



(REVIEW ARTICLE)



Reviewing employee well-being and mental health initiatives in contemporary HR Practices

Oluwafunmi Adijat Elufioye ¹, Ndubuisi Leonard Ndubuisi ², Rosita Ebere Daraojimba ^{3,*}, Kehinde Feranmi Awonuga ⁴, Latifat Omolara Ayanponle ⁵ and Onyeka Franca Asuzu ⁶

¹ Independent Researcher, Lagos, Nigeria.

² Spacepointe Limited, Rivers State, Nigeria.

³ Department of Business Administration, Ahmadu Bello University, Zaria, Nigeria.

⁴ Independent Researcher, UK.

⁵ Independent Researcher, Houston, Texas, U.S.A.

⁶ Dangote Sugar Refinery Plc, Lagos, Nigeria.

International Journal of Science and Research Archive, 2024, 11(01), 828–840

Publication history: Received on 18 December 2023; revised on 27 January 2024; accepted on 29 January 2024

Article DOI: <https://doi.org/10.30574/ijrsra.2024.11.1.0153>

Abstract

Contemporary Human Resource (HR) practices are witnessing a paradigm shift with an increased focus on employee well-being and mental health. This paper reviews the evolving landscape of HR initiatives designed to promote and support employee well-being in the workplace. As organizations recognize the profound impact of mental health on employee performance, engagement, and overall organizational success, a strategic integration of mental health initiatives into HR practices is becoming paramount. The paper explores the multifaceted nature of employee well-being initiatives, encompassing flexible work arrangements, comprehensive health and wellness programs, and destigmatizing mental health conversations within the workplace. Contemporary HR professionals are leveraging technology and data analytics to tailor well-being programs, ensuring a personalized approach that addresses the diverse needs of employees. Moreover, the paper delves into the role of leadership in fostering a supportive and inclusive work environment conducive to employee well-being. Organizations are increasingly recognizing that a culture of open communication, empathy, and proactive mental health support from leadership is instrumental in creating a psychologically safe workplace. The review also acknowledges the challenges organizations face in implementing effective well-being initiatives, such as addressing the stigma associated with mental health, measuring program effectiveness, and ensuring accessibility for all employees. As contemporary HR practices evolve, the paper emphasizes the importance of ongoing evaluation, feedback mechanisms, and continuous improvement in mental health initiatives to create workplaces that prioritize the holistic well-being of their employees. In conclusion, the paper highlights the imperative for HR practices to proactively address employee well-being and mental health, recognizing these initiatives as integral components of a progressive and people-centric organizational culture.

Keyword: Employee; Mental Health; Health initiatives; HR; Review

1. Introduction

In the dynamic landscape of contemporary Human Resource (HR) practices, the significance of employee well-being and mental health initiatives has risen to the forefront. As organizations undergo transformative shifts in their understanding of the holistic needs of their workforce, the integration of comprehensive well-being programs into HR strategies is becoming not just a trend but a strategic imperative. This introduction sets the stage for a review that

* Corresponding author: Rosita Ebere Daraojimba

explores the multifaceted dimensions of employee well-being and mental health initiatives within the framework of modern HR practices.

In an era where the concept of work is evolving, encompassing remote and hybrid models, the emphasis on employee well-being has become a pivotal factor in attracting, retaining, and nurturing talent (Kurjenniemi & Ryti, 2020, Rishi, Breslau & Miscovich, 2021, Svirelina, 2023). The introduction delves into the overarching commitment of contemporary HR practices to create work environments that prioritize the physical, mental, and emotional health of employees. Acknowledging that employee well-being is not only a moral responsibility but also a strategic investment, organizations are redefining HR paradigms to encompass a more holistic and personalized approach.

This introduction also highlights the role of technology and data analytics in tailoring well-being programs to the diverse needs of the workforce. From flexible work arrangements to wellness applications, organizations are leveraging innovative solutions to create a supportive ecosystem that recognizes and addresses the individual well-being journey of each employee.

Furthermore, the introduction emphasizes the crucial role of leadership in setting the tone for a workplace culture that destigmatizes mental health conversations. As organizations navigate the challenges of addressing mental health concerns, fostering open communication, empathy, and proactive support from leadership emerges as a cornerstone for creating psychologically safe environments.

As we embark on a comprehensive review of employee well-being and mental health initiatives in contemporary HR practices, it becomes evident that this exploration is not just about compliance but a strategic approach to unlocking the full potential of the workforce. By prioritizing employee well-being, organizations are not only enhancing the quality of work-life for their employees but are also positioning themselves as employers of choice in an increasingly competitive global market.

1.1. Employee Well-being in Contemporary HR Practices

In the rapidly evolving landscape of contemporary Human Resource (HR) practices, the concept of employee well-being has emerged as a cornerstone for organizational success. As organizations recognize the interconnectedness of employee well-being and overall performance, there is a paradigm shift towards integrating comprehensive well-being initiatives into HR strategies (Asakdiyah & Hapsari, 2023, Popo-Olaniyan, et. al., 2022). This paper explores the multifaceted dimensions of employee well-being within the framework of modern HR practices, examining the strategic importance, key components, challenges, and the way forward in fostering a culture of well-being.

The strategic importance of employee well-being lies in its profound impact on organizational outcomes, productivity, and employee engagement. Contemporary HR practices acknowledge that a healthy and motivated workforce is a key driver of success. Prioritizing employee well-being is not only a moral imperative but a strategic investment that pays dividends in terms of enhanced performance, reduced turnover, and increased organizational resilience (Koon & Ho, 2021, Turner, 2019).

In response to the changing nature of work, contemporary HR practices emphasize flexibility. Offering options like remote work, flexible hours, and compressed workweeks supports employees in achieving a better work-life balance, reducing stress, and promoting well-being.

HR strategies now encompass comprehensive health and wellness programs that go beyond traditional benefits. These may include mental health support, preventive care, fitness programs, and initiatives promoting healthy lifestyle choices.

