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Doctoral (PhD) Dissertation

Doktori (PhD) Értekezés

Organizational strategies and human resource management practices of employee well-being

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NYILATKOZATOK

1. Alulírott Szerző, kijelentem, hogy jelen doktori értekezés saját szellemi termékem, önálló munkám eredménye. Az értekezés elkészítése során betartottam a hivatkozásokra vonatkozó szabályokat, a szó szerinti idézeteket idézőjellel jelöltem. A doktori értekezés saját korábbi publikációim felhasználásával készült, egységes szerkezetbe foglalva. Saját publikációim felhasználását lábjegyzetekben jelöltem. Tudomásul veszem, hogy a plágiumot elkövető hallgatóval szemben fegyelmi eljárás indítható.
2. Alulírott Szerző, nyilatkozom, hogy a dolgozatban szereplő adatokat jogszerűen használtam fel. Tudomásul veszem, hogy a dolgozat titkosítására nincs lehetőség.

Kelt, Budapest, 2025. május 04.

Molnár Csilla

Szerző

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TABLE OF CONTENT

1. LIST OF PUBLICATIONS THAT THE DISSERTATION IS BASED ON

The dissertation is based on the following publications edited into a unified structure. Chapters include complete, unchanged and extended parts of the publications. To adhere to the dissertation structure, potential duplications of themes and references are eliminated, figure and table numberings have been changed compared to the publications. Co-author – besides the supervisor – has provided a declaration of consent for using the publications for the purpose of the current dissertation (Appendix 1.).

Molnár, C., Csehné Papp, I., & Juhász, T. (2024). Organizational strategies and tools of employee well-being as perceived by employees. *Management & Marketing, 19*(2), 336-361. https://doi.org/10.2478/mmcks-2024-0015

Molnár C., & Csehné Papp, I. (2024). Organizational strategies and human resource management practices to support the improvement of employee wellbeing. *Journal of Eastern European and Central Asian Research (JEECAR), 11*(6), 1043–1065. https://doi.org/10.15549/jeecar.v11i6.1906

Molnár Cs., & Csehné Papp I. (2024). A munkavállalói jóllét hatása a szervezeti mutatókra. [The effect of employee well-being on organizational indicators]. *Új Munkaügyi Szemle 2024/2*. https://doi.org/10.58269/umsz.2024.2.5

Molnár Cs., & Csehné Papp I. (2023). Review of human resource management practices supporting the development of employee wellbeing. *Új Munkaügyi Szemle 2023/3*. DOI: https://doi.org/10.58269/umsz.2023.3.2

2.   INTRODUCTION[1]

In the rapidly changing work environment employees' well-being is gaining attention as a crucial factor in ensuring organizational success and employee satisfaction. The organizational strategy of employee well-being might be a determining factor for the future labor market and economic efficiency (ENWHP, 2018; OECD, 2019). Elevating the topic to the level of organizational strategy might be necessitated by the changing technological, environmental, organizational culture (Groysberg et al., 2018) and labor market trends (Agarwal et al., 2019; Cantrell et al., 2024; FMLSA, 2017; Hesketh & Cooper, 2019; Millar et al., 2018; World Employment and Social Outlook: Trends 2025) and might provide competitive advantage and enhanced brand image (Fehér & Reich, 2020; Szabó & Juhász, 2019).

Therefore, the focus of the dissertation is the examination of the organizational strategy and tools of employee well-being in Hungarian and international economic organizations. The main objective of the research is to explore how the investigated organizations deal with the theme of employee well-being at the level of strategic human resources management (SHRM) and how they support it through their practices.

Current dissertation intends to expand the existing knowledge in the field of employee well-being (Kun et al., 2017) by establishing theory and meaning of the phenomenon with the method of Grounded Theory (Corbin & Strauss, 1990; Charmaz, 2006). In addition to exploring the strategic nature of well-being (ENWHP, 2018), the study identifies well-being-oriented human resource management (HRM) practices applied by the examined organizations. The adaptability of well-being strategy and practices is examined through employee perceptions.

Colbert (2004) raises an important question - which is at the center of the current research concept - of how the organization renews its strategic human resources focusing on its sustainability to obtain competitive advantage. While employee well-being is a challenge for organizations (ENWHP, 2018), the workforce is to be considered not only as cost, but also as a success factor.

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[1] The chapter is based on and contains complete and unchanged parts of the following publications:

Molnár Cs., & Csehné Papp I. (2023). Review of human resource management practices supporting the development of employee wellbeing. *Új Munkaügyi Szemle 2023/3*.

Molnár, C., Csehné Papp, I., & Juhász, T. (2024). Organizational strategies and tools of employee well-being as perceived by employees. *Management & Marketing, 19(2), 336-361.*

2.1.   Defining the research problem and relevance of the research

The dissertation intends to provide valuable insights into the phenomenon of employee well-being and into its organizational and employee-related aspects.

The concept of employee well-being covers a wide spectrum of an individual's working life (Schulte & Vainio, 2010), which is determined by their general bio-psycho-social well-being, the efficiency and long-term functioning of the organizations and of the society in terms of health and productivity of the economy (Sharpe & Mobasher Fard, 2022).

Relevance of employee well-being from the perspective of employees

According to research (Rasulzada, 2007; Agarwal et al., 2019), workplaces play a significant role in the development of employee well-being. From the organizational point of view, the quality and the efficiency of work performed by the employees are decisive. At the same time, work is not only a source of livelihood for employees, but also the quality of work tasks, physical and psycho-social work conditions and interpersonal relationships affect the individuals' bio-psycho-social quality of life (Böckerman et al., 2020; Molnár et al., 2024).

There is little research available (Wognum & Fond Lam, 2000) that examines the adaptability of the employee well-being strategy and practices from the perspective of employees as stakeholders (Freeman et al., 2021). It is hardly known that in addition to harm reduction, along with positive psychology, how employee well-being could be elevated to a strategic level, embedded in organizational learning and implemented in workplace learning programs (Molnár, 2022a), including efficiency measurement and feedback.

Relevance of employee well-being from the perspective of organizations

Some approaches interpret workplace well-being in terms of organizational outputs. Schulte and Vainio (2010) also connect employee well-being at work with productivity, when describing it as a "summary concept that it characterizes the quality of the part of life spent at work, including aspects of occupational health, safety, occupational safety, and workplace atmosphere, which can significantly determine productivity at the individual, corporate and social levels" (Schulte & Vainio, 2010 p. 422.).

Although employee well-being is a determining factor for future labor market and economic efficiency (OECD, 2017), the examination of employee well-being at the level of organizational strategy appears little in the focus of research. However, if an organization does not raise a topic to a strategic level, its implementation and focus might not receive sufficient

attention and resources for consistent implementation and therefore, may not be included in the objectives supporting the value system (Bakacsi, 2010; Wright et al., 2018). On the contrary, since organizations operate along strategies, consistent strategic planning and implementation might ensure the promotion of employee well-being and concordance with organizational culture, values, and behavior (Barakonyi, 1999; Johnson et al., 2008; Gurabi & Mátrai, 2016; Kools & George, 2020; Nishii & Wright, 2007). It concludes into the question of the perpetual revitalization of an organization's strategic human resources in order to attain and preserve its competitiveness and coincides with the objectives of the current exploratory study.

Relevance of employee well-being from the perspective of society

Since companies are interconnected with their broader societies, studies emphasize (Bartels et al., 2019; Cooper et al., 2019; Rampazzo et al., 2013) that improving employees' physical, mental, and social conditions has positive impact on the economic performance of organizations and, ultimately on the overall physical and mental health of society, thereby enhancing macroeconomic competitiveness (Szabó & Juhász, 2019). Employees' health, safety and well-being are considered as a prerequisite for increasing employment, since a healthy, motivated, and well-educated workforce is a key factor for social and economic well-being (ENWHP, 2007).

