

REVIEW

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# Employee well-being human resource practices: a systematic literature review and directions for future research

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## Abstract

The increasing recognition of mental health, especially since COVID-19, has invoked urgent attention towards HRM and well-being of employees. Despite strong momentum in human resource management (HRM)—employee well-being (EWB) research, EWB dedicated HRM bundles remain under-researched. Thus, this article aims to contribute to the literature by reviewing advances in employee well-being HR practices (EWBHRPs) that induce conceptualization and propose a consolidated framework. We conducted a systematic literature review (SLR) with PRISMA 2020 for the systematic selection of 16 conceptual and empirical, peer-reviewed journal articles published between 2010 and 2024. Based on the review of relevant literature, we find that HRM initiatives support EWB. Further, the study finds various viewpoints conceptualizing EWBHRPs and arrives at a constructive decision bundling essential employee well-being HRM practices, positioning it as a crucial tool instrumental for maintaining and enhancing EWB. This article outlines theoretical and practical implications for organizations to develop an HRM system that cares and offers key employee well-being practices that practicing managers and HRM professionals may adopt. The originality of this article is linked with the methodological outlook that uses the PRISMA 2020 approach, which cannot be found extensively in the sparsely investigated EWBHRPs spectrum. The study presents a framework with an exhaustive future agenda that offers a starting point for further discussion.

**Keywords** Systematic literature review, PRISMA 2020, Employee well-being HRM practices, EWBHRPs, WBHRM, EWB, Employee well-being, SLR

## Introduction

In an era of intensifying global competition, the ever-changing market scenario imposes a significant challenge to organizations, entrepreneurs and policymakers, to be on par with the changes happening in the environment, within and outside the organizations. Such vicissitudes in society and at workplace are all the time more

intimidating to employee well-being [29]. Given the rise in mental health issues post COVID-19 [41, 63], prioritizing employees' well-being and forming a workplace that supports their mental health is considered an ultimate challenge in sustaining a long-term competitive advantage for organizations [26]. There is extensive literature on adverse consequences amongst employees caused by a lack of employee well-being, denoted as EWB from here on (e.g. mental health issues like depression, illness, even death in some cases) and their workplace [25, 61]. Human resource (HR) management is considered to play a crucial role for contributing to employee well-being [28]. As a consequence, the last decade observed a strong momentum in EWB-HRM research (Ref. Figure 1), exploring mechanisms to enhance EWB through human

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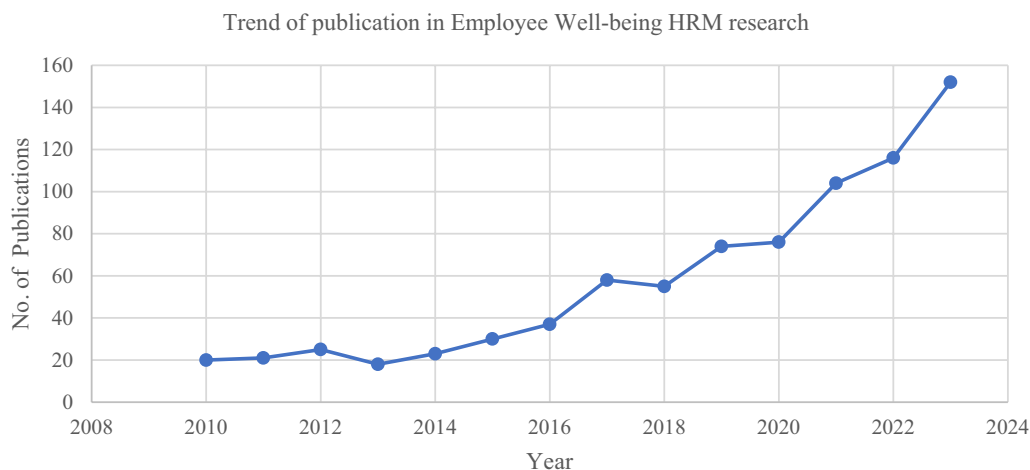
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**Fig. 1** Employee well-being—HRM research area—Publication trend between 2010 and 2024

resource management (HRM) [56], predominantly since the strike of COVID 2019 pandemic.

Practitioners and scholars are of the opinion that managers, explicitly HR managers, play a crucial role in supporting well-being of employees [15]. On the other hand, disregarding or discounting employee well-being (EWB) considerations can have an adverse impact on organizational performance and its sustainability [30]. With the literature backing up, the possibility of HRM—EWB trade-offs makes this debate all the more fruitful for further enquiry in the area of research [17].

For the longest time, HRM literature positioned a greater focus on high-performance work system (HPWS), at the same time, EWB has been treated as a surplus aspect in the course of organizational output [36] or intermediary in the relationship between organizational performance and that of performance-oriented HRM systems [29]. Despite the deployment of numerous quantitative and qualitative studies, EWB and HRM body of research remains under-theorized and poorly understood [60]. Considering the current state of employee well-being HRM practices literature, we attempt to answer this gap with a systematic literature review focusing on employee well-being HR practices, EWBHRPs for short; we make our first contribution. A limited number of literature reviews have been steered in the field but with diverse agenda (e.g. [28, 47, 60]). Guest, [28] adopted a narrative review of positive well-being-oriented practices with a focus on EWB and organizational performance based on three factors, namely antecedents of work-related well-being [77], job demand resource model [6] and quality of working life (QWL) [75], while Peccei and Van De Voorde [60] conducted a qualitative review to study the HRM-EWB performance relationship. On the other hand, Loon et al. [47] emphasized on identifying

employee positive well-being practices that contradict performance-oriented HR practices. Our interest here is in mounting HRM-EWB research with a core focus on literature dedicated employee well-being HRM bundles rather than focusing on the studies concerned with the impact of or relationship between HR practices on either EWB or organizational/individual performance.