Recognizing the impact of mental health on overall well-being, modern HR practices destigmatize mental health conversations. Employee assistance programs, counseling services, and awareness campaigns contribute to fostering a workplace culture that prioritizes mental health (Brandl, et. al., 2019, Davidescu, et. al., 2020).

A positive workplace culture is integral to well-being. HR practices focus on cultivating inclusive and supportive environments where employees feel valued. Leadership plays a pivotal role in setting the tone, promoting open communication, and leading by example in prioritizing well-being.

While the importance of employee well-being is widely acknowledged, organizations face challenges in implementing effective well-being initiatives.

Quantifying the impact of well-being initiatives poses a challenge. HR practices need to develop metrics and assessment tools to measure the effectiveness of well-being programs and their contribution to organizational goals. The workforce is diverse, and individual well-being needs vary. HR practices must tailor initiatives to accommodate different demographics, taking into account factors such as age, gender, and cultural backgrounds.

To foster employee well-being effectively, contemporary HR practices need to adopt a holistic and proactive approach. Leverage technology to create personalized well-being programs. Mobile applications, wearable devices, and data analytics can provide employees with tools to track and improve their well-being. Establish feedback mechanisms to continuously assess the impact of well-being initiatives. Regular surveys, focus groups, and open communication channels enable HR practices to adapt and improve their programs based on employee feedback (Li, et. al., 2023, Zhang, et, a., 2020).

In conclusion, employee well-being has become a focal point in contemporary HR practices, reflecting a holistic understanding of the employee experience. By strategically integrating well-being initiatives, organizations not only enhance the quality of work-life for their employees but also position themselves as employers of choice in a competitive talent market. The challenges posed by diverse needs and the measurement of well-being impact require ongoing innovation and adaptability in HR strategies. As organizations continue to navigate the complexities of the modern workplace, prioritizing employee well-being remains an essential element in building resilient and thriving organizations.

1.1.1. Evolution of HR Strategies to Incorporate Mental Health Initiatives

In the evolving landscape of Human Resources (HR), the recognition of the profound impact of mental health on employee well-being and organizational success has prompted a significant shift in HR strategies (Gabriel, et. al.,2022, Hameed, Ijaz & Sabharwal, 2022, Harney & Collings, 2021). This paper explores the evolution of HR practices as they incorporate mental health initiatives, examining the historical context, key drivers, and the strategic integration of mental health support in the workplace.

Historically, mental health has been a less visible aspect of workplace well-being. Traditional HR strategies primarily focused on tangible benefits and physical health. However, the societal discourse surrounding mental health has evolved, breaking down stigmas and fostering a more open conversation. This cultural shift has prompted organizations to reevaluate their approach to employee well-being, leading to the emergence of mental health initiatives within HR practices (Docka-Filipek & Stone, 2021, Johnson, et. al., 2020).

Several key drivers have influenced the evolution of HR strategies to incorporate mental health initiatives. Increased societal awareness and conversations around mental health have contributed to a more informed and empathetic understanding of the challenges individuals face. HR strategies have adapted to align with this broader societal shift. Organizations recognize the direct correlation between employee mental health and productivity. Addressing mental health concerns not only improves the well-being of employees but also enhances organizational performance and efficiency. Legal frameworks and ethical considerations now emphasize the importance of providing a psychologically safe workplace. Organizations are increasingly recognizing the legal and ethical imperative to prioritize mental health within HR practices.

Modern HR strategies focus on creating inclusive workplace cultures that destigmatize mental health conversations. This involves fostering a culture of empathy, understanding, and open communication to support employees facing mental health challenges. HR practices incorporate Employee Assistance Programs (EAPs) that provide confidential counseling and support services. These programs offer employees a resource for addressing personal and mental health concerns without fear of judgment. HR strategies involve the implementation of training and awareness programs to educate employees and leadership on mental health. These initiatives aim to reduce misconceptions, promote understanding, and create a supportive environment. Acknowledging the impact of work-related stress on mental health, HR practices increasingly incorporate flexible work arrangements. This includes options for remote work, flexible hours, and compressed workweeks to accommodate diverse employee needs (Hutson & Hutson, 2023, Kalfa, Branicki & Brammer, 2021).

Despite significant progress, challenges persist in fully integrating mental health initiatives into HR strategies. Stigma, resource constraints, and the need for a cultural shift are ongoing hurdles. Future directions involve leveraging technology for mental health support, refining measurement metrics, and fostering collaborative partnerships with mental health professionals.

The evolution of HR strategies to incorporate mental health initiatives reflects a broader societal shift towards prioritizing employee well-being. By strategically integrating mental health support into HR practices, organizations not only enhance the overall health and happiness of their workforce but also contribute to a more compassionate and resilient workplace. As HR practices continue to evolve, the commitment to mental health initiatives will remain integral in creating workplaces that prioritize the holistic well-being of their employees.

1.1.2. Contextualizing Employee Well-being within Modern Work Environments

In the contemporary landscape of work, the concept of employee well-being has transcended traditional notions of job satisfaction and benefits. As organizations navigate the complexities of modern work environments, there is a growing recognition that well-being extends beyond physical health to encompass mental, emotional, and social dimensions. This paper explores the contextualization of employee well-being within modern work environments, examining the multifaceted factors influencing well-being, the role of organizational culture, and the strategic imperative for fostering a holistic approach to employee welfare (Cvenkel, 2020, Orozco, Kilag & Parinasan, 2023, Sorensen, et. al., 2021).

Modern work environments are characterized by flexibility, with remote work options, flexible hours, and compressed workweeks becoming more prevalent. While these arrangements offer increased autonomy, they also impact well-being by influencing work-life balance, job satisfaction, and stress levels. The pervasive integration of technology has transformed the way work is conducted. While enhancing efficiency, it has also introduced challenges such as digital burnout, constant connectivity, and the blurring of boundaries between work and personal life, influencing employee well-being. Organizations now recognize the importance of diversity and inclusion in promoting employee well-being. Modern work environments strive to create inclusive cultures that celebrate diversity, providing a sense of belonging and psychological safety for all employees.