Relevance of the research theme from the perspective of literature and research antecedents

Literature suggests that concepts of workplace and employee well-being are closely intertwined, often used interchangeably, and have not been established yet (Laine & Rinne, 2015). The literature review provides an overview of the wide range of interpretations and definitions of well-being. However, there is no unified approach regarding the concept, components and measurement of well-being or well-being at work (Schulte & Vainio, 2010; Szombathelyi, 2012; European Agency for Safety and Health at Work, 2013; Pradhan & Hati, 2019).

Since lacking a common definition, from the various terminologies (Laine & Rinne, 2015) employee well-being has been applied in the study, expressing the employee focus in its comprehensiveness. Therefore, the following approach to employee well-being has been used in the dissertation: beyond the quality of life that is spent at work (Eurofound, 2019), employee well-being also includes the employees' perception and evaluation regarding the quality of life, their psychological and social functioning (Keyes et al., 2000).

Even though organizations might shift their focus towards employees, customers, communities, and social relationships, emphasizing corporate social responsibility (Agarwal et al., 2019; Porter & Kramer, 2002; Stankevičiūtė & Wereda, 2020), little is known about how employee well-being appears in the strategy of organizations, and what human resource management practices, tools and workplace methods are applied to promote it (Kun et al., 2017).

Thus, the dissertation intends to capture the complex phenomenon of employee well-being through the review of relevant literature and research. With the presentation of the research conducted, the dissertation aims to expand the existing knowledge also about the meaning of employee well-being.

Due to limited studies on the topic of employee well-being strategy, the methodology of the research is an exploratory sequential mixed research method, with an embedded case study (Creswell & Clark, 2018) considering an inductive approach (Babbie, 2014). The research involves a multi-stage process of qualitative and quantitative sections in data collection and analysis including targeted expert interviews, content analysis and the method of grounded theory (Corbin & Strauss, 1990; Charmaz, 2006, Babbie, 2014), as well we the analysis and triangulation of results. The case study provides an opportunity for deeper analysis and exploration of connections.

The novelty of the research is that it focuses on the previously separate human resource management practices supporting employee well-being (Guest, 2017, 2024) in a comprehensive context, and explores the strategic approach of organizations to employee well-being (ENWHP, 2007; 2018). Beyond exploring the complex organizational approach and practices of employee well-being, the dissertation identifies employees' perception on well-being strategies and practices.

Furthermore, the results might contribute to future empirical research and to the organizational development of human resource management practices and of higher educational programs. With the formulation and dissemination of results and good practices, the research tries to encourage organizations to consciously and strategically deal with the theme (Hesketh & Cooper, 2019), which might also ground further research in the subject.

2.2. The context of the research topic

The chapter describes the environmental, economic, technological and social changes that direct the focus on well-being, since promotion of employee well-being does not necessarily occur at employers (OECD, 2022).

2.2.1. Economic and labor market context

The digitization lead Industry 4.0 and Industry 5.0 (Grabowska et al., 2022; Csehné Papp & Molnár, 2022) drive the restructuring of employment (Kővári, 2019; Fülöp, 2019) mainly in the developed industrial countries. The evolving methods of work result in the transformation of employment and present a growing demand for new professions, skills and for the necessity of lifelong learning (Delors, 1996; Fazekas, 2017; FMLSA, 2017). The prolonged active employment and the aging society are reflected in the workplaces (Hesketh & Cooper, 2019), and they effect the methods of how knowledge is acquired, maintained, transferred and how its obsolescence could be avoided. Therefore, employees are required to continuously enhance the competitiveness of their knowledge, skill, and health in the constantly changing labor market (Kővári, 2019; Csehné Papp et al., 2018; Molnár, 2022b; Molnár & Csehné Papp, 2021).

The VUCA world (Millar et al., 2018) – where the acronym means the abbreviation of Volatility, Uncertainty, Complexity and Ambiguity - describes today's complex and constantly changing economic, social, technological and environmental context (Mack et al., 2015). Following the VUCA world, the concept of BANI by Cascio (2020) refers to an unpredictable chaotic world – where the acronym stands for Brittle, Anxious, Non-linear and Incomprehensible (Hrynchak & Olena, 2023; Olkowicz et al., 2024). Consequently, the importance of well-being and new work organization methods has been increased (Keczer & Cseh Papp, 2019). As such, the ability of lifelong learning (Delors, 1996), the development of well-being and human skills - especially competencies of emotional intelligence and mental flexibility (Fazekas, 2017) - are becoming critical factors for effective functioning and competitiveness of the global economy.

2.2.2. Human resources trends

According to a global human resources survey conducted with the participation of 11,000 business leaders and HR managers (Agarwal et al., 2019), the traditional financial measurement of an organization's performance is going to be replaced by the relationship with

its employees, customers, community, and its impact on the society as a whole. The research predicts the growing importance of corporate social responsibility. In this regard, similarly to the organic approach of the organizational development (Nonaka & Toyama, 2015), organizations shall be expected to act in a responsible manner, paying attention to their relationships and to care for their social and labour ecosystem (Agarwal et al., 2019; Cantrell et al., 2024; Stankevičiūtė & Wereda, 2020). As a consequence, survey results suggest that in addition to the classic employee care toolbox – consisting of the traditional recognition, benefits, development and career tools – the value of employee well-being and its organizational importance might increase (Agarwal et al., 2019; Cantrell et al., 2023). Raising employee well-being to a strategic level and placing it in the context of organizational learning might also appear as a competitive advantage and as an organizational brand image (Fehér & Reich, 2020; Görgényi-Hegyes et al., 2021). This requires a new, holistic approach of physical, mental, financial and spiritual health programs for employees (Agarwal et al., 2019; Laine & Rinne, 2015).

The social dimension of ESG (Environmental, Social, Governance) refers to practices of workforce management that support inclusion, offer equity in pay, and human rights, fosters health, safety, and well-being. Through these practices, organizations intend to achieve community and societal impact (Cantrell et al., 2023; Piao et al., 2022). The social aspect is directing the focus of organizations on human sustainability (Cantrell et al., 2023; Csehné Papp et al., 2021; Sharpe & Mobasher Fard, 2022), and how they might provide benefit for the people and not only achieve benefits from the workforce.

2.2.3. Global and European perspectives on well-being

Although the theme of individual and collective well-being appears among the objectives of various world organizations, there is no unified and jointly agreed approach in its definition or components (Schulte & Vainio, 2010; Szombathelyi, 2012; European Agency for Safety and Health at Work, 2013).

- United Nations 2030 Framework has outlined the goal of "ensuring a healthy life and promoting well-being for all at all ages" (United Nations, 2015, https://sdgs.un.org/topics/health-and-population).
- Deriving from the definition of World Health Organization (WHO), health incorporates physical, mental and social well-being. Consequently, a healthy workplace includes not only protection, but also the promotion of health (WHO, 2022b; WHO, 2013; WHO, 1986;

World Health Organization & Burton, 2010). WHO actively promotes health as a resource helping individuals to cope with stress caused by the normal challenges of life, to work effectively and benefit the community (WHO, 2023; 2013), and in its Geneva Charter envisions the creation of well-being societies (WHO, 2022a).