The concept of employee well-being HRM practices is contested in and linked to various constructs and conceptualizations. For example, well-being-oriented HRM practices (WBHRM) [28], well-being-oriented management (WOM) [68] or employees' psychological well-being practices [47]. To overcome the issue of lack of uniformity, authors have called for further enquiry on a diverse set of HR practices [47]. Hence, our second contribution is to address this gap by illuminating the inconsistent findings of past research concerning lack of conceptualization by thoroughly exploring the field to date and offering a working definition. By consolidating the literature into bundles of EWB practices, the article further contributes to a framework of provisional EWBHRPs. Lastly, we make our third contribution by proposing an exhaustive practical and theoretical implication with future agenda as the blueprint for future studies.

Thus, the main argument of this article is that organizations position EWB as one of their core responsibilities. It is defensible that EWB be positioned as one of the organizational goals since employees are as much an organization's responsibility as their well-being [10]. Therefore, this article aims to present a systematic literature review on employee well-being HR practices (EWBHRPs) by identifying and reviewing relevant research articles that recognize employee well-being-HRM bundles, both empirical and conceptual. The first section of the paper

identifies issues in the field. The second section describes the research methodology adopted to achieve the article’s objectives. The third section extends discussions and EWBHRPs provisional framework. The last section outlines theoretical and practical implications with future research directions.

**Issues in EWBHRPs bundles research**

The search for effective HR practices has been a topic of discussion for a long time [8]. HRM scholars have called for movement in the field, prioritizing employees [28, 76]. Consequently, organizations have started to realize the importance of the EWB approach, which also accounts for corporate social responsibility (CSR) [70]. Scholars have contributed with various studies on positive outcomes of EWB, such as organizational citizenship performance, organizational commitment, work engagement, lower absence and lower labour turnover [16, 79], however enhancing EWB continues to be a chief challenge in HRM field of research [35, 59]. Responding to the EWB concerns in the field, various studies used existing HRM theories and models to study EWB and HRM relations and impact. [39] examined the HRM, ethical leadership and EWB relationship, where the HRM model was measured using the high-performance work system (HPWS) scale developed by [45]. It is important to note that HPWS focuses on enhancing employees’ abilities, motivations and opportunities, with performance as its core [5] but not to cope or deal with threats to employees’ mental health [27]. Although HPWS may prompt higher levels of better intrinsic rewards from their job roles, employees may simultaneously experience strain from amplified workload, accelerated work intensification and surge in anxiety that may ultimately boil down to barricade for better performance [20, 23]. Van [72] instigating stress and substantial rise in mental health issues at workplace [74]. Various articles in the field studied EWB and AMO model under the same umbrella (e.g. [34, 42, 68, 81]). Yet, the AMO model has attracted major

criticism due to a greater focus on organizational goals over employees [13].

Literature suggests that the subset of HRM practices illustrates varied outcomes [52]. Research shows the diverse impacts of HRM practices confirms that EWB and organizational performance are influenced by different sets of HR practices attributable to two distinct objectives [14], combining which may result in conflicting outcomes. Thus, with this systematic literature review, we focus on EWB as an interest independent and distinct of performance-oriented goals.

**Research methodology**

**Research approach**

We conducted a systematic literature review (SLR) to identify relevant studies owing to the exploratory nature of the study. SLR facilitates transparency, strengthening the quality and intensifying the review process [71]. Furthermore, it offers in-depth and thorough information for exploring standpoints from various authors, conceding scholars in the field of interest to gather or deduce literature to better understand the inconsistencies or research problems [33].

**Study search**

For a systematic literature search of relevant studies, we used Scopus and Web of (WoS), two of the most widely adopted databases in the management literature [44]. We searched for publications in the management field, precisely, business, management & accounting in the Scopus database. Whereas in Web of Science (WoS) database, we searched in management, industrial relations labour, business subject area. Refer Table 1 for detailed search parameters in the study.

**Description of the review process: inclusion criteria**

The following four inclusion criteria were considered for this systematic review. First, we searched for relevant articles published between 2010 and 2024, both inclusive. We selected 2010 as the opening year since

**Table 1** Search criteria

Search terms/search query	Well-being-oriented HRM practices; employee well-being practice; employee well-being and HRM
Search terms appear in	Title; Keywords; Abstract
Years	2010–2024
Source type	Journal
Document type	Articles; Articles in press; Reviews
Language	English
Subject area	Scopus—Business/Management/Accounting WoS—Management/ Industrial relations labour / Business

the last decade has shown drastic growth in the field of EWB-HRM research (Ref. Fig. 1). Second, we limited our studies to journals with 1+ impact factor (IF) as they present well-grounded information and thus presents supremacy [64]. Consequently, we excluded data published in reports, books, unpublished papers and dissertations. Third, articles had to contain search terms/queries in title, abstract or keywords. Search terms were used independently on both databases. HRM practices are interconnected and thus would be fruitful if studied in bundles rather than in separate individual practice [5, 49], bringing us to our fourth inclusion criterion that articles had to contain bundles or HR practices literature that are specifically designed to enhance EWB. Finally, it had to be written in English, owing to comprehensive readership coverage.

#### **Description of the review process: data extraction procedure**

We used PRISMA 2020 protocol [57] to systematically review the literature. The literature search resulted in 16 studies to be included in this review. We summarize review of literature in Appendices. In the identification stage, we used the search terms without applying any inclusion criteria and recognized 11,790 articles (Scopus: 9492; and Web of Science: 2298 articles). On applying a few inclusion criteria, the search engine terminated 8436 articles. We screened records for duplication and dismissed 718 duplicate records. In the screening stage, we screened the abstracts of the remaining 2636 against the inclusion criteria of EWBHRPs which further eliminated 2580 articles. 56 articles were thoroughly read, which resulted in the exclusion of more 40 articles. In the last stage, we concluded with 16 articles that met all inclusion criteria. Figure 2 presents a visualization of the study selection process using PRISMA 2020 protocol.