There is a heightened awareness of mental health issues in modern workplaces. Organizations are increasingly proactive in addressing mental health challenges, offering resources such as Employee Assistance Programs (EAPs), counseling services, and awareness campaigns to support employee well-being (Dimoff & Kelloway, 2019, Giorgi, et. al., 2020).

The leadership style within an organization significantly influences employee well-being. Supportive and empathetic leadership fosters a positive work culture, where employees feel valued and motivated, contributing to overall well-being. Organizations with inclusive policies and practices prioritize employee well-being by considering diverse needs. These may include parental leave policies, flexible work options, and accommodation for individuals with specific needs. A culture of recognition and appreciation positively impacts well-being. Acknowledging employees' contributions, celebrating achievements, and fostering a sense of pride in their work contribute to a positive and supportive work environment (Das & Pattanayak, 2023, Koon & Ho, 2021, Walsh & Arnold, 2020).

Prioritizing employee well-being is not only a moral imperative but also a strategic investment. Well-supported and engaged employees are more likely to be productive, innovative, and committed to organizational goals, contributing to enhanced overall performance.

In the competitive talent landscape, organizations that prioritize employee well-being have a competitive advantage in attracting and retaining top talent. Employees seek workplaces that value their holistic well-being, creating a positive employer brand. Organizations that foster a culture of well-being are better equipped to navigate challenges and changes. A workforce with high well-being levels demonstrates greater adaptability, resilience, and the ability to thrive in dynamic and uncertain environments (Al Haziazi, 2021, Bella, 2023, Venkat, et. al., 2023).

In conclusion, contextualizing employee well-being within modern work environments involves recognizing the intricate interplay of various factors and acknowledging the pivotal role of organizational culture. As organizations strive to create environments that support the holistic well-being of their employees, the strategic imperative for fostering a positive, inclusive, and well-being-centric culture becomes evident. By prioritizing employee well-being, organizations not only contribute to the health and happiness of their workforce but also position themselves for sustained success in the dynamic and evolving landscape of modern work.

1.2. The Multifaceted Nature of Well-being Initiatives

In the contemporary workplace, organizations recognize the multifaceted nature of employee well-being, understanding that it extends beyond traditional benefits to encompass various dimensions of health and happiness (Cvenkel, 2020, Seshasai & Balaji, 2023, Tay, et. al., 2023). This paper explores the intricate web of well-being initiatives, delving into the three major components: flexible work arrangements, health and wellness programs, and the

destigmatization of mental health conversations. By examining these dimensions, we can appreciate the holistic approach organizations are adopting to foster a workplace culture that prioritizes the well-being of their employees.

The modern workforce has witnessed a seismic shift in work arrangements, with remote work and hybrid models gaining prominence. These initiatives provide employees with greater flexibility in where and how they work. Remote work allows individuals to design their work environment, promoting autonomy and work-life balance. Hybrid models combine in-office and remote work, offering a blend of collaboration and flexibility (Soroui, 2023, Wheatley, 2022). These arrangements have the potential to reduce commuting stress, enhance job satisfaction, and contribute to overall well-being. Flexible scheduling is another crucial aspect of well-being initiatives. It allows employees to adapt their work hours to better align with personal needs, family obligations, or individual preferences. Whether through compressed workweeks, staggered hours, or flexible start and end times, this flexibility empowers employees to manage their time effectively, reducing stress and supporting a healthier work-life integration.

Organizations recognize the importance of physical health in overall well-being. Health and wellness programs encompass a range of initiatives, from fitness classes and nutritional counseling to ergonomic workspaces. On-site gyms, wellness challenges, and access to preventive health screenings contribute to the physical well-being of employees. By investing in these programs, organizations not only foster healthier lifestyles but also demonstrate a commitment to the long-term health of their workforce (Søvdal, et. al., 2021, World Health Organization, 2020).

Mental health is a critical component of well-being, and organizations are increasingly proactive in addressing this dimension. Employee Assistance Programs (EAPs), counseling services, and mental health days are integral to providing support. Destigmatizing mental health conversations involves creating a workplace culture that recognizes the importance of mental well-being and offers resources for seeking help. By offering accessible mental health support services, organizations prioritize the psychological welfare of their employees.

Destigmatizing mental health requires creating a culture of open communication where employees feel safe discussing their mental well-being. Leaders play a pivotal role in setting the tone by openly addressing mental health, sharing personal stories, and encouraging dialogue. Organizations that prioritize open communication create an environment where employees are more likely to seek support and share their experiences without fear of judgment (Hammoudi Halat, et. al., 2023, Tamers, et. al., 2020).

Education is a key component of destigmatizing mental health. Organizations conduct training sessions, workshops, and awareness campaigns to educate employees on recognizing signs of mental health challenges, understanding the importance of seeking help, and fostering a supportive community. By promoting mental health literacy, organizations empower employees to be proactive about their well-being and that of their colleagues.

The multifaceted nature of well-being initiatives reflects the understanding that employee well-being is a holistic concept encompassing physical, mental, and emotional dimensions. Flexible work arrangements, health and wellness programs, and efforts to destigmatize mental health conversations are integral components of a comprehensive well-being strategy. As organizations navigate the complexities of the modern workplace, prioritizing well-being initiatives becomes not only a strategic imperative but a fundamental commitment to creating environments where employees can thrive personally and professionally. The evolution towards a more holistic understanding of well-being underscores the progressive nature of contemporary workplaces, shaping a future where employee welfare is at the forefront of organizational priorities (Bartels, Peterson & Reina, 2019, Raj, 2020).

1.3. Leveraging Technology for Tailored Well-being Programs

In the era of digital transformation, organizations are increasingly turning to technology to enhance and personalize well-being programs for their employees (Selimović, Pilav-Velić & Krndžija, 2021, Trenerry, et. al., 2021). This paper explores the role of technology in crafting tailored well-being initiatives, delving into the use of wellness applications, data analytics, and innovative approaches to address diverse needs across varied demographics. By leveraging technology, organizations can create more inclusive and personalized well-being programs that cater to the unique requirements of their workforce.