– International Labour Organization (ILO) defines workplace well-being as a broad spectrum that encompasses various aspects of work, including quality and safety of work-environment, physical conditions, and employees' feelings, perceptions and assessment about work, work environment, workplace atmosphere, and the organization itself (ILO, 2010; 2009). ILO recommends human resource management practices for organizations for promoting employees' health and well-being (ILO, 2023).

– The 'Learning Compass 2030' concept of OECD (2019) formulates the future pursuit of emotional-physical-social individual and collective well-being and views its sustainability from the perspective of social and human capital. The core areas of the compass include social-emotional behavior and health behavior. The transformational competences support the individuals to be able to adapt to the changing and uncertain world and create changes in it. The compass is a framework that emphasizes the importance of multi-level and multi-directional learning, where learning takes place in an interactive way in communities, including workplaces. Through the interactive learning process of the Anticipation – Action – Reflection cycle, individuals can consciously and responsibly relate to the issue of individual and collective well-being.

– The major declarations of the European Union (EU) define employees' health, safety and well-being as a prerequisite for increasing employment (Eurofound & EU-OSHA, 2014), since a healthy, motivated and well-educated workforce is a key factor for the social and economic well-being (ENWHP, 2007; 2018). However, employee well-being is still an increasing challenge for the organizations (European Pact for Mental Health and Well-being, 2009; European Commission, 2014). The European Union Working Conditions Observatory (EWCO) emphasizes productivity in relation to well-being, which is a „safe, healthy and productive work in a well-led organization by competent workers and work communities who see their job as meaningful and rewarding and see work as a factor that supports their life management" (European Agency for Safety and Health at Work, 2013. p. 1.). The European Agency for Safety and Health at Work (EU-OSHA) and the European Foundation for the Improvement of Living and Working Conditions (Eurofound) carry out surveys in the field of workplace health promotion (Eurofound; 2017; 2019; 2021). The EU recommends three levels of organizational interventions for occupational safety and health

protection: risk prevention, exposure to workplace harm, and reduction of the impact after the harm has occurred. The 'planning-action-control-feedback' method is recommended for measuring the effectiveness of interventions (Eurofound & EU-OSHA, 2014).

2.2.4. Well-being in the context of the Covid-19 pandemic

The epidemic caused by the SARS-CoV-2 virus had a significant impact on employee well-being, workplace dynamics, and organizational efficiency (Eurofound, 2021; Coun et al., 2021; Görgényi-Hegyes et al., 2021). The pandemic and the related economic and organizational measures placed an increased burden on employers, leaders and employees (Demerouti & Bakker, 2023; Platts et al., 2022; Raišiené et al., 2020; Molnár, 2020). The psychological burden, the changing nature of the labor market, the work, leadership and human resource management issues caused by the pandemic (Dajnoki et al., 2023; Eurofound, 2021; Parry et al., 2021; Nyikes et al., 2021; Shirmohammadi et al., 2022) together had an impact on the well-being of employees, atmosphere at workplace, retention, commitment, career aspects (Delany, 2022), work efficiency and on the successful operation of organizations (García-Valenzuela et al., 2023). The survey (Poór et al., 2021), examining the impact of the pandemic on Hungarian human resource management practices, showed that HR has become a crucial factor in organizations. The pandemic required a complete rethinking of the usual organizational functioning in terms of health protection, flexibility, work organization, while ensuring operations.

2.2.5. Summary highlights of the economic, environmental and social trends

– Technological changes: Industry 4.0, 5.0, digitization, artificial intelligence, networking
– Changes in environmental and consumption habits, green technologies
– Changing employee habits: atypical employment, mobility, flexibility
– Generational changes: appearance of Y, Z, and Alpha generations as employees and leaders
– Aging workforce and its effect on knowledge and skills
– Need for lifelong learning, openness, adaptability and development
– Economic, labor market and individual effects of COVID-19 pandemic
– Bio-psycho-social well-being at individual, organizational and social levels

2.2.6. Scientific approaches and paradigms of research

The topic of the dissertation can be primarily classified in the field of economic and organizational sciences. The interdisciplinary nature of employee well-being locates the topic at the intersection of scientific disciplines of strategic human resource management, organizational development, workplace health and well-being management as well as of positive and applied psychology.

– Strategic management and human resource management: The central theme of the research is the exploration of how employee well-being is integrated into organizational strategies and how they are supported with HRM practices. This approach fits to research directions of human resource management, especially to strategic human resource management.

– Organizational development and organizational behavior: The dissertation deals with the impact of employee well-being on organizational performance, efficiency and culture, which is aligned to the scientific discourse of organizational development.

– Workplace health and well-being management: Although well-being is not researched within the framework of health science, but in an HRM and organizational context, the topic is often discussed in workplace well-being management research, which is an interdisciplinary approach rooted in organizational science.

– Positive psychology and applied psychology: The theoretical framework of the dissertation includes positive psychological approaches, and the research applies its tools, such as the PERMA model (Butler & Kern, 2016; Kern, 2016; Seligman, 2011). However, the measuring tool is applied in the context of management science, strengthening the interdisciplinary approach of the research on the grounds of management science.

The dissertation examines the phenomenon of employee well-being, its strategies and HRM practices at the intersection of the above scientific fields.

In terms of scientific paradigms, the research applies both an interpretative and post-positivist approach, with a critical perspective.

The primary scientific approach of the thesis is interpretive, as it aims to explore the organizational interpretation and HRM practices of employee well-being. The research applies special focus on how organizations and employees perceive and value well-being and its conveying methods. The objectives are exploration, interpretation and theory building. The applied methods for these objectives are qualitative interviews, case study, and Grounded Theory (Corbin & Strauss, 1990; Charmaz, 2006). The qualitative interviews of experts and the

case study embedded in the research supports the interpretative understanding of social reality. The applied Grounded Theory method supports this research framework, as it intends to interpret the subjective experiences of examined employees and organizations and to build theory with a bottom-up approach on the examined samples.

On the other hand, the exploratory quantitative sections of the paper reflect a post-positivist perspective. The objective is to explore causal patterns regarding the relationship between well-being strategy, HRM practices and employee perceptions. The methods applied for this objective are the expert and employee questionnaires. With this approach the research uses quantitative methods to search for and identify causal patterns and intends to measure the effects of well-being both from organizational and employee perspectives. The research is a sequential mixed methods study, demonstrating the combination of the interpretative and post-positivist paradigms. With this approach, the dissertation tries to draw conclusions on examined samples, especially on the interdependencies between well-being and HRM practices.

A critical perspective has also been applied, when results show the underestimated importance of employee well-being by the examined organizations, the need for its strategic alignment, and the unresolved contradiction between the economic rationality of for-profit organizations and the human aspects. The study involves the existing practices of social responsibility, ESG (Environmental, Social, Governance) (Cantrell et al., 2023; Piao et al., 2022), and stakeholder theory (Freeman et al., 2021) and research results are reflected in them. As a critical management approach, the phenomenon of employee well-being has been viewed through the lens of workforce sustainability.

The characteristic of the research is interdisciplinary, meaning that it touches on multiple scientific fields and describes a phenomenon by combining methods and concepts of multiple sciences. This involves methodological diversity, where the boundaries between qualitative and quantitative methods have been increasingly blurred, which is reflected in the utilization of mixed methods, triangulation and Grounded Theory (Corbin & Strauss, 1990; Charmaz, 2006). In the mixed methods approach the two paradigms are not opposed, but operate in parallel, and complement each other. The combination of the two basic methods occurs during data collection, data analysis and interpretation of the research. The epistemological basis of this approach is pragmatism, e.g., what works from a methodological point of view in the topic examined (Creswell, 2009). Therefore, the aim is to explore and interpret the complex scientific problem of employee well-being.