#### **Description of the sample analysis**

After confirming that the literature on Employee Well-Being Human Resource Practices (EWBHRPs) met inclusion criteria in the study, we compared articles focusing on several key components. These included HRM-EWB practices, theoretical frameworks, study objectives, research methodologies employed and critical findings. This thorough examination ensured that the HRM practices discussed were EWBHRPs bundles or literature-oriented.

#### **Findings and discussion**

As observed from Appendices, the oldest article is from the year 2012, we observed strong momentum since 2020. EWBHRPs literature is predominantly lead by social exchange theory (SET) [11] based on of its proponents

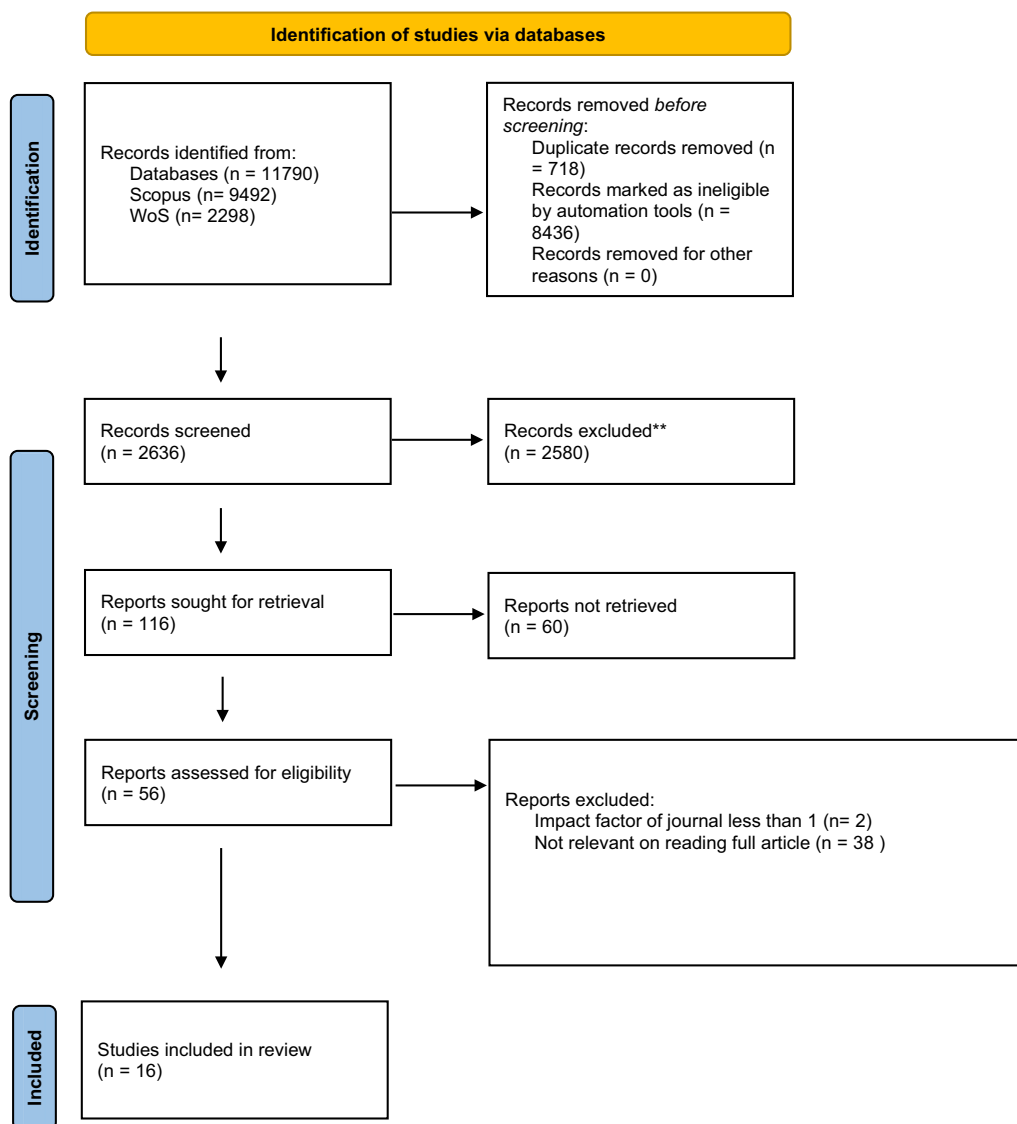
of the so-called mutual gains perspective and the norm of reciprocity, followed by job demand-resources (JD-R) model [24] and roots in positive psychology. Studies used various research methods.

Table 2 shows that the EWBHRPs bundle size varies from a minimum of four to eighteen practice bundles, with an average bundle size of 8.875. Additionally, we included literature review articles [46, 55, 60] and a viewpoint article [82] that focuses on EWBHRPs to widen the scope of literature, despite no framework or EWB-oriented bundles proposed or tested. Practices such as training and development, job autonomy, employment security, employee communication, flexibility and supervisor/ management support are included in multiple sets of well-being intended set of practices (e.g. [1, 19, 28, 37, 68]), while practices such as zero tolerance for bullying and harassment, mental health support and diversity management [1, 28] are less frequently included.

