety and hygiene. Within this approach, two sub-levels are identified. The first (A), as a rather passive approach, intends to limit the negative impacts through meeting legal compliance. The next stage (B) is a rather reactive approach where the organization focuses on the reduction of negative effects of health damage, and on recovery or recreation.
2. The next level of the model is the *Workplace Health Support approach*, where the purpose is to prevent occupational health damage and to preserve employees' health. Its sub-stages are focusing on prevention (ENWHP, 2007). The pro-active employer behaviour is based on risk assessment and risk reduction (C). The next level (D) is integrative, complex and holistic and includes organizational programs with the focus on workplace environment and health-preservation.
3. Besides that, the *Healthcare and Development approach* (E) includes the concepts of the previous levels containing the considerations of wellbeing and positive effects of work, it is extended with health-promoting organizational behaviour programs. Such programs target the sustainability of employee health and wellbeing as well as the positive effects of work both at organizational and individual levels.

FIGURE 2: DIAGNOSTIC AND DEVELOPMENTAL MODEL OF HEALTH-CONSCIOUS CORPORATE BEHAVIOUR

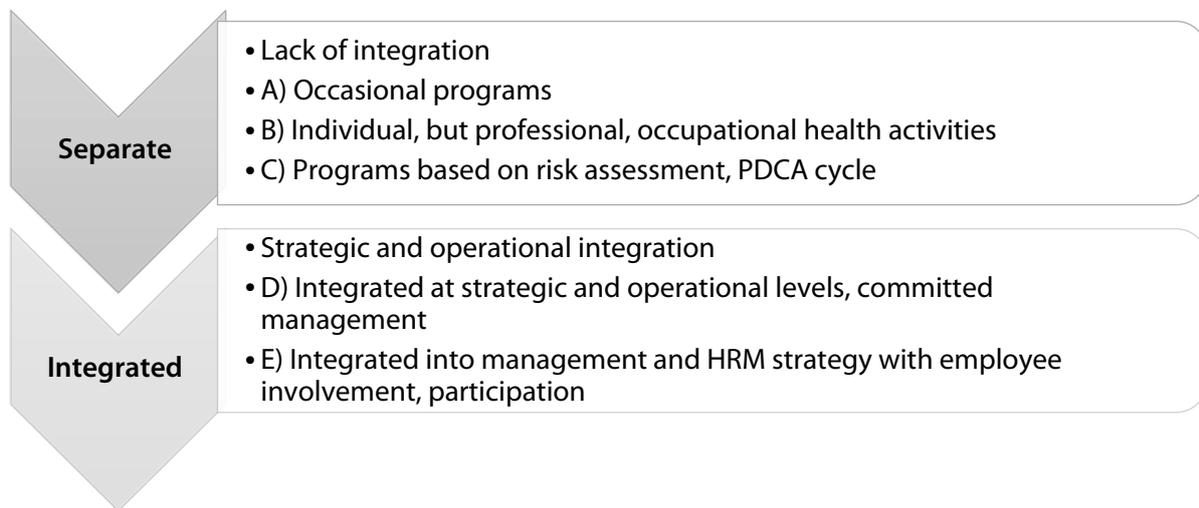


Own Editing based on Karoliny, M. (2016). Diagnostic and developmental model of health-conscious corporate behaviour. *International Journal of Engineering and Management Sciences*, 1, 1-18

II.) The second dimension of the model intends to identify whether the workplace health programs are separated or integrated into the organizational strategies. This dimension is split into two levels and further sub-categories (*Figure 3*):

1. Programs at the first level are not integrated into the strategies of the organization, held spontaneously and separately from HR processes. There are occasional promotions (A), such as sports days or ad hoc medical screening programs. At the next level (B) there are the individual, yet professional, occupational health activities, and at the third level (C) health programs are integrated as being based on risk assessment or on continuous improvement cycles (P-D-C-A).
2. At next stage, health programs are integrated at strategic and operational levels and management is committed to such workplace health programs (D). The highest stage (E) of integration is, where employee health development and awareness is an integral part of management system and HRM strategy, including the various means of employee involvement and participation.

FIGURE 3: DIAGNOSTIC AND DEVELOPMENTAL MODEL OF HEALTH-CONSCIOUS CORPORATE BEHAVIOUR



Own Editing based on Karoliny, M. (2016). Diagnostic and developmental model of health-conscious corporate behaviour. *International Journal of Engineering and Management Sciences*, 1, 1-18.