3. LITERATURE REVIEW[2]

3.1. The concept of well-being

The chapter presents the complex phenomenon of employee well-being and its effects on organizational indicators through a review of relevant literature and research.

3.1.1. Employee well-being in relation to positive psychology

Positive psychology (Seligman & Csikszentmihalyi, 2014; Nagy, 2019) is rooted in utilitarianism, virtue philosophy, and in - the two main trends of positive psychology - the hedonic and eudaimonic philosophical traditions (Lambert et al., 2015). An overview (Appendix 2.) of the philosophical and psychological approach to well-being leads to the theoretical foundation and construct of positive psychology and the PERMA model (Seligman, 2011). The measurement tool of Workplace PERMA Profiler (Butler & Kern, 2016; Kern, 2016), that has been applied in the research, is deriving from the PERMA model.

Well-being models of Authentic Happiness, PERMA, and Flourishing (Seligman, 2002; 2011; 2018) combine philosophical traditions of positive psychology (Seligman & Csikszentmihalyi, 2014):

- Authentic Happiness Model (Seligman, 2002): The general happiness and life satisfaction require positive emotions, meaning or purpose in life, and engagement. The latter is a deeply engaged state of interest called 'flow' by Csikszentmihalyi (1990; 1997).
- Flourishing: The term is used by Keyes (1998; 2002; 2005) for a state of complete mental health that combines psychological, subjective and social well-being.
- PERMA Model: In Seligman's well-being theory (2011; 2018) the hedonic, eudaimonic, and social elements have been supplemented with the factors of performance and positive relationships; therefore, the acronym of PERMA reflects five pillars of well-being: Positive emotions, Engagement, Relationships, Meaning, and Accomplishment.

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[2] The chapter is based on and contains complete and unchanged parts of the following publications:

Molnár Cs., & Csehné Papp I. (2023). Review of human resource management practices supporting the development of employee wellbeing. *Új Munkaügyi Szemle 2023/3*.

Molnár Cs., & Csehné Papp I. (2024). A munkavállalói jóllét hatása a szervezeti mutatókra. *Új Munkaügyi Szemle 2024/2*.

Criticism of positive psychology is that it focuses on the study of positive emotions. Therefore, the impact of negative emotions and experiences on well-being (Kashdan & Biswas-Diener, 2014; Kashdan & Steger, 2011; Lambert et al., 2015), or the disadvantages of too much happiness (Gruber et al., 2011) are incomplete in the studies. According to Hefferon (2013), the examination of the impact of physical health on well-being is not emphasized.

The PERMA model is criticized for its individualism, suggesting that individuals can only achieve happiness through themselves (Biswas-Diener et al., 2011a; 2011b; Christopher et al., 2008; Lambert et al., 2015). Contrary to studies (Coffey et al., 2014), Lambert et al. (2015) assesses the empirical validity of PERMA model as limited, and research (Jimenez et al., 2021) highlights the lack of conceptual fit between PERMA (Seligman, 2011) and Workplace PERMA Profiler (Butler & Kern, 2016; Kern, 2016). However, the method is considered as a significant predictor of subjective well-being (Donaldson et al., 2021).

3.1.2. Approaches from general models to concepts of well-being at work

The approaches and models described below present the complex phenomenon of well-being from the perspective of the individual as well as of the organization.

The three dimensions of the *general model of well-being* (Figure 1.) together have an impact on general well-being (Gallagher et al., 2009; Fisher, 2014).
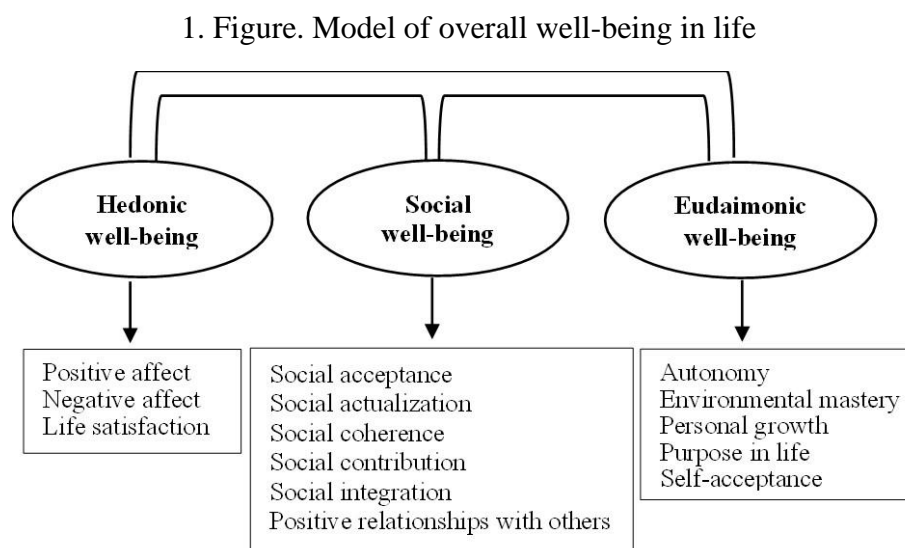
1. Figure. Model of overall well-being in life

Source: Fisher, C. D. (2014). Conceptualizing and Measuring Wellbeing at Work. In Chen, P. Y., Cary L. & Cooper, C. L. (Eds.). *Work and Wellbeing. Wellbeing: A Complete Reference Guide*, Volume III. John Wiley & Sons, Ltd. p.13.

Components of the three dimensions are as follows:

- Hedonic well-being: The subjective feeling of happiness is achieved by maximizing pleasure and minimizing suffering.
- Eudaimonic well-being: Fulfillment of the individual, exploitation of own potential, development (Bartels et al., 2019), flourishing (Keyes, 2002), purpose in life and meaning of life (Steger et al., 2006).
- Social well-being: Its importance rests in the theory of basic needs (Keyes, 1998).

The hedonic and eudaimonic dimensions show a close relationship with each other. Eudaimonic behavior is a predictor of hedonic pleasures, as eudaimonic behavior results in pleasurable satisfaction and self-actualization. The three dimensions of the model have a combined effect on the overall well-being (Fisher, 2014).

Work-related well-being (Grant et al., 2007) is defined following Warr's approach (1999), which is the overall quality of an employee's work-related experience and functioning. It has three main aspects:

- Psychological well-being is operationalized by Warr (1999; 2013) along the dimensions of satisfaction-dissatisfaction, enthusiasm-depression, and comfort-anxiety.
- Physical well-being is expressed by indicators of occupational health and illness, and examined through the subjective feeling of health, energy, exhaustion and stress level.
- Social well-being covers interpersonal relationships, social support, perceived trust and fair treatment.

According to the *multidimensional model of well-being at work* (Figure 2.) (Fisher, 2014), subjective well-being covers positive feelings experienced at work, good mood, cognitive assessment, job satisfaction and negative feelings, such as alienation and senselessness. Eudaimonic well-being includes involvement, flourishing, vitality, flow, commitment, dedication and meaning of work. The feeling of social well-being appears as well.