#### **Defining, conceptualization of EWBHRPs**

EWBHRPs are contested in and linked to various constructs and conceptualizations (Ref. Table 2). The ongoing lack of clearness, precision and the disagreement related to both the conceptualization followed by measures used for HRM practices and systems is posing a future challenge in the way of cracking EWB-HRM arguments' field of study [12, 60]. Thus, the absence of clarity in terminology has resulted in vagueness and indistinctness regarding how to measure and which measure should encompass EWBHRPs. For example, [21] measured EWB practices using high-performance work systems (HPWS) developed by [80]. Salas-Vallina et al. [67] followed a similar approach. Hauff et al. [31] adapted "EWCS 2015—Questionnaire" to measure EWB practices but made modifications to meet its research objectives, while [68] based WOM studies on the job demand-resources model, scale adapted from the work of [69]. Given the literature review thus far, it is comprehensible that the concept of EWBHRPs needs a working definition that recognizes EWB while also illuminating on broader EWB-HRM lack of conceptualization issues leading to an established scale for measurement. By focusing research on these issues, we propose a working definition of Employee Well-Being HR Practices" (EWBHRPs) as 'Any voluntary introduction of employee well-being intended HRM policies & practices or HR systems that attempt to address fundamental expectations, encourage existing job role performance, infuse compassion culture and prioritize occupational health and safety and mental health of employee.'

With this definition, we exemplify EWBHRPs as a phenomenon consistent and pertinent, comprehending employee well-being-oriented HRM systems. One key



**Fig. 2** Article selection process based on the PRISMA 2020 guidelines

factor of this working definition is that it differentiates EWBHRPs from the wide range of sustainable and strategic HR themes as it aims explicitly to extend care with EWB focus when describing the content of HRM.

**Employee well-being human resource practices (EWBHRPs)**

On the basis of all the aforementioned views and EWBHRPs bundles presented in Table 2, we propose an integrated model of employee well-being HR practices (EWBHRPs) as shown in Table 3. EWBHRPs echo an organization’s expression of care for its employees by positioning EWB as one of its core values.

Unlike traditional HR practices that predominantly revolve around administrative and compliance-oriented practices, EWBHRPs are non-obligatory and may not be legally regulated in most countries [48]. We propose EWBHRPs to address fundamental well-being needs among employees. Through this systematic literature review (SLR), we identified employee well-being-based HRM constructs. We proposed a provisional EWBHRPs framework categorized into four sets of HR practices, as shown in Table 3. The proposed set of practices is: (1) fundamental, (2) encouraging, (3) workgroup interaction practices (4) prioritize health & safety practices, further elaborated as under:

**Table 2** EWBHRPs bundles in HRM literature

Framework/Conceptualization, Reference	Dimension identified in the study / EWB-related organizational/ HRM practices
Well-being-oriented HRM practices (WBHRM) [28, 31, 51]	I. Investing in employees 1. Recruitment and selection 2. Training and development 3. Mentoring and career support II. Providing engaging work 1. Jobs designed to provide autonomy and challenge 2. Information provision and feedback 3. Skill utilization III. Positive social and physical environment 1. Health and safety a priority 2. Equal opportunities/diversity management 3. Zero tolerance for bullying and harassment 4. Required and optional social interaction 5. Fair collective rewards/high basic pay 6. Employment security/employability IV. Voice 1. Extensive two-way communication 2. Employee surveys 3. Collective representation V. Organizational support 1. Participative/supportive management 2. Involvement climate and practices 3. Flexible and family-friendly work arrangements 4. Developmental performance management
Employees' psychological well-being (PWB) [47]	1. Increasing job resources 2. FWA reduce work/family conflict 3. Challenging jobs increases motivation 4. Employee communication to enhance sharing of ideas and reduce uncertainty
Well-being-oriented HRM practices (WBHRM) [7, 21, 66]	1. Employment security 2. Training and development/learning 3. Job quality 4. Information sharing 5. Use of teams 6. Relationship with immediate manager
Well-being-oriented management (WOM) [68]	I. Enriching 1. Skill Variety 2. Task Identity 3. Meaningfulness of the task 4. Autonomy and feedback II. Strengthening 1. Training 2. Autonomy 3. Supervisor support 4. Tolerance to errors 5. Recognition 6. Safe working conditions III. Connecting Teamwork, partnership and external interaction IV. Empowering (Autonomy & Voice) 1. Collective representation 2. Organizational surveys

**Table 2** (continued)

Framework/Conceptualization, Reference	Dimension identified in the study / EWB-related organizational/ HRM practices
HRM Practices–Employee Well-being–Service Delivery Link [19]	<ol style="list-style-type: none"> <li>1. Employee learning &amp; development</li> <li>2. Leadership &amp; management support</li> <li>3. Employee voice &amp; involvement</li> <li>4. Work teams</li> <li>5. Work-life balance practices</li> <li>6. Workplace health &amp; safety</li> </ol>
Resources [1]	<ol style="list-style-type: none"> <li>1. Training and development</li> <li>2. HRM flexibility</li> <li>3. Life and family support</li> <li>4. Mental health support</li> <li>5. Transactional approach</li> </ol>
Factors affecting EWB [38]	<ol style="list-style-type: none"> <li>1. Work design factors</li> <li>2. Manager’s behaviour and leadership style</li> <li>3. Interpersonal relationships</li> <li>4. Employees’ role in an organization</li> <li>5. Work-life balance</li> <li>6. Communication</li> <li>7. Flexibility</li> <li>8. Stress</li> </ol>
High Well-being and Performance Work System Scale [58]	<ol style="list-style-type: none"> <li>1. Dotation</li> <li>2. Formation</li> <li>3. Career management</li> <li>4. Autonomy</li> <li>5. Occupational health and safety</li> <li>6. Diversity management</li> <li>7. Performance compensation</li> <li>8. Indirect compensation</li> <li>9. Flexibility</li> <li>10. Performance management</li> </ol>

**Fundamental practices**

We urge fundamental set of practices to be the foundation for EWBHRPs. It includes training and development, fair pay and employment security. Training and development practices typically yield favourable outcomes [65], particularly when they address both the professional and personal growth of employees [43]. These initiatives also play a crucial role in equipping employees with skills to effectively manage stress, for instance, enhancing emotional intelligence [40] enabling individuals to better navigate challenging situations, mitigate the adverse impacts of work intensification [73].