Wellness applications and platforms have become integral tools for delivering personalized well-being experiences. These applications cater to various aspects of employee health, including physical fitness, nutrition, mindfulness, and sleep. Employees can access these tools at their convenience, allowing for personalized well-being journeys. These applications often feature personalized goal-setting, progress tracking, and interactive elements that empower individuals to take charge of their health.

The integration of wearables, such as fitness trackers and smartwatches, further enhances the personalization of well-being programs. These devices provide real-time data on physical activity, sleep patterns, and other health metrics, enabling employees and employers to track and analyze well-being trends.

Data analytics plays a crucial role in tailoring well-being programs by providing valuable insights into employee health and preferences. Analyzing data on participation rates, program effectiveness, and user feedback allows organizations to refine and customize their initiatives. These insights enable HR professionals to identify trends, understand the unique needs of different employee segments, and make data-driven decisions to enhance program relevance.

Predictive analytics also come into play, allowing organizations to anticipate potential well-being challenges and proactively design interventions. By leveraging data, organizations can tailor their strategies to address specific health concerns or lifestyle patterns, fostering a more targeted and impactful well-being approach (Jeske, 2022, Parker & Grote, 2022).

Technology facilitates the customization of well-being programs to suit the diverse needs of different demographics within an organization. By considering factors such as age, gender, cultural background, and individual health profiles, organizations can tailor interventions that resonate with specific employee groups. For example, well-being programs for millennials might incorporate digital mindfulness sessions, while those for older employees could emphasize joint health and flexibility exercises.

Tailoring well-being programs also involves recognizing the varying preferences and lifestyles of remote and office-based employees. Technology allows organizations to offer flexible options, ensuring that well-being initiatives are accessible to all, regardless of their physical location or working arrangements.

The remote nature of work, exacerbated by the global shift towards hybrid and remote models, has highlighted the importance of remote mental health support. Technology facilitates the integration of mental health tools and resources into virtual well-being programs. Video counseling sessions, mental health apps, and virtual support groups are becoming standard components of remote well-being initiatives.

Additionally, organizations are exploring innovative technologies such as virtual reality (VR) for stress reduction and mindfulness exercises. These immersive experiences offer a novel approach to mental health support, catering to the evolving needs of a technology-savvy workforce (Babapour Chafi, Hultberg & Bozic Yams, 2021, Wontorczyk & Roznowski, 2022).

Leveraging technology for tailored well-being programs represents a paradigm shift in how organizations approach employee welfare. The integration of wellness applications, data analytics, and innovative technologies allows organizations to move beyond one-size-fits-all approaches and embrace personalized, data-driven well-being strategies. As the workplace continues to evolve, the role of technology in well-being programs will be pivotal in creating inclusive, adaptable, and impactful initiatives that cater to the diverse and dynamic needs of the modern workforce. By harnessing the power of technology, organizations can foster a culture of well-being that resonates with individuals across varied demographics, contributing to a healthier, happier, and more engaged workforce.

1.4. Leadership's Role in Fostering a Supportive Environment

The importance of leadership in fostering a workplace culture that prioritizes employee well-being cannot be overstated. In the ever-evolving landscape of modern work, effective leaders play a pivotal role in shaping a supportive environment that nurtures the physical, mental, and emotional health of their teams. This paper explores key aspects of leadership's role in fostering a supportive environment, including shaping a leadership culture that prioritizes well-being, encouraging open communication channels, and providing proactive support for mental health initiatives (Cvenkel, 2020, Hannah, et. al., 2020).

Leadership culture sets the tone for the entire organization. When leaders prioritize well-being, it sends a powerful message that employee health is integral to the success of the business. Shaping a leadership culture that prioritizes well-being involves several key elements; Effective leaders lead by example, demonstrating healthy work-life balance, stress management, and a commitment to their own well-being. When leaders prioritize their health, it signals to the team that well-being is not just a corporate initiative but a personal value. Well-being should be embedded in the core values of the organization. Leaders can influence the culture by explicitly articulating the importance of well-being in the mission and values statements. This alignment reinforces the idea that well-being is not an ancillary consideration but a fundamental aspect of how the organization operates.

Leaders can reinforce the importance of well-being by recognizing and rewarding initiatives that contribute to a healthy workplace culture. This can include acknowledging teams that prioritize work-life balance, celebrating milestones in well-being programs, and incorporating well-being metrics into performance evaluations.

Effective communication is a cornerstone of a supportive work environment. Leaders play a crucial role in fostering open communication channels that empower employees to express their needs, concerns, and feedback regarding well-being. Leaders need to be approachable and accessible, creating an environment where employees feel comfortable discussing well-being matters. This involves actively listening, showing empathy, and being responsive to the needs of the team (Koinig & Diehl, 2021, Safeer & Allen, 2019).

Establishing regular check-ins and feedback sessions provides opportunities for leaders to gauge the well-being of their team members. These sessions go beyond traditional performance discussions, focusing on aspects of work that impact employee health and happiness.

Leaders can implement anonymous feedback mechanisms, such as surveys or suggestion boxes, to encourage honest and open communication. This allows employees to share their thoughts without fear of reprisal, fostering a culture of transparency.

Recognizing the significance of mental health, leaders play a crucial role in proactively supporting mental health initiatives within the organization:

Leaders can promote mental health literacy by offering educational resources, workshops, and training programs. This helps employees better understand mental health, reduce stigma, and recognize the signs of mental health challenges.

Effective leaders ensure that employees have access to resources for mental health support. This may involve offering Employee Assistance Programs (EAPs), counseling services, or partnerships with mental health professionals. By proactively providing these resources, leaders demonstrate a commitment to the mental well-being of their team.

Leaders play a critical role in creating a psychologically safe environment where employees feel comfortable discussing mental health concerns. This involves destigmatizing mental health conversations, promoting understanding, and emphasizing that seeking support is a sign of strength.

Leadership's role in fostering a supportive environment is instrumental in creating a workplace culture that values and prioritizes employee well-being. By shaping a leadership culture that emphasizes well-being, encouraging open communication channels, and providing proactive support for mental health initiatives, leaders contribute to a positive and thriving work environment. As organizations navigate the complexities of the modern workplace, effective leadership in well-being becomes not only a strategic imperative but a fundamental commitment to the holistic health and happiness of their workforce.