2. Figure. The multidimensional model of workplace well-being
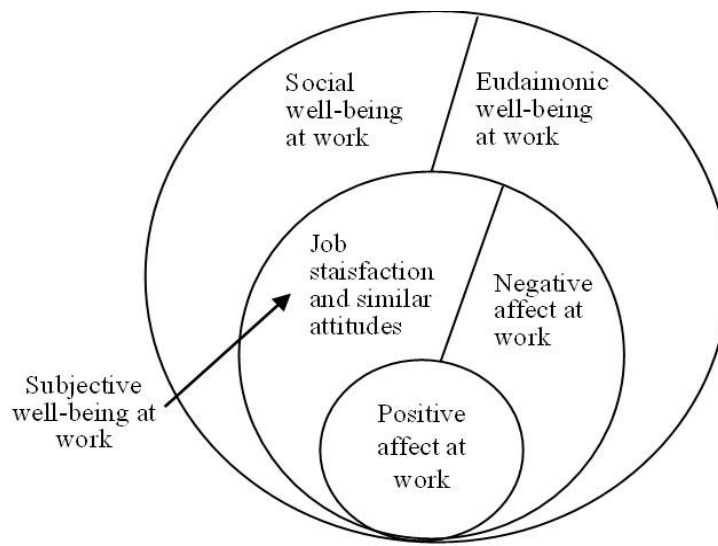
Source: Fisher, C. D. (2014). Conceptualizing and Measuring Wellbeing at Work. In Chen, P. Y., Cary L. & Cooper, C. L. (Eds.). *Work and Wellbeing. Wellbeing: A Complete Reference Guide*, Volume III. John Wiley & Sons, Ltd. p.15.

The 'Model of overall well-being in life' (Figure 1.) provides a detailed approach in terms of listing the elements of hedonic, social and eudaimonic well-being compared to the 'Multidimensional model of workplace well-being' (Figure 2.). While the 'Multidimensional model of workplace well-being' (Figure 2.) provides an insight regarding the relationship of the work-related well-being elements. It is imperative that both models include the social aspect of well-being, adding an important aspect to view well-being at work. The appearance of negative feelings at work is adding value to understanding the complexity of affections, however both models are lacking the detailed approach of how the positive and negative affections are incorporated in all segments of well-being.

Many well-being related research focuses on the hedonic component. However, according to Diener (1984), neither the hedonic nor the eudaimonic approach is sufficient to explain the concept of employee well-being. According to a study conducted to integrate hedonic and eudaimonic perspectives (Zheng, C. et al., 2015), employee well-being includes employees' subjective perceptions and feelings, psychological experience, and satisfaction with their work and personal life.

3.2.   Review of previous well-being research and approaches

Literature reviews have concluded that the main focus of research is psychological and eudaimonic (Loon et al., 2019; Szántó et al., 2016). Although the number of studies has increased, there are few about HRM models (Peccei et al., 2013) and no unified well-being concept is defined (European Agency for Safety and Health at Work, 2013).

According to research objectives, antecedent research has been investigated. Literature review has been carried out in the databases of SAGE, Scopus, Google Scholar, ResearchGate, JSTOR and ERIC (European Research Infrastructure Consortium). The search focused on the appearance of the following keywords and their combinations in the title and the abstract of the publications: 'well-being', 'employee' AND 'well-being', 'well-being' AND 'work', 'well-being' AND 'organization', 'well-being' AND 'HRM', 'well-being' AND 'human resources', and 'well-being' AND 'strategy'. The word 'well-being' has also been searched with the different writing style of 'wellbeing'. Meeting the search criteria, the publications have been studied and analyzed in-depth. The bibliometric analysis of Oleniuch (2025) showed an increase in the number of publications on the theme of employee well-being. Therefore, publications after 2010 have been searched, with special focus on publications in 2020 and after, considering Covid pandemic and its impact on the topic. Only open access publications have been considered in the search. As a result of the search, those literature has been considered for detailed study as core group of antecedents, that were focusing on the general, organizational and strategic approach of well-being, and those that specifically dealt with employees' well-being. The selected literature has been classified into three main groups, summarized in Appendix 3.:

1. Research on the complex approaches to well-being
2. Research regarding relationship between organization, HRM and well-being
3. Research regarding employees' well-being

1. Research on the complex approaches to well-being

Examining well-being research

The bibliometric study of well-being research spanning 38 years (1982-2020) (Ali et al., 2021) analyzed 9.604 open access publications. Research finding showed that the majority of research was conducted in the fields of medicine (45,6%) and psychology (9,2%), mainly in the United States. Well-being showed association with keywords according to occurrence:

psychological (145), mental (62), emotional (53), spiritual (28), psycho-social (22), and social well-being (14). Employee well-being appeared with only 17 occurrences, followed by physical well-being (16). The research highlights the small amount of research on employee well-being.

A bibliometric analysis (Oleniuch, 2025) has been performed to examine the interest in employee well-being research from 1934 to 2024. It has been found that the top three areas where the topic is present are psychology, business economics and public environmental and occupational health. Based on co-occurrence analysis the keywords identified with well-being were employee-well-being, mental health, burnout and job satisfaction. The topics of HRM and leadership represent a small part in the publications related to employee well-being, however, an increasing trend of research interest is visible from the results of the study.

Defining well-being at work

The antecedents of well-being research outline approaches that focus on the dimensions of work-related well-being and identify relevant HRM practices.

Warr's (2011; 2017) approach considers the content and social characteristics of work and summarizes 10 prerequisites of well-being as a 'Vitamin model', where the appropriate dose is important. These characteristics are „the opportunity for control, opportunity for skill use, variety at work, opportunity for interpersonal contact, externally generated goals, environmental clarity, availability of money, physical security and a valued social position". (Guest, 2017. p. 27.)

According to the job demand-resource model (Bakker & Demerouti, 2007), well-being is a function of the balance between the job demand and the resources available to perform it, and reflected in engagement, burnout or stress. HRM practices promote well-being and performance by providing resources (Van de Voorde et al., 2016). Following the job demand-resource model, Nong et al. (2025) conducted semi-structured interviews and found positive relationship between the empowering characteristics of leadership with well-being at work.

Research related to the quality of work-life (QWL) (Walton, 1973) defined the conditions for promoting employee well-being. It is a „safe and healthy working environment, the development of human capacities, growth and security, social integration, rights and representation, the social relevance of work, consideration of the total life space and adequate and fair compensation" (Guest, 2017 p. 27.). This was supplemented by Grote and Guest (2017) with items of flexibility and individual proactivity.

2. Research regarding relationship between organization, HRM and well-being

Impact of HRM practices on well-being

During the investigation of the impact of human resource management practices on employee well-being (Zhang et al., 2020), it was found that the three dimensions of HRM practices - ability, motivation and opportunity - have a positive effect on the components of employee well-being (life, work, psychological well-being). At the same time, Zhang (2020) also points out that there is no uniformly accepted concept of the relationship between human resource management practices and employee well-being. Studies on the impact of HRM practices on employee well-being - and through this on organizational performance - show contradictory results (Peccei & Van de Voorde, 2019).

The systematic literature review of Kamboj and Eronimus (2024) examined the relationship between the sustainable practices of green human resource management (GHRM) and employee well-being. The study found the positive impact of GHRM practices on employee well-being, the mediating role of employee engagement and an alignment with the ability-motivation-opportunity (AMO) theory (Appelbaum et al., 2000). The conceptualization of GHRM led to identifying the idea of a "Holistic Workplace Vitality" (Kamboj & Eronimus, 2024. p. 961.) emphasizing the importance of employees' mental and physical well-being.

The investigation of the relationship between well-being-oriented human resource management practices and employee performance (Cooper et al., 2019) revealed the mechanism of social relations, that HRM practices promote employee resilience and consequently, the performance through the organizational climate (Cooper et al., 2019). In the literature of examining employee perception of HRM practices, the application of strategic human resource management process as a theoretical framework (Van Beurden et al., 2022) and the importance of communication between employer and employees (Wang et al., 2020) stand out.

