Title: Strategic HRM Contributions to Sustainable Wellbeing Initiatives

Supervisory Team

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Abstract:

The lack of a holistic approach in workplace wellbeing strategies neglects mental, emotional, and social dimensions of employee wellbeing, impacting HRM's efforts to foster a supportive work environment. One-size-fits-all approaches often fail to address diverse employee needs, hindering HRM's goal of inclusivity. Inadequate organisational support undermines wellbeing initiatives, necessitating HRM's advocacy for resources and leadership buy-in. Exclusion of non-traditional workers exacerbates disengagement, highlighting HRM's role in promoting inclusivity. Low employee engagement and short-term focus limit the effectiveness of initiatives, emphasizing HRM's need to foster participation and advocate for long-term sustainability. Lastly, the absence of robust evaluation mechanisms impedes informed decision-making, underscoring HRM's responsibility to develop comprehensive evaluation frameworks. Research is needed into HRM strategies that provide more holistic approaches to employee wellness in the workplace.

Further Details:

The lack of a holistic approach in workplace wellbeing strategies is a common issue (CIPD, 2023). Many initiatives tend to focus solely on physical health aspects, neglecting crucial mental, emotional, and social dimensions of wellbeing. This oversight can undermine the efforts of Human Resource Management (HRM) in fostering a supportive and inclusive work environment that promotes employee wellbeing across all aspects of their lives (Hennekam, Follmer & Beatty, 2021).

Additionally, the adoption of a one-size-fits-all approach presents challenges. Generic programs may fail to adequately address the diverse needs and preferences of employees, resulting in limited effectiveness. HRM plays a vital role in understanding these diverse needs (Pagan-Castano, Masada-Moreno & Santos-Rojo, 2019) and tailoring wellbeing initiatives to accommodate different employee demographics, thereby fostering a sense of inclusivity, and belonging in the workplace.

Inadequate organisational support can hinder the successful implementation of wellbeing strategies. Without strong leadership support and sufficient resources, initiatives may struggle to gain traction and deliver meaningful outcomes. HRM can influence organisational culture by advocating for the prioritisation of employee wellbeing (Guest, 2017), securing necessary resources, and fostering leadership buy-in to ensure the successful execution of wellbeing initiatives.

The lack of inclusivity is another significant concern. Non-traditional workers, such as gig workers and remote employees, often face unique challenges that are not adequately addressed by traditional wellbeing programs (Liu et al., 2020). This exclusion can lead to ineffective interventions and disengagement among affected employees. HRM can play a pivotal role in ensuring that wellbeing strategies are inclusive by actively involving non-traditional workers in the design and implementation of initiatives, thereby fostering a sense of belonging and integration within the organisation.

Furthermore, low levels of employee engagement pose a significant obstacle to the success of wellbeing initiatives. Without active participation and buy-in from employees, programs may fail to achieve their intended outcomes and deliver sustainable results. HRM can promote employee

engagement by fostering open communication channels, providing opportunities for feedback and participation, and recognising and rewarding employee contributions to wellbeing initiatives.

A short-term focus is also prevalent in many workplace wellbeing strategies. While initiatives may aim to address immediate issues such as reducing absenteeism or improving productivity, they may overlook the importance of promoting long-term behaviour change and holistic wellbeing among employees (Litchfield, Cooper, Hancook & Watt, 2016). HRM can advocate for a shift towards a more holistic approach to wellbeing (Kowalski & Loretto, 2017) that prioritises long-term sustainability and fosters a culture of continuous improvement and growth.

Lastly, the lack of evaluation mechanisms is a key challenge. Without thorough evaluation, organisations struggle to assess the effectiveness of their wellbeing initiatives and make informed decisions for improvement (Fleming, 2024). HRM can collaborate with other stakeholders to develop comprehensive evaluation frameworks that assess the impact of wellbeing initiatives on employee health, productivity, engagement, and overall organisational performance, thereby ensuring that resources are allocated effectively, and interventions are continuously refined to meet the evolving needs of employees.

Research Questions:

1. How do holistic workplace wellbeing strategies impact employee wellbeing across dimensions (physical, mental, emotional, social), and what is HRM's role in facilitating this?
2. What approaches are most effective in tailoring workplace wellbeing initiatives to diverse employee needs, and how does HRM support this customization?
3. What organisational factors affect the success of workplace wellbeing initiatives, and how can HRM address these factors to ensure effectiveness?
4. How do workplace wellbeing strategies impact the inclusion and engagement of non-traditional workers, and what role does HRM play in their active participation?
5. What are the long-term effects of workplace wellbeing initiatives on employee engagement, productivity, and organisational performance, and how can HRM promote sustained commitment?
6. How can HRM collaborate with stakeholders to develop evaluation frameworks for assessing the impact of workplace wellbeing strategies on employee and organisational outcomes?
7. What are the main challenges in implementing workplace wellbeing initiatives, and how can HRM proactively address these to ensure success?

Methodology

The methodology of this research will be meticulously designed to tackle the multifaceted challenges surrounding workplace wellbeing through innovative, personalised, and interdisciplinary approaches, all while integrating elements of human resource management (HRM). By incorporating both top-down and bottom-up perspectives, we aim to develop comprehensive strategies that promote employee wellbeing across various organisational settings, considering the role of HRM in fostering a supportive environment. Through the exploration of novel insights and practical solutions, this research seeks to contribute to the existing body of knowledge on workplace wellness and provide actionable recommendations for sustainable implementation. This methodology encompasses a holistic approach that consider individual needs, organisational culture, and the broader societal context to foster a supportive environment for employee wellbeing, with HRM playing a pivotal role in driving these initiatives.

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