1.5. Challenges and Considerations in Implementing Well-being Initiatives

While the implementation of well-being initiatives in the workplace is essential for fostering a healthy and supportive environment, organizations often face challenges in navigating various considerations. This paper explores key challenges and considerations in implementing well-being initiatives, including addressing the stigma associated with mental health, measuring the effectiveness of well-being programs, and ensuring accessibility and inclusivity for all employees. Figure 1 shows the Mental health and chronic disease comorbidity model.

One of the primary challenges in implementing mental health well-being initiatives is addressing the persistent stigma associated with mental health. Cultural and organizational stigma can create barriers that discourage employees from seeking help or openly discussing mental health concerns. Overcoming this challenge requires a multifaceted approach involving education, awareness campaigns, and destigmatization efforts led by leadership (Javed, et. al., 2021, Wu, et. al., 2021).

Leadership plays a crucial role in challenging and changing stigmatizing attitudes towards mental health. Leaders can openly discuss mental health, share personal stories, and actively support initiatives that promote a culture of openness and understanding. By fostering a psychologically safe environment, organizations can gradually break down the stigma associated with mental health, encouraging employees to seek support when needed.

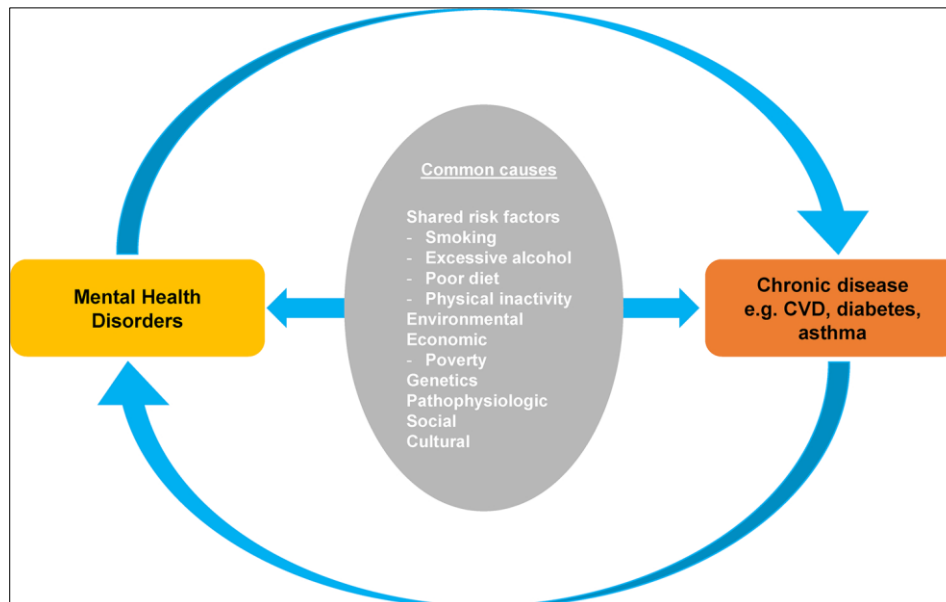


Figure 1 Mental health and chronic disease comorbidity model, cardiovascular diseases (Javed, et. al., 2021)

Defining and measuring well-being can be challenging due to its subjective nature. Well-being encompasses physical, mental, and emotional dimensions, making it difficult to quantify accurately. Organizations must carefully select relevant metrics that align with their well-being goals, considering factors such as employee engagement, absenteeism rates, and feedback from well-being programs.

Evaluating the effectiveness of well-being initiatives requires consideration of both short-term and long-term outcomes. While some benefits, such as improved morale or immediate stress reduction, may be evident in the short term, the long-term impact on factors like employee retention and overall workplace culture may take time to manifest. Organizations must strike a balance in assessing both immediate and sustained outcomes.

The shift towards remote and hybrid work models presents challenges in ensuring the accessibility of well-being initiatives for all employees. Remote workers may face barriers to participation, such as limited access to on-site resources or a sense of isolation. Organizations need to adapt their well-being strategies to accommodate the diverse needs of a dispersed workforce, leveraging technology to provide accessible resources and support.

Well-being initiatives should be inclusive and consider the diverse demographics within an organization. Factors such as age, gender, cultural background, and individual health needs can influence the effectiveness of well-being programs. Employers must tailor initiatives to address the specific needs of different employee groups, ensuring that well-being efforts resonate with everyone.

Accessibility barriers, whether related to physical or technological limitations, must be addressed to ensure all employees can participate in well-being programs. This may involve providing accommodations for individuals with disabilities, offering flexible scheduling options, or utilizing multiple communication channels to reach diverse audiences (Hoffman & Miller, 2020, Sen, Prybutok & Prybutok, 2022).

Implementing well-being initiatives in the workplace is a vital undertaking that requires careful consideration of various challenges. Addressing the stigma associated with mental health, measuring the effectiveness of programs, and ensuring accessibility and inclusivity for all employees are critical components of a successful well-being strategy. Organizations that navigate these challenges thoughtfully, leverage leadership advocacy, and prioritize inclusivity will be better positioned to create a workplace culture that genuinely supports the holistic well-being of their employees. As the landscape of work continues to evolve, the commitment to overcoming these challenges will play a pivotal role in fostering healthier and more resilient organizations.

1.6. Continuous Evaluation and Improvement

The success of well-being initiatives in the workplace is contingent on the ability to adapt and evolve in response to the dynamic needs of the workforce (Maddox-Daines, 2023, Tamers, et. al., 2020). This paper explores the importance of

continuous evaluation and improvement in well-being programs, focusing on establishing feedback mechanisms, learning from program effectiveness, and adapting initiatives to evolving workforce needs.

Establishing feedback mechanisms is fundamental to understanding the impact of well-being initiatives on employees. Regular surveys and assessments allow organizations to collect valuable insights into the perceived effectiveness of programs, employee satisfaction, and areas that may require improvement. By systematically gathering feedback, organizations gain a comprehensive understanding of the well-being landscape within the workforce.