The role of HRM in strategy and well-being

A study (Brown et al., 2009) using the method of Grounded Theory among Australian HR managers (19) on the compatibility of the employee-centered role and the strategic partner role of HR showed the result that HR professionals combined and redefined the two roles and made the employee-centered approach part of the strategy. The significance of the redefinition

is that the employee-centered role of HR is focusing on employee well-being, while the strategic partner role aims to increase organizational performance and focuses on management.

Ho and Kuvaas (2020) conducted a study on a sample of 14,384 employees of 1,347 companies that shed light on the contradictory phenomenon of the well-being paradox. Contrary to White and Bryson's (2013) finding that the relationship between HRM practices and well-being is linear, according to their results (Ho & Kuvaas, 2020), the relationship between the practices aimed at improving employee well-being and company performance is non-linear. Which means that increasing the well-being-related HRM practices and the investment in them do not result in a linear increase in well-being and thus in productivity either. The programs aimed at motivation and skill development lead to a decrease in the performance of organizations due to an increase in labor costs. It draws the attention to the delicate balance between the positive results expected from well-being programs and the costs spent on them.

Impact of health promotion on organizational indicators

According to research, the health of society increases the efficiency and productivity of a given country's economy, increases its GDP (Gősi, 2019), reduces production loss, and more than triples the savings in health expenses. According to studies (Krekel et al., 2019; Szabó & Juhasz 2019; Ozminkowski et al., 2016; Hendriksen et al., 2016; Gubler et al., 2017; Görgényi -Hegyes et al., 2021) healthier employees are able to perform better both physically and mentally in the short term. They are more health-conscious, satisfied and loyal, thus efficient and productive at work. Workplace health promotion and well-being programs do not only improve the health of the individual but also increase the productivity of the organization (Ozminkowski et al., 2016; Görgényi-Hegyes et al., 2021).

A case study by Sutton et al. (2016) also highlighted that an examined well-being program enhanced employee engagement. The approach is also supported by the research of Johnson et al. (2020), concluding in that mindfulness training supports mental health, well-being and performance of employees.

Studies (Johnson et al., 2020; Shuck et al., 2017; Sutton et al., 2016) underscore that well-being programs led to improved employees' engagement, mental health, well-being, and performance. Organizations might influence employee well-being through fostering a positive psychological climate and increasing employee engagement and motivation, thus enhancing individual and organizational performance (Shuck et al., 2011; Shuck & Reio, 2014; Uka & Prendi, 2021). A direct and strong link between competitiveness, innovation, and well-being

has been investigated (Androniceanu et al., 2020), defining competitiveness as key to sustaining well-being of the EU.

Employee well-being affects organizational output factors of productivity, profitability (Jaiswal & Dyaram, 2019), workplace creativity, commitment, performance (Khoreva & Wechtler, 2018), the resilient coping of organizations with changes (García-Valenzuela et al., 2023) and the efficiency and long-term functioning of organizations.

Research (Combs et al., 2006; Wright & McMahan, 2011) showed a relevant relationship between HRM practices and company performance, while others (Godard, 2001; Cappelli & Neumark, 2001) found that they do not clearly improve performance.

Impact of the Covid-19 pandemic on human resource management

According to interviews (Khan et al., 2021) conducted with 70 HR managers of European organizations, HR focused on data and analysis driven cost efficiency, productivity and its measurement in the previous years. However, the pandemic has intensified the need for HR to respond to people's physical and mental needs. This is in line with the trend towards corporate social responsibility (Agarwal et al., 2019). 90% of the respondents indicated that they would like to move away from digitized self-service and have a more direct and deeper relationship with employees. According to 98%, it is important that employees should be able to fully participate in work, thereby strengthening the principles of diversity, equality, and inclusion. 81% of the respondents articulated the operation of human capital, which extends the HR operation to the entire ecosystem during the implementation of the organizational transformation and strategy, creates a talent ecosystem and strengthens team-based learning.

Empirical study (Nemteanu et al., 2021) highlighted the link between job instability, employee insecurity, and the perceived satisfaction, directing employers' focus on improving employees' satisfaction in the time of Covid-19.

3. Research regarding employees' well-being

Employee well-being research

There are two views to study employee well-being (Ryan & Deci, 2001), the hedonic and the eudaimonic approach. The happiness-oriented hedonic approach of subjective well-being is measured by positive affect or job satisfaction metrics. The eudaimonic approach views employee well-being from the perspective of the fulfilment of the individual's potential and

considers it as psychological well-being, which is measured by indicators of self-realization and personal results (Ryan & Deci, 2001).

Magnier-Watanabe et al. (2023) found in their research among regular employees in Japan, that meaningful work resulted in satisfaction of life at work, while the hedonic aspect was influenced by external factors.

Research (Wright & Cropanzano, 2000) reveals that employees with high level of well-being experience psychologically healthy, warm, trusting relationships, have a purpose in life, perceive their development and internal resources. They can shape the world around them according to their needs, they are excellent decision-makers, they exhibit better interpersonal behavior and receive better performance evaluations. Employees who are more satisfied with their life and work, are more cooperative, more punctual at work, absent less and stay at a workplace longer (Warr, 1999; Keyes et al., 2000). Employee engagement plays a key role in creating a healthy workplace (Grawitch et al., 2006; Benson & Lawler, 2013; Benson et al., 2013) and supporting well-being.

Impact of employee involvement

Based on Hodson and Roscigno's (2004) analysis of 204 ethnographic publications, employee involvement has a positive relationship with organizational success and employee well-being. Although employee participation affects profit targets of organizations (Cox et al., 2006; Kaufman et al., 2010), as performance increases through improved communication, cooperation, and morale, the restrictive nature of agreements might also decrease the profit.

According to Grant et al. (2007) employee involvement and participation practices support employees' psychological well-being through increased job satisfaction (Dube & Freeman, 2010), psychological ownership, and organizational commitment (Han & Kim, 2018), while the higher level of trust in management supports social well-being.

A study (Uribetxebarria et al., 2021) highlighted the importance of participation as a management tool to support the competitive advantage of organizations (Delery & Roumpi, 2017) and identified it as a predictor of employee well-being. However, there is a debate whether employee participation has an impact on organizational effectiveness and employee well-being (Markey & Townsend, 2013).

Impact of health promotion on well-being

Initial workplace well-being research examined stress (Hobfoll, 1989), burnout, or dissatisfaction experienced by employees as separate constructs, despite their multidimensional nature (Grant et al., 2007; Page & Vella-Brodrick, 2009). Work stress is the most common workplace problem in Europe (Paoli & Merllié, 2001). A quarter of the active employees and 79% of managers are affected by excessive work stress, while less than 30% of the companies deal with the problem (Szabó & Juhász, 2019).

According to a study conducted with 537 people in Hungary, „healthcare support, physical health and emotional health are important pre-determinants to employee well-being" (Görgényi-Hegyes et al., 2021 p.15). Workplace health management also has a significant positive effect on the employer's attractiveness in the labor market (Fehér & Reich, 2020).

European surveys

According to the European Working Conditions Survey (Eurofound, 2019), working conditions have an impact on the health and well-being of employees, with a negative impact through exposure to work requirements that are harmful to health; and through motivational processes with access to resources that support engagement. According to research, the individuals' control over their work, social support and recognition of work experience has a significant positive effect on their well-being (Eurofound, 2019).

The European Quality of Life Survey (Eurofound, 2017) examined the development of the EU's quality of life in 28 member states according to subjective and objective aspects. It has been found that, at the level of individual countries, life satisfaction correlates with GDP per capita. However, it is true only up to a certain limit, because in countries with the highest incomes, satisfaction does not continue to increase as GDP increases. Subjective well-being showed a strong correlation with income, age, employment status and health status (Eurofound, 2017).