The COVID-19 pandemic has introduced fresh challenges in terms of how employees adapt to change and perceive job security, profoundly impacting their well-being and satisfaction levels [50]. Together with fair pay for job role being performed, we propose fundamental practices to be the foundation of employees’ basic

expectations from their employer instrumental in maintaining EWB.

**Encouraging practices**

Encouraging set of practices include person-job fit, bonus/incentives, job flexibility and employee voice intention. By ensuring employees’ skills and expertise align effectively with the assigned tasks, we propose that person-job fit may foster EWB as sense of job satisfaction while performing such tasks.

Employee voice intention, as described by Ouyang et al. [54], underscores the willingness of employees to contribute their opinions or ideas on critical matters. Clarke and Hill [19] argued that fostering employee voice is essential for promoting and sustaining EWB. Additionally, providing bonuses or incentives beyond basic pay as recognition for exceptional performance

**Table 3** Provisional Employee Well-being HR Practices (EWBHRPs)

Fundamental practices	Training and development Fair pay Job security
Encouraging practices	Person -job fit Bonus/incentives Job flexibility Employee voice intention
Workgroup interaction practices	Work in groups Workplace-bonding
Prioritize health and safety practices	Occupational health and safety Mental health support

can cultivate a sense of acknowledgement and reward among employees. Moreover Anne Bardoel [4] suggests that implementing HRM practices offering flexibility in working hours enhances trust in management by facilitating a better work-life balance for employees. Altogether we propose that encouraging set of practices aims to provide comprehensive support, potentially inspiring and motivating employees not only to carry out tasks’ performance but also to foster well-being over the long term.

**Workgroup interaction practices**

Research shows teamwork contributes positively to the well-being of employees [9]. Volunteering enhances employee well-being by lowering depression risk and boosting engagement, satisfaction and organizational outcomes through fostering strong bonds among co-workers [62]. Positive interpersonal relationships have been identified as crucial for enhancing employees’ psychological health [18]. Therefore, we stress on creating a social atmosphere where employees are provided with voluntary and mandatory interactions concerning task performance and workplace bonding activities as an attempt to infuse EWB through workgroup interaction practices, promote compassion culture in long run.

**Prioritize health and safety practices**

Workplace health and safety can be viewed as a crucial workplace need. As observed from EWBHRPs constructs literature, mental health support at work place has received very less attention; we stress on the need for mental health support to be added to the bucket. Programmes aimed at promoting EWB, which may include occupational health and safety initiatives like counselling, have been shown to decrease absenteeism, thereby

enhancing overall performance and well-being (e.g. [53]). We argue that professional counsellors/therapist availability within work premises or outsourced on call providing mental health support for employees arising from various issues such as workload pressure or volatile work environment will make one of the most vital contributions in EWBHRPs construct.

The proposed EWBHRPs framework in this review presented a provisional set of EWB-oriented HR practices identified and grounded in the literature of HR practices that have been discussed and debated as positively impacting the well-being-oriented workplace (e.g. [1, 21, 28, 37, 47, 68]), as our foundation to justify our conceptualization of WBHRM. Notably, the framework needs to be tested empirically for confirmation and reliability for implementation. We limit the nature of practices in order to make it concise and operational.

**Employee well-being HRM practices (WBHRM) theoretical framework**

Implementing relevant HR practices is a key approach to supporting and enhancing well-being [19]. On the basis of our comprehensive review of extant research in the area, we attempt to address the tensions in the field by proposing EWBHRPs—Employee well-being (EWB) theoretical framework in Fig. 3

Figure 3 presents the proposed theoretical framework based that is acknowledged by the literature on the positive influence of HRM systems on EWB. We base the framework on social exchange theory (SET) [11] as the theoretical foundation. Based on SET assumptions, we propose that employees who experience and perceive care from their organization, that is, in the form of well-being supporting HRM systems, may reciprocate with positive attitudes, fostering EWB. Following [28, 68] approach, we aimed for psychological, physical and social dimensions of well-being, through our framework. We channelled a theoretical framework from the work of [1, 19, 28] towards forming EWB dedicated HRM systems. Attuned to the proposed EWBHRPs framework and above-mentioned literature, we propose:

P1 EWBHRPs positively enhances employee well-being.

Organizations need to be ready to manage paradoxes as they emerge, recognizing that achieving ‘ideal’ conditions where both employee psychological well-being (PWB) and organizational performance (OP) thrive simultaneously prioritized without conflict is challenging [47]. The sceptical viewpoint suggests that employee well-being and OP are distinct objectives influenced by different sets of HR practices [14]. Social exchange theory (SET) as our theoretical foundation we argue EWBHRPs will enhance



individual and organizational level outcomes as this well-being intended practices will be perceived as investment in employees creating a trade-off scenario exchanging performance in return to such investment made. Therefore, we propose:

P2 Employee Well-being Human Resources Practices (EWBHRPs) bundles positively affect individual and organizational outcomes.