Anonymous reporting channels play a crucial role in creating a safe space for employees to share honest feedback about well-being initiatives. These channels can take the form of suggestion boxes, confidential surveys, or dedicated communication platforms. Anonymity encourages employees to express their opinions without fear of reprisal, providing organizations with candid insights that contribute to effective program evaluation.

Leadership engagement is essential in fostering a culture of feedback. Leaders can conduct listening sessions, town hall meetings, or focus groups to directly connect with employees and gather qualitative feedback. This interactive approach not only demonstrates leadership's commitment to well-being but also allows for real-time insights and the identification of emerging concerns.

Data analysis and metrics play a pivotal role in evaluating the effectiveness of well-being initiatives. Organizations should leverage quantitative data, such as participation rates, utilization of resources, and health-related metrics, to measure program outcomes. By establishing key performance indicators (KPIs) aligned with well-being goals, organizations can track progress and identify areas for improvement.

Comparative benchmarking involves comparing an organization's well-being program outcomes with industry benchmarks or best practices. This approach provides valuable context, allowing organizations to gauge their performance relative to peers and identify areas where they excel or lag behind. Benchmarking informs evidence-based decision-making, guiding organizations in refining their initiatives.

Qualitative analysis, including employee testimonials and case studies, offers a nuanced understanding of the impact of well-being initiatives. Personal narratives provide qualitative insights into the real-life experiences of employees, highlighting the tangible benefits of well-being programs. These stories contribute to a holistic understanding of the program's effectiveness beyond quantitative measures.

Adapting well-being initiatives to evolving workforce needs requires an agile approach to program design. Organizations should be responsive to changing demographics, emerging trends, and the evolving expectations of employees. An agile design allows for iterative improvements, ensuring that well-being programs remain relevant and effective over time.

Well-being initiatives should exhibit flexibility in their components to accommodate the diverse needs of the workforce. This may involve offering a variety of well-being resources, allowing employees to choose programs that align with their preferences and individual well-being goals. Flexibility enhances the inclusivity and relevance of initiatives for a diverse workforce (Fox, et. al., 2022, Johnson, et. al., 2020).

Regular needs assessments involve ongoing evaluations of the workforce's well-being needs. By periodically assessing the changing needs and preferences of employees, organizations can tailor their initiatives accordingly. These assessments can encompass surveys, focus groups, and discussions to capture the evolving dynamics of the workforce.

Continuous evaluation and improvement are integral to the success of well-being initiatives in the workplace. Establishing feedback mechanisms, learning from program effectiveness, and adapting initiatives to evolving workforce needs create a cycle of improvement that aligns well-being programs with the dynamic nature of the modern workplace. As organizations commit to fostering a culture of well-being, the commitment to ongoing evaluation ensures that initiatives not only meet current needs but also evolve to address the ever-changing landscape of employee well-being. Embracing this iterative process contributes to creating a resilient and adaptive well-being strategy that genuinely enhances the holistic health of the workforce.

1.7. Recommendation

In light of the comprehensive review of employee well-being and mental health initiatives within contemporary HR practices, several key recommendations emerge to enhance and sustain a supportive work environment. Organizations

should prioritize and increase investment in mental health programs, acknowledging the significant impact these initiatives have on employee well-being. This includes expanding resources for Employee Assistance Programs (EAPs), mental health training, and counseling services. Implementing leadership training programs that focus on mental health awareness, stigma reduction, and effective support strategies is crucial. Equipping leaders with the tools to foster a psychologically safe environment contributes to a workplace culture that values and supports mental health.

Embrace technological solutions to enhance the accessibility of mental health resources. Utilizing digital platforms, mobile applications, and virtual support services ensures that employees, including those working remotely, have convenient access to mental health tools and resources. Establish a culture of continuous evaluation and adaptation of well-being and mental health initiatives. Regularly assess the effectiveness of programs through employee feedback, utilization metrics, and outcome measures. Use this data to make informed adjustments and improvements to better align with the evolving needs of the workforce.

Adopt a holistic approach to employee well-being, recognizing the interconnectedness of physical, mental, and emotional health. Well-being initiatives should address various dimensions of wellness, promoting a balanced lifestyle that contributes to overall employee satisfaction and fulfillment.

2. Conclusion

The contemporary landscape of HR practices places employee well-being and mental health at the forefront of organizational priorities. As organizations navigate the complexities of the modern workplace, it is evident that a proactive and holistic approach to well-being is essential for fostering a thriving and resilient workforce.

By integrating mental health initiatives into HR practices, organizations signal a commitment to creating a supportive environment where employees feel valued and their mental health is prioritized. The multifaceted strategies explored in this review, from leadership involvement to technology integration, underscore the importance of a comprehensive and adaptable approach.

In conclusion, the evolving nature of work demands a proactive response to employee well-being and mental health. Organizations that prioritize and continuously refine their initiatives in response to employee needs will not only attract and retain top talent but also cultivate a workplace culture that promotes the overall health and success of their most valuable asset – their people. As the journey towards optimal well-being continues, the collaboration between HR professionals, leadership, and employees serves as a cornerstone in building resilient and thriving workplaces.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

Reference

- [1] Al Haziazi, M. (2021). Development of framework for talent management in the global context. *Open Journal of Business and Management*, 9(4), 1771-1781.
- [2] Asakdiyah, S., & Hapsari, A. A. (2023). The Impact of Engagement-Based Leadership, HR Technology Adaptation, and Skill Development on Work Efficiency: Mediating Through Employee Well-being. *Ambidextrous: Journal of Innovation, Efficiency and Technology in Organization*, 1(01), 25-34.
- [3] Babapour Chafi, M., Hultberg, A., & Bozic Yams, N. (2021). Post-pandemic office work: Perceived challenges and opportunities for a sustainable work environment. *Sustainability*, 14(1), 294.
- [4] Bartels, A. L., Peterson, S. J., & Reina, C. S. (2019). Understanding well-being at work: Development and validation of the eudaimonic workplace well-being scale. *PloS one*, 14(4), e0215957.
- [5] Bella, K. M. J. (2023). The Power Of Employee Well-Being: A Catalyst For Organizational Success. *International Journal of Scientific Research in Modern Science and Technology*, 2(4), 20-26.
- [6] Brandl, J., Kozica, A., Pernkopf, K., & Schneider, A. (2019). Flexible work practices: Analysis from a pragmatist perspective. *Historical Social Research/Historische Sozialforschung*, 44(1 (167), 73-91.