The approaches and studies regarding Covid-19 pandemic (Chapter 2.2.4.) and the examination of employee well-being measuring tools (Chapter 3.1.1.) have been discussed in earlier chapters.

3.3. Summary of literature review

The chapter provides an overview about the complexity of employee well-being concepts, models, and relevant research results related to its impact on organizational indicators, thus drawing the attention to the strategic importance of employee well-being. Although, there is no unified position regarding the concept, components and measurement of well-being or employee well-being (European Agency for Safety and Health at Work, 2013), but at the same time, employees' well-being is one of the pillars of workforce sustainability (Sharpe & Mobasher Fard, 2022). Thus, employers' prevention and intervention tools for improving individuals' bio-psycho-social well-being might facilitate the sustainability of workforce.

3.4. The organization and strategic human resource management

The open system model of the organization (Mullins, 2016) (Figure 3.) presents the continuous interaction of organizations with their environment.

3. Figure. The open system model of organizations from the aspect of workforce
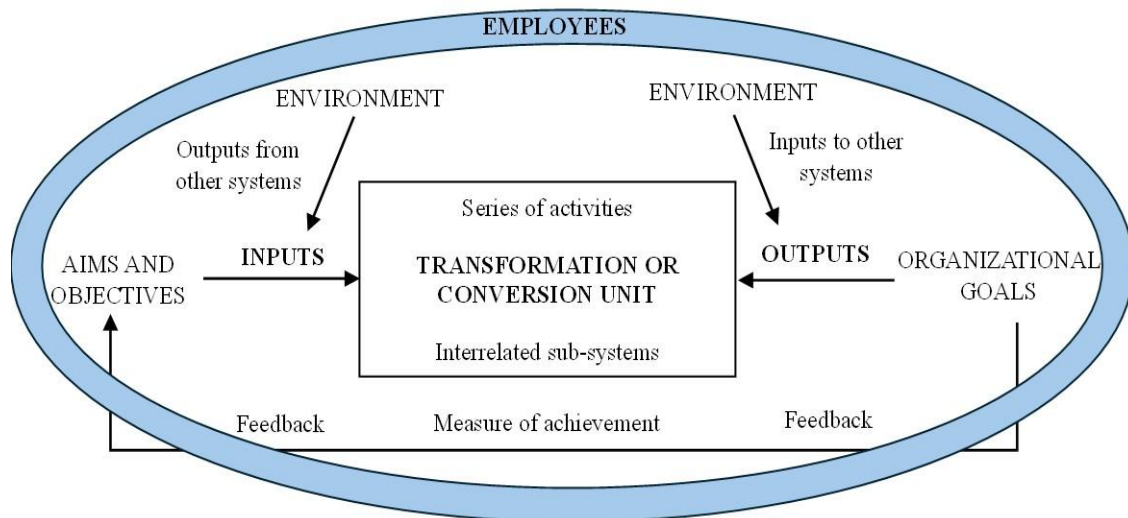
Source: Own editing based on Mullins, L. J. (2016). *Management and Organisational Behaviour.* Pitman Publishing, 11th Edition. p.75.

The organization depends on environmental inputs, transforms them through its systems, and emits output elements that become inputs to other organizations. Inputs of human resources are the skills, abilities and characteristics of employees. These characteristics are converted by the organizational transforming systems of HRM practices to achieve output results, such as employee satisfaction, performance, retention (Kozák, 2023), or well-being.

Employees and employers are connected through an employment relationship. Besides the legal contract, a psychological contract (Argyris, 1957) is established between the individual and the organization. Based on Blau's (1964) social exchange theory it is the unwritten contract containing a system of mutual promises, obligations, expectations, and perceptions (Guest, 2004). The search for meaning in work (Holbeche & Springett, 2009) stems from the human needs for a sense of value and the need for change.

The human capital of economic origin includes the individuals' knowledge, information, ideas, skills, and health (Becker, 2002). Similarly to other capital goods, it results in performance and income of organizations. This might represent a competitive advantage, which cannot be separated from knowledge, health (Chambers et al., 1998; Wright & McMahan, 2011), and life satisfaction (Jaiswal & Dyaram, 2019) of the individuals. According to the resource-based approach of organizations (Barney, 1991; Barney & Wright, 1998), human capital is crucial in achieving organizational competitive advantage. Therefore, the development and utilization of human capital is the primary interest of organizations and less in favor of their well-being or gaining mutual benefits. Therefore, Guest (2017) considers employee well-being as a kind of a by-product of the development to achieve competitive advantage.

It is difficult to interpret how HRM practices impact employee well-being, since it is not clear what kind of HR programs organizations use, and they might differ significantly (Boselie et al., 2005). On the contrary, according to study (Zhang et al., 2020), employee well-being – including employees' life, work, and psychological well-being – is positively affected by HRM.

Strategy and strategic human resource management

The strategy of organizations is a hierarchy of interwoven processes, which requires an integrated approach (Johnson et al., 2008) at corporate, business and functional or operational levels. Strategic management is a process taking place along the mission and goals of organizations, where strategic decisions are formed, and steps of implementation and monitoring are planned (Kools & George, 2020). Strategic decision-making assumes the reciprocity and joint application of adaptivity and integration (Barakonyi, 1999). Through adaptivity, the organization can react and adapt to environmental challenges and opportunities during strategic planning, and integration means paying attention to internal factors.

Wright & McMahan (1992) defines strategic human resource management (SHRM) as „the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals" (Wright & McMahan, 1992. p. 298). Strategic human resource management is a coherent, internally coordinated system that can predict environmental changes, incorporate them into the operation, and exert positive synergistic effects on the outputs of the organization (Mullins, 2016). SHRM is based on two main approaches (Colbert, 2004):

- Employees are critical resources in the implementation of the organizational strategy.
- HRM practices support developing and exploiting strategic capability of human resources.

Effective strategic human resource management is also about integration and adaptability (Schuler, 1992). Its two main concepts are resource-based and strategic fit. The first emphasizes the investment in people. The strategic alignment means a vertical alignment with the strategy of the organization, while the horizontal alignment of HR practices expresses their alignment with each other (Mullins, 2016).

The strategic human resource management process model (Nishii & Wright, 2007) (Figure 4.) illustrates the complex relationship between the organization and employees, which is mediated by HRM and its practices (Armstrong & Taylor, 2023).

4. Figure. Strategic human resource management process model
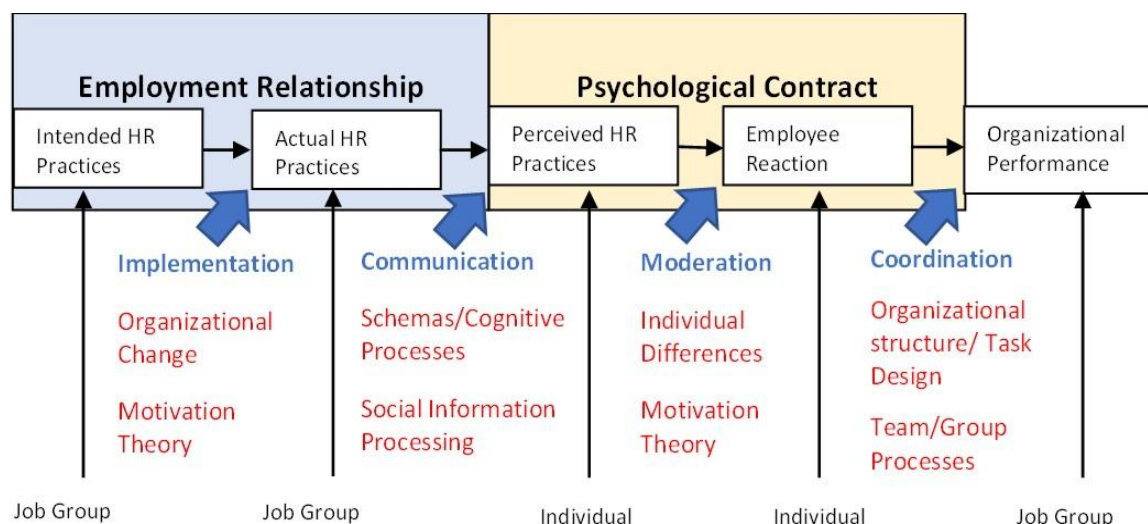
Source: Nishii, L. H., & Wright, P. M. (2007). Variability within organizations: Implications for strategic human resource management. *CAHRS WP07-02*. *Working Paper Series. Paper 467.* Cornell University. p.7.