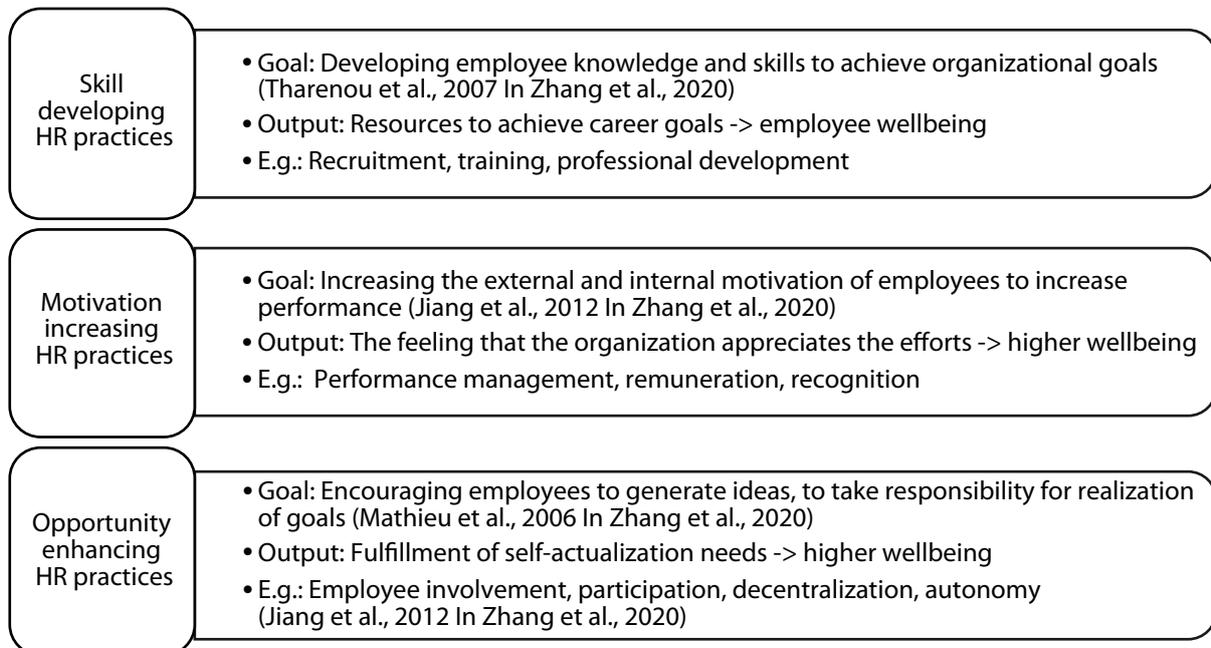
From the perspective of health focus, the three levels of the Diagnostic and developmental model of health-conscious corporate behaviour model (Karoliny, 2016) reflects the traditional, the workplace health support and the healthcare and development approaches, where the organizational behaviour supporting health and wellbeing appears at the second and third levels. According to the model, which is based on the ILO's 2010-2016 occupational safety and health action plan (ILO, 2010), health-conscious organizational interventions might be implemented separately or integrated into the organizational strategy. For the management of the interventions the PDCA-method (Gurabi, & Mátrai, 2016) of Plan – Do (or Implementation) – Check (or Control) – Intervention cycle might be considered. Placing the above-described dimensions into a matrix, the top desired intervention level includes the characteristics of programs that are targeting health prevention and development as well as wellbeing aspects, where such programs are integrated into the organizational and HR strategy, where management is committed to employee wellbeing, also employees are involved and participating not only in the realization, but also in the generation of the health-related programs.

Human resource management practices supporting employee wellbeing

The Ability – Motivation – Opportunity (AMO) theory (Appelbaum et al., 2000) embedded in industrial and organizational psychology (Paauwe, 2009) relates to the psychological mechanism between HR practices and employee wellbeing (Zhang et al., 2020). The model argues that performance of employees and of the organization is deriving from the employees’ abilities, motivation, and opportunity regarding contribution. The practices described by Zhang et al. (2020) in *Figure 4* show similarities and overlap with Guest’s (2017) model and to some extent with the diagnostic and developmental model of health-conscious corporate behaviour model (Karoliny, 2016). In their study, Zhang et al. (2020) found that the ability, motivation and opportunity dimensions of human resource management practices positively effect employee wellbeing, such as employees’ life, work and psychological wellbeing.

The skill developing HR practices intend to develop the knowledge and skills of employees that they are able to contribute to the accomplishment of organizational goals (Tharenou et al., 2007 In Zhang et al., 2020). In this way, through the achievement of their career goals, employee wellbeing is supported. Recruitment, training and professional development of employees are the examples of such HR processes. Performance management, remuneration and recognition are the processes that are aiming to support the external and internal motivation of employees to increase their performance (Jiang et al., 2012 In Zhang et al., 2020). Higher level of wellbeing is expected through the feeling that the organization appreciates their efforts. The opportunity enhancing HR practices are intended to encourage employees to generate innovative ideas, to take responsibility for the realization of organizational goals (Mathieu et al., 2006 In Zhang et al., 2020) and through the fulfilment of self-actualization needs employee wellbeing is supported. Related HR practices are focusing on employee involvement, participation, decentralization, and ensuring autonomy at work (Jiang et al., 2012 In Zhang et al., 2020).