- [7] Cvenkel, N. (2020). Employees' Experiences of Workplace Violence: Raising Awareness of Workplace Stress, Well-being, Leadership, and Corporate Social Responsibility. In *CSR in an age of Isolationism* (pp. 69-92). Emerald Publishing Limited.
- [8] Cvenkel, N. (2020). *Well-being in the workplace: governance and sustainability insights to promote workplace health*. Springer Nature.
- [9] Cvenkel, N. (2020). *Well-being in the workplace: governance and sustainability insights to promote workplace health*. Springer Nature.
- [10] Das, S. S., & Pattanayak, S. (2023). Understanding the effect of leadership styles on employee well-being through leader-member exchange. *Current Psychology*, 42(25), 21310-21325.
- [11] Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- [12] Dimoff, J. K., & Kelloway, E. K. (2019). With a little help from my boss: The impact of workplace mental health training on leader behaviors and employee resource utilization. *Journal of occupational health psychology*, 24(1), 4.
- [13] Docka-Filipek, D., & Stone, L. B. (2021). Twice a “housewife”: On academic precarity, “hysterical” women, faculty mental health, and service as gendered care work for the “university family” in pandemic times. *Gender, Work & Organization*, 28(6), 2158-2179.
- [14] Fox, K. E., Johnson, S. T., Berkman, L. F., Sianoja, M., Soh, Y., Kubzansky, L. D., & Kelly, E. L. (2022). Organisational- and group-level workplace interventions and their effect on multiple domains of worker well-being: A systematic review. *Work & Stress*.
- [15] Gabriel, A. S., Arena Jr, D. F., Calderwood, C., Campbell, J. T., Chawla, N., Corwin, E. S., ... & Zipay, K. P. (2022). Building Thriving Workforces from the Top Down: A Call and Research Agenda for Organizations to Proactively Support Employee Well-Being. *Research in Personnel and Human Resources Management*, 205-272.
- [16] Giorgi, G., Lecca, L. I., Alessio, F., Finstad, G. L., Bondanini, G., Lulli, L. G., ... & Mucci, N. (2020). COVID-19-related mental health effects in the workplace: a narrative review. *International journal of environmental research and public health*, 17(21), 7857.
- [17] Hameed, I., Ijaz, M. U., & Sabharwal, M. (2022). The impact of human resources environment and organizational identification on employees’ psychological well-being. *Public Personnel Management*, 51(1), 71-96.
- [18] Hammoudi Halat, D., Soltani, A., Dalli, R., Alsarraj, L., & Malki, A. (2023). Understanding and fostering mental health and well-being among university faculty: A narrative review. *Journal of clinical medicine*, 12(13), 4425.
- [19] Hannah, S. T., Perez, A. L., Lester, P. B., & Quick, J. C. (2020). Bolstering workplace psychological well-being through transactional and transformational leadership. *Journal of Leadership & Organizational Studies*, 27(3), 222-240.
- [20] Harney, B., & Collings, D. G. (2021). Navigating the shifting landscapes of HRM. *Human Resource Management Review*, 31(4), 100824.
- [21] Hoffman, J. A., & Miller, E. A. (2020). Addressing the consequences of school closure due to COVID-19 on children's physical and mental well-being. *World medical & health policy*, 12(3), 300-310.
- [22] Hutson, P., & Hutson, J. (2023). Neurodiversity and Inclusivity in the Workplace: Biopsychosocial Interventions for Promoting Competitive Advantage. *Journal of Organizational Psychology*, 23(2), 1-16.
- [23] Javed, A., Lee, C., Zakaria, H., Buenaventura, R. D., Cetkovich-Bakmas, M., Duailibi, K., ... & Azeem, M. W. (2021). Reducing the stigma of mental health disorders with a focus on low- and middle-income countries. *Asian journal of psychiatry*, 58, 102601.
- [24] Jeske, D. (2022). Remote workers' experiences with electronic monitoring during Covid-19: implications and recommendations. *International Journal of Workplace Health Management*, 15(3), 393-409.
- [25] Johnson, A., Dey, S., Nguyen, H., Groth, M., Joyce, S., Tan, L., ... & Harvey, S. B. (2020). A review and agenda for examining how technology-driven changes at work will impact workplace mental health and employee well-being. *Australian Journal of Management*, 45(3), 402-424.