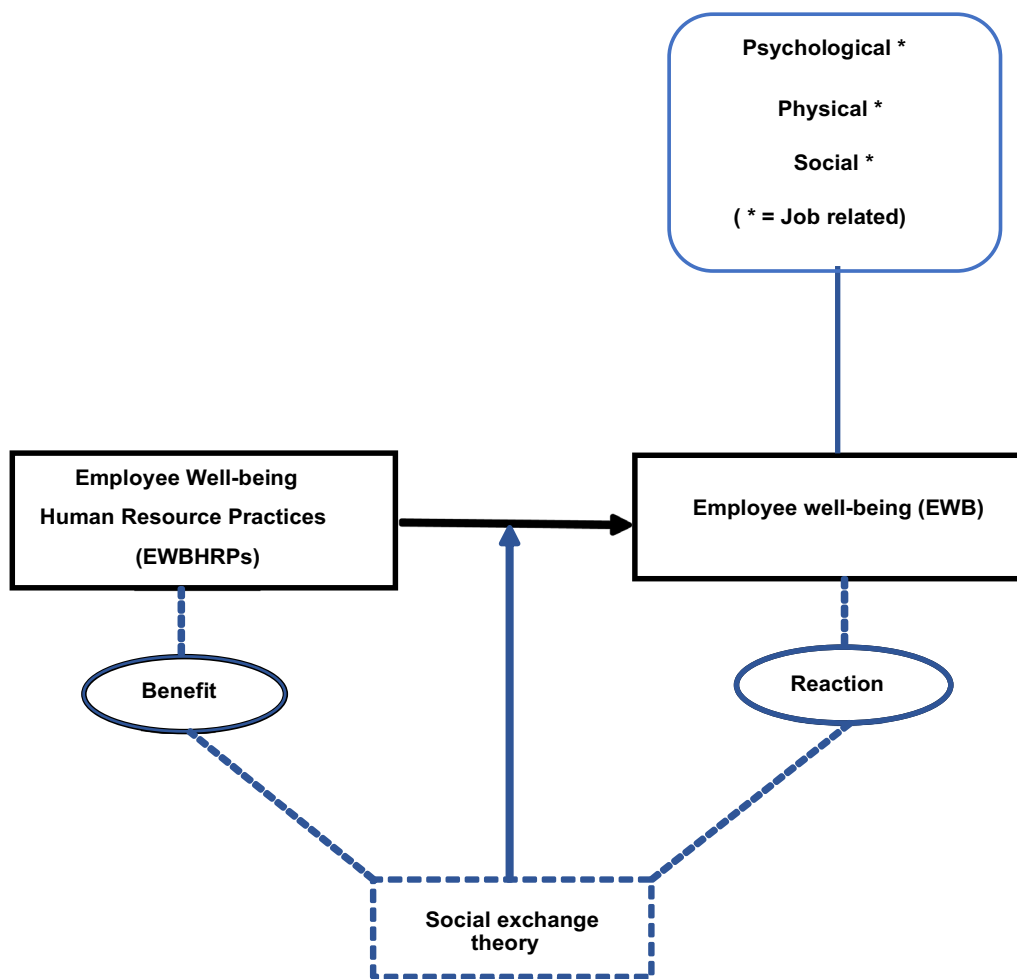
Research suggests that employees who perceive HRM practices favourably tend to report higher levels of well-being [2, 55]. Therefore, for evaluating employee-level outcomes, it is advisable to prioritize employees’ perceptions of these systems [3]. When HRM practices are employed consistently as a system, they enable employees to form subjective perceptions about their work environment, typically resulting in attitudinal outcomes (Van [72]). Furthermore, unless HRM practices are integrated

cohesively, their relevance and impact on outcomes may not be fully realized [52]. Consequently, we propose:

P3 Employees’ perception of EWBHRPs positively enhances all three dimensions of well-being: physical, psychological and social.

**Implications**

The SLR along with the proposed EWBHRPs framework contributes to key theoretical and practical implications as presented in Table 4. Pertaining to each set of EWBHRPs, we propose theoretical implications supported with research agenda for future research scholars. Alongside theoretical implications, we put forward practical implications for management and HR professionals in optimizing and bringing to practice employee well-being fostering strategies.



**Fig. 3** Employee well-being HRM practices (WBHRM)—Employee well-being (EWB) theoretical framework

We set down that the EWBHRPs framework is not restricted or subjected to a particular industry or workplace demographic context. Thus, the framework's scope and practicality can potentially become an acceptable standard in various industries. Another vital implication of this research article is that it aligns with "Promoting well-being" objective of the World Health Organization (WHO) [78]. Moreover, well-being is now recognized as the third Sustainable Development Goal (SDG) [32]. This literature review article, therefore, has a greater scope for practical implications on the global level in times to come.

### **Future agenda**

We put forward research agenda in addition to future research avenue suggest in Table 4. The management literature supports empirical research that studies the effect of HRM bundles on an employee-centric approach [22]. The model proposed in this article is preliminary; therefore, future studies could investigate the empirical relationships between various EWBHRPs and explore significant or contradictory practices. We call for a burning need to develop and validate EWBHRPs dedicated scale and measures to enable uniformity in measuring variables in the field. We further stress the need for a longitudinal research design that studies progress or enhancement in EWB implying EWBHRPs to practice, providing a better insight with various other environmental factors in play. To overcome the limitation of generalization, we call future scholars to study EWBHRPs in multiple industries and countries context. Additionally, we insist the model be studied for

effectiveness subjected to small, medium & large-sized firms. The above-mentioned research agenda has the potential to add to the body of literature and our understanding of EWBHRPs area of research with a vision of its prolific implications for the EWB and sustainable organizational growth.

### **Conclusion**

Our argument's novel nature and agenda aim to extend literature towards extending caring for employees as we insist that EWB be positioned at the centre organization's objectives and that EWBHRPs would be instrumental in enhancing EWB. The key argument of this article is that organizations should prioritize EWB as one of their missions, and not as a mechanism for meeting organizational performance targets, but as its fundamental responsibility towards employees. With this review, we aim to address the concerns raised by Guest, [28] that, "Despite interest in employee attitudes and behaviour in many of the established HRM models, employee outcomes are viewed as a means to an end rather than an end in themselves." Finally, our review upholds that EWBHRPs are undeniably progressive and an imperative area of HRM research with expeditious growth and development potential. In conclusion, thus, the extant study contributed to the body of research by pointing considerations towards key theoretical and practical implications, future agenda and enquiry in the field and by extending literature to shape the nature and debate in employee well-being-focused HRM research.