FIGURE 4: SUMMARY OF HUMAN RESOURCE MANAGEMENT PRACTICES SUPPORTING EMPLOYEE WELLBEING



Own editing based on Zhang et al., (2020). How do human resource management practices affect employee well-being? A mediated moderation model. *Employee Relations: The International Journal*.

The study also highlights the importance of transformational and servant leadership in supporting the wellbeing related HR programs. Researchers also reflect that organizational justice is a mediating factor in achieving higher levels of employee wellbeing, which might result in higher performance achievement (Khoreva, & Wechtler, 2018). The study suggests practical implications for organizations to enhance their wellbeing approach. Organizations are recommended to design and implement their HRM policies in an open and fair organizational climate, also providing opportunities and motivation for employees for participation. Although the research has been conducted in the cultural environment of China, which is characterized by high-power distance, researchers' suggestion of offering various means of organizational justice might be considerable in the enhancement of employee wellbeing.

Conditions for the practical application of wellbeing-oriented HR models

In order to be an attractive employer on the labour market and for the existing employees, the organization should treat its employees as internal customers, strive to increase their satisfaction and commitment, and encourage them to achieve the company's business plan through their identification with the organizational goals. The effective strategic human resource management (Nishii, & Wright, 2007) is about integration and adaptability (Schuler, 1992), where HR needs to become proactive from a reactive operation, the transactional operation must be reduced and digitized, and the transformative approach must be strengthened (Quinn, 2016). For the development of an employee well-being strategy, it may be useful to consider the following aspects and tools:

- Mapping of external environmental influences, internal strengths and weaknesses of the organization, including the diagnosis of human resources;
- Controlled, conscious process of strategy creation (Barakonyi, 1999), where top management is responsible;
- Application of the PDCA (Plan, Do, Control, Act) approach, with consistent data analysis and the application of "*feedback loops and adaptive mechanisms*" (Gurabi, & Mátrai, 2016 p. 6) providing a rapid response to environmental changes.

If workplaces become one of the main arenas for the preservation of bio-psycho-social health (European Commission, 2014), it can be predicted that traditional learning cannot cover the development of employee well-being. The hybridity that appears in workplace learning can provide a solution for this (Dochy et al., 2022). According to Waddock (2020), the collective well-being requires that employees "*hear their voices*" (Waddock, 2020 p. 7). Employee participation provides an opportunity to actively shape their work and working conditions (Strauss, 2006).

The development strategy must be both business- and people-driven in order to support the achievement of organizational goals and take into account the development needs of employees by providing a workforce with the appropriate knowledge, abilities and skills, fulfilling occupational roles and tasks (Reio, 2007). The concept of continuous development (Bhuiyan, & Baghel, 2005) allows well-being to appear at the level of organizational learning, and the tools of involvement and empowerment can strengthen the entrepreneurial and agent role of employees.

Conclusions

The promotion of employee wellbeing appears mainly in operative human resource management practices in organizations. Each above introduced model contains elements that might be valuable and interdependent components of an organizational wellbeing strategy. Through their comprehensive and complex approach, these models might provide a sound basis for the strategic approaches to the development of employee wellbeing. The above reviewed models to support

the development of employee wellbeing considers the perspective of a top-down, managerial and human resource development strategy. They view employee outputs as means of achieving organizational performance, rather than as a goal, underestimating the perspective of employees as key stakeholders. There might be various advantages of utilizing wellbeing-oriented HR practices, such as ethical gain, reduced exposure to environmental threats, or performance and cost benefits. To ensure that wellbeing is not only a by-product of organizational performance more emphasis shall be placed on the promotion of employee wellbeing in the research of human resource development and management.

The human resource development strategy of employee wellbeing might be a determining factor of future labour market and economic efficiency. Raising the topic to the level of organizational learning is forecasted by organizational changes. The impact of employee wellbeing on organizational indicators directs the focus on exploring the strategic nature of wellbeing and expanding the existing knowledge in this field, especially in the context of the challenging economic, environmental and human resource factors. The introduced three models represent a combination of strategic approaches and sets of human resource management practices. However, one hand they might support researchers in studying organizations' strategies, methods and programs, on the other hand they might also serve as comprehensive guides for leaders or HR practitioners to design and implement employee wellbeing strategies and support their journey on the way of further enhancing employee wellbeing.

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