- [26] Johnson, A., Dey, S., Nguyen, H., Groth, M., Joyce, S., Tan, L., ... & Harvey, S. B. (2020). A review and agenda for examining how technology-driven changes at work will impact workplace mental health and employee well-being. *Australian Journal of Management*, 45(3), 402-424.
- [27] Kalfa, S., Branicki, L., & Brammer, S. (2021). Organizational accommodation of employee mental health conditions and unintended stigma. *The International Journal of Human Resource Management*, 32(15), 3190-3217.
- [28] Koinig, I., & Diehl, S. (2021). Healthy leadership and workplace health promotion as a pre-requisite for organizational health. *International Journal of Environmental Research and Public Health*, 18(17), 9260.
- [29] Koon, V. Y., & Ho, T. S. (2021). Authentic leadership and employee engagement: The role of employee well-being. *Human Systems Management*, 40(1), 81-92.
- [30] Koon, V. Y., & Ho, T. S. (2021). Authentic leadership and employee engagement: The role of employee well-being. *Human Systems Management*, 40(1), 81-92.
- [31] Kurjenniemi, J., & Rytö, N. (2020). Designing remote employee experience in knowledge work to attract talent.
- [32] Li, M., Fu, N., Chadwick, C., & Harney, B. (2023). Untangling human resource management and employee wellbeing relationships: Differentiating job resource HR practices from challenge demand HR practices. *Human Resource Management Journal*.
- [33] Maddox-Daines, K. L. (2023). Delivering well-being through the coronavirus pandemic: the role of human resources (HR) in managing a healthy workforce. *Personnel Review*, 52(6), 1693-1707.
- [34] Orozco, F., Kilag, O. K., & Parinasan, M. A. (2023). Navigating Unpredictability: Exploring Fundamental Components of Crisis Management in Organizational Settings. *Excellencia: International Multi-disciplinary Journal of Education (2994-9521)*, 1(6), 1-11.
- [35] Parker, S. K., & Grote, G. (2022). Automation, algorithms, and beyond: Why work design matters more than ever in a digital world. *Applied Psychology*, 71(4), 1171-1204.
- [36] Popo-Olanian, O., James, O. O., Udeh, C. A., Daraojimba, R. E., & Ogedengbe, D. E. (2022). Future-Proofing Human Resources In The Us With Ai: A Review Of Trends And Implications. *International Journal of Management & Entrepreneurship Research*, 4(12), 641-658.
- [37] Raj, A. B. (2020). Employee well-being through internal branding: An integrated approach for achieving employee-based brand outcomes. *Global Business Review*, 21(4), 1065-1086.
- [38] Rishi, S., Breslau, B., & Miscovich, P. (2021). *The Workplace You Need Now: Shaping Spaces for the Future of Work*. John Wiley & Sons.
- [39] Safer, R., & Allen, J. (2019). Defining a culture of health in the workplace. *Journal of occupational and environmental medicine*, 61(11), 863-867.
- [40] Selimović, J., Pilav-Velić, A., & Krndžija, L. (2021). Digital workplace transformation in the financial service sector: Investigating the relationship between employees' expectations and intentions. *Technology in Society*, 66, 101640.
- [41] Sen, K., Prybutok, G., & Prybutok, V. (2022). The use of digital technology for social wellbeing reduces social isolation in older adults: A systematic review. *SSM-population health*, 17, 101020.
- [42] Seshasai, S. J., & Balaji, K. D. (2023). 20 Navigating Career Management In The Era Of Employee Well-Being, Mobility, And Upskilling: Embracing Technological Advancements. *Commerce, Economics & Management*, 139.
- [43] Sorensen, G., Dennerlein, J. T., Peters, S. E., Sabbath, E. L., Kelly, E. L., & Wagner, G. R. (2021). The future of research on work, safety, health and wellbeing: A guiding conceptual framework. *Social Science & Medicine*, 269, 113593.
- [44] Soroui, S. T. (2023). Encountering weak signals: Economic development practitioners' perceptions of remote work arrangements. *Local Economy*, 02690942231180283.
- [45] Søvold, L. E., Naslund, J. A., Kousoulis, A. A., Saxena, S., Qoronfleh, M. W., Grobler, C., & Münter, L. (2021). Prioritizing the mental health and well-being of healthcare workers: an urgent global public health priority. *Frontiers in public health*, 9, 679397.
- [46] Svirelina, A. (2023). Optimization of Talent Acquisition and HR processes in businesses due to the rise of remote work.

- [47] Tamers, S. L., Streit, J., Pana-Cryan, R., Ray, T., Syron, L., Flynn, M. A., ... & Howard, J. (2020). Envisioning the future of work to safeguard the safety, health, and well-being of the workforce: A perspective from the CDC's National Institute for Occupational Safety and Health. *American journal of industrial medicine*, 63(12), 1065-1084.
- [48] Tamers, S. L., Streit, J., Pana-Cryan, R., Ray, T., Syron, L., Flynn, M. A., ... & Howard, J. (2020). Envisioning the future of work to safeguard the safety, health, and well-being of the workforce: A perspective from the CDC's National Institute for Occupational Safety and Health. *American journal of industrial medicine*, 63(12), 1065-1084.
- [49] Tay, L., Batz-Barbarich, C., Yang, L. Q., & Wiese, C. W. (2023). Well-Being: The ultimate criterion for organizational sciences. *Journal of Business and Psychology*, 38(6), 1141-1157.
- [50] Trener, B., Chng, S., Wang, Y., Suhaila, Z. S., Lim, S. S., Lu, H. Y., & Oh, P. H. (2021). Preparing workplaces for digital transformation: An integrative review and framework of multi-level factors. *Frontiers in psychology*, 822.
- [51] Turner, P. (2019). *Employee engagement in contemporary organizations: Maintaining high productivity and sustained competitiveness*. Springer Nature.
- [52] Venkat, M. V. V., Khan, S. R. K., Gorkhe, M. D., Reddy, M. K. S., & Rao, S. P. (2023). Fostering Talent Stability: A Study on Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry. *Remittances Review*, 8(4).
- [53] Walsh, M. M., & Arnold, K. A. (2020). The bright and dark sides of employee mindfulness: Leadership style and employee well-being. *Stress and Health*, 36(3), 287-298.
- [54] Wheatley, D. (2022). Work Time, Place and Space in the 'New Normal'. In *The Emerald Handbook of Work, Workplaces and Disruptive Issues in HRM* (pp. 457-476). Emerald Publishing Limited.
- [55] Wontorczyk, A., & Rożnowski, B. (2022). Remote, hybrid, and on-site work during the SARS-CoV-2 pandemic and the consequences for stress and work engagement. *International journal of environmental research and public health*, 19(4), 2400.
- [56] World Health Organization. (2020). *Mental health and psychosocial considerations during the COVID-19 outbreak, 18 March 2020* (No. WHO/2019-nCoV/MentalHealth/2020.1). World Health Organization.
- [57] Wu, A., Roemer, E. C., Kent, K. B., Ballard, D. W., & Goetzl, R. Z. (2021). Organizational best practices supporting mental health in the workplace. *Journal of occupational and environmental medicine*, 63(12), e925.
- [58] Zhang, X., Lin, Z., Liu, Y., Chen, X., & Liu, D. M. (2020). How do human resource management practices affect employee well-being? A mediated moderation model. *Employee Relations: The International Journal*, 42(4), 903-919.