**Table 4** Theoretical and practical implications and future research avenues

EWBHRPs	Theoretical implication and future research avenue	Practical implication
Fundamental practices	<p>Training and development, fair pay and employee security have consistently emerged as key priorities in the literature as well as in our proposed framework. As previously emphasized, these practices are fundamental expectations from employers, as their absence can potentially strain the employer-employee relationship from the outset as well as one's well-being</p> <p>Future research avenue: To adapt conservation of resources (COR) theory to explore relationships between proposed fundamental set of practices as an essential resource to maintain employee well-being</p>	<p>Conduct training and development programmes to inculcate job role clarity and develop confidence</p>
Encouraging practices	<p>To explore fundamental practices as predictors of employer-employee relationship may be carried out by future scholars</p> <p>Job flexibility and employee voice have been identified to foster EWB whereas person-job fit and the role of incentives/bonuses have been relatively less explored in the literature</p> <p>Future research avenue: To extend on social exchange theory to explore the trade-off between encouraging set of practices (IV) and psychological capital (mediator), ultimately fostering employee well-being (DV)</p>	<p>Provide job security to ensure stable employment conditions to mitigate employee anxiety, thereby safeguarding their well-being</p> <p>With person-job fit, we stress the need for compatibility between employees' skills and the core job/tasks that they are assigned to be able to foster EWB</p> <p>Offer bonuses and/or incentives beyond basic pay for exceptional performance can serve as a way for employees to feel recognized and valued</p>
Workgroup interaction practices	<p>The employees' attitude in terms of positive workplace behaviours have been well studied EWBHRPs literature. However, workplace bonding and supportive organizational culture in the form of peer support, positive interpersonal relations and employee resource groups could enhance EWB, is under-researched</p> <p>Future research avenue: Drawing on social exchange theory (SET), explore workgroup interaction set of practices as workplace intervention that benefit EWB</p>	<p>Provide job flexibility to create a sense of job autonomy</p> <p>Provide for open door communication policy to support and encouraging employee voice intention. Such input and participation foster a sense of recognition and value amongst employees</p> <p>Promote mandatory and voluntary work group interactions</p> <p>Conduct workplace intervention around the theme of workplace bonding (indoor and outdoor recreational activities)</p> <p>Cultivate employee resource group (ERG) culture. This could allow employees with similar experiences to connect, creating a non-judgmental environment for seeking workplace guidance and support, discuss concerns, thereby nurturing compassion in the workplace</p>

**Table 4** (continued)

EWBHRPs	Theoretical implication and future research avenue	Practical implication
Prioritize health and safety practices	<p>In today's fiercely competitive work environment, excessive job demands can cause stress and strain when they surpass the resources available to employees for coping. The review sheds light on how mental health support as a WBHRM construct is less researched</p>	<p>Prioritize safe space for physical, mental and social health of employees</p>
EWBHRPs Bundle	<p><b>Future research avenue:</b>                      To extend on job demand-resources (JD-R) theory to explore prioritize health and safety set of practices (job resource), employee resilience or employee adaptability (job demand) and EWB mediating/moderating relationship</p> <p>We offer this framework for future research scholars to be studied further and be empirically tested with the agenda of necessary amendments facilitating sure-fire confirmation and reliable ground for implementation</p> <p><b>Future research avenue:</b>                      To focus on testing theories on the model to elucidate how the interplay of four sets of Employee Well-being HR practices (EWBHRPs) takes place and its impact on employee well-being (EWB) outcomes</p>	<p>Appoint professional counsellors for therapy. Depending on the organization's size, this appointment may involve hiring full-time counsellors for large organizations or outsourcing counselling services in case of small organizations</p> <p>Depending on the size of the organization, such appointments may be as full-time employee in case of large organization or such counselling services may be outsourced depending upon the size of organization</p> <p>On empirical examination, EWBHRPs can be implemented by practicing managers and HR professionals to foster employee well-being</p>

## Appendix

Title	Author and Publication year	Context	Key objective	Method/tools	Core finding / Essence of the paper
Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience	[21], <i>HRM</i>	CH	The examines relations among collectively experienced well-being-oriented HRM practices, social climate, employee resilience and employee (in-role) performance	SQ	Well-being-oriented HRM practices foster resilience, enhancing employee performance by influencing group feelings of the social climate
Well-being-oriented HRM configurations: diffusion, contingencies and outcomes	[31], <i>EBHRM</i>	GE	The study examines diffusion of well-being-oriented HRM practices with respect to the conditions in which these are used, and their relations with employee well-being	SQ	Employees perceive dimensions of well-being-oriented HRM practices (WBHRM) differently. WBHRM is subjected and conditional to specific practices and organizations' investment in them and differs on an organizational and individual level
The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together towards reaching this goal	[66], 2021, <i>HRM</i>	SP	The study examines the relations among well-being-oriented human resource management (WBHRM), performance, mediating role of employee well-being and moderating role of middle managers' leadership in the relationship between WBHRM and employees' well-being	SQ	Engaging leadership behaviour fosters effective implementation of WBHRM and positively impacts employees' performance. WBHRM enhances individual performance via employees' well-being
New times for HRM? Well-being oriented management (WOM), harmonious work passion and innovative work behaviour	[68], <i>ER</i>	SP	The study examines associations among WOM, innovative work behaviour (IWB) and the mediating role of harmonious work passion in the relationship between WOM and IWB	SQ	WOM is conceptualized and measured. WOM fosters IWB, and harmonious work passion mediates the relationship between WOM and IWB
Shattered but smiling: Human resource management and the well-being of hotel employees during COVID-19	[1], <i>IJHM</i>	IN	The study explores the HR practices adopted by hotels during COVID-19 and to examine the impact of COVID-19 on employee well-being of hotel employees	SSI	This study presents HRM practices that organizations can use to effectively manage employees in uncertain times
Implementing Well-Being Practices through Russian Context: HRD Perspective	[46], <i>JEWB</i>	RU	The study investigates the understanding of well-being practices from the perspective of human resource development (HRD) managers	SSI	There exists ambiguity of understanding of well-being following HR practices oriented on well-being in the Russian context and offer suggestions for developing well-being practices from HRD professionals
Human resource management and employee well-being: towards a new analytic framework	[28], <i>HRMJ</i>	N/A	The study aims to enrich existing literature by advocating for HRM practices that prioritize enhancing well-being and fostering positive employment relationships, highlighting the essentiality of both elements	QL	Outlines well-being-oriented HRM practices (WBHRM) analytical framework and contends that these potentially improve individual and organizational performance

Title	Author and Publication year	Context	Key objective	Method/tools	Core finding / Essence of the paper
Human resource management-well-being-performance research revisited: Past, present and future	[60], <i>HRMJ</i>	N/A	The literature review explores the relationship between Human Resource Management (HRM), employee well-being (WB) and individual as well as organizational performance (IOP), focusing on qualitative insights into this HRM-WB-IOP research domain.	QL	'Mutual gains' play a key role in HRM-WB-IOP research at the expense of alternative conflicting outcomes and mutual loss models
The paradox of employee psychological well-being practices: an integrative literature review and new directions for research	[47], <i>IJHRM</i>	N/A	The study identifies conflicting practices between employee psychological well-being (PWB) and organizational performance HR practices, aiming to propose a novel conceptual framework that reconciles these contradictions	QL	The article highlights PWB practices that are paradoxical, PWB practices that are 'mutual gains' and shows there is variability in conceptualization in PWB practices
Promoting employee well-being and quality service outcomes: The role of HRM practices	[19], <i>JMO</i>	N/A	The study explores the relationship between employee well-being and service quality	QL	The study proposes a HRM practices framework focusing on well-being for elderly workers in service delivery sectors. It argues that by identifying and implementing suitable HRM strategies, both employee well-being and service quality can be significantly improved
The relationship between employee well-being and organizational trust in the context of sustainable human resource management	[38], <i>PPM</i>	N/A	The study conducts a literature review on the interplay between Human Resource Management (HRM), employee well-being and organizational performance. It explores factors influencing employee well-being and examines their impacts on organizational performance	QL	Employees who perceive HRM practices positively experience higher levels of well-being
Well-being in work environments	[55], <i>JBR</i>	N/A	To explore the relationship between employee well-being and organizational trust in the context of sustainable HRM	QL	Sustainable HRM practices play a key role in positively influencing employee well-being
Thriving in the face of burnout? The effects of well-being-oriented HRM on the relationship between workload, burnout, thriving and performance	[7], <i>ER</i>	Ch	The study investigates how well-being-oriented HRM practices can reduce burnout among workers, creating conditions conducive to thriving and ultimately improving in-role employee performance, especially in high workload environments	QA	Well-being-oriented HRM can enhance employee performance via reducing burnout and enhancing thriving

Title	Author and Publication year	Context	Key objective	Method/tools	Core finding / Essence of the paper
“Are your employees mentally prepared for the pandemic?” Well-being-oriented human resource management practices in a developing country	[51], <i>IJOHM</i>	Vi	The study investigates how HRM practices implemented before a crisis can establish a strong foundation of Psychological Capital (Psy-Cap) among tourism and hospitality staff. This foundation aims to bolster their mental resilience during the COVID-19 pandemic	QA	Well-being-oriented HRM policies, focusing on employee development and empowerment before a crisis, enhance employee Psychological Capital (PsyCap) during the pandemic, thus preserving their well-being. The financial burden on employees’ families moderates the impact of HRM policies on PsyCap and influences their well-being during the crisis
Towards a new model of human resource management practices: construction and validation of the High Well-being and Performance Work System Scale	[58], <i>FIP</i>	Ca	The integrated mutual gains model proposes five categories of HRM practices designed to benefit both employees and organizations. These practices are explicitly intended to enhance well-being, which in turn is expected to positively influence performance	QA	Five sets of HRM practices (provisional) were proposed but not validated. Instead, alternative sets of practices were assembled based on their perceived benefits to employees’ well-being and subsequently their job performance
More is not always better: Implementing effective well-being HRM systems	[82], <i>HRMID</i>	Ge	To review the latest management developments in well-being HRM systems	VP	In Germany, well-being oriented Human Resource Management (HRM) practices are categorized into four configurations, indicating unequal benefits for employees. Transitioning from low to medium investment HRM correlates with improved health, happiness and relational well-being. However, advancing from medium to high investment HRM does not consistently yield similar gains. Instead, superior employee well-being is predominantly linked to supportive and developmental practices provided by immediate supervisors and line managers

*HRM* Human Resource Management, *EBHRM* Evidence-Based HRM, *HRM* Human Resource Management, *ER* Employee Relations, *IJHM* International Journal of Hospitality Management, *JEWB* Journal of East–West Business, *HRMJ* Human Resource Management Journal, *IJHRM* International Journal of Human Resource Management, *JMO* Journal of Management & Organization, *PPM* Problems and Perspectives in Management, *JBR* Journal of Business Research, *Ch* China, *Ge* Germany, *Sp* Spain, *In* India, *Ru* Russia, *N/A* not applicable, *Vi* Vietnam, *Ca* Canada, *SQ* Survey (Quantitative), *SSI* Semi-structured interviews, *VP* Viewpoint, *QL* Qualitative, *QA* Quantitative, *FIP* Frontiers in Psychology, *HRMID* Human Resource Management International Digest, *IJOHM* International Journal of Hospitality Management.

### Abbreviations

SLR	Systematic literature review
HRM	Human resource management
EWBHRPs	Employee well-being human resource practices
EWB	Employee well-being
HPWS	High-performance work practices
PWB	Employees' psychological well-being
WOM	Well-being-oriented management
WBHRM	Well-being-oriented HRM practices
PRISMA	Preferred reporting items for systematic reviews and meta-analyses

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