The mapping of the stakeholders' needs supports to define strategic purpose and direction (Freeman & McVea, 2001), and to assess the balance of the promoting and hindering factors of power (Johnson et al., 2008). Since the workforce is a critical resource (Barakonyi, 1999) employees also form a group of stakeholders, whose needs shall be understood and detected for a positive employee experience (Plaskoff, 2017; Vereb et al., 2025).

3.5. Review of human resource management practices supporting the development of employee well-being[3]

The promotion of employee well-being mainly appears in the form of operative human resource practices in organizations. Therefore, the chapter reviews three models for human resource development practices that might support elevating the topic to the level of organizational strategies, thus resulting in improved employee well-being and organizational outcomes. Through their comprehensive and complex approach, the reviewed models might provide a sound basis for the strategic approaches to the development of employee well-being.

The positive employment relationship-based model of *employee well-being-oriented human resource management* (Guest, 2017), the *diagnostic and developmental model of health-conscious corporate behavior* that has been summarized by Karoliny (2016), as well as the Ability – Motivation – Opportunities Theory based *HRM practices that support employee well-being* (Appelbaum et al., 2000; Zhang et al., 2020) are cited here as potential approaches and practices that organizations might utilize in enhancing employee well-being.

The three different approaches described below - through their comprehensive and complex approach - might provide a sound basis for the strategic interpretation of the topic and for the categorization of well-being practices. Each introduced model includes elements that might be considered as valuable and interdependent components of a potential organizational well-being strategy.

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[3] The chapter is based on and contains complete and unchanged parts of the following publication:

Molnár Cs., & Csehné Papp I. (2023). Review of human resource management practices supporting the development of employee wellbeing. *Új Munkaügyi Szemle 2023/3*.

3.5.1. The model of employee well-being-oriented human resource management

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

Guest (2017) describes the principles of a positive employment relationship. Firstly, employment relationships manage the different interests of employers and employees, which require trust (Fox, 1974). Secondly, a sense of fair treatment affects employees' attitudes towards high performance work systems (Heffernan & Dundon, 2016). Thirdly, an effective employment relationship promotes the emancipation of employees (Delbridge, 2014), which is the condition of employee involvement. Therefore, Guest (2017) outlines an alternative interpretation framework for promoting employee well-being.

The employee well-being-oriented human resource model (Figure 5.) is based on the employment relationship and the assumptions of the exchange theory, where a positive employee attitude is a commitment to the organization and to the work (Schaufeli et al., 2009), and motivation manifests in cooperation, organizational citizenship behavior and in higher energy levels (Ryan & Deci, 2001; Wright, 2003). Through the phenomenon of reciprocity, the employment relationship covers an exchange process, consequently when the employer applies those HR processes that support employee well-being, it is expected that employee in return reacts with positive performance results.

5. Figure. HRM, well-being and the employment relationship and performance
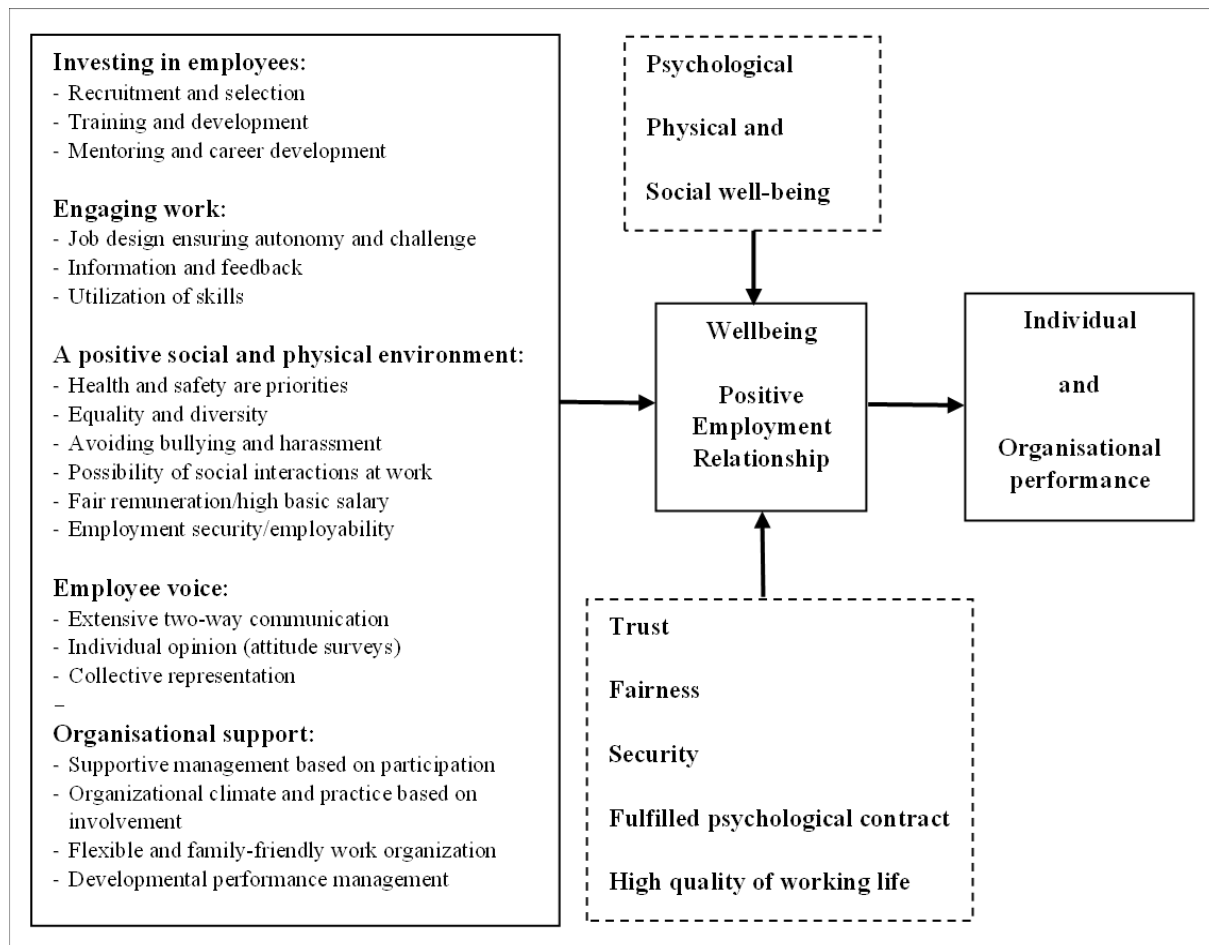
Source: Own editing based on Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal, 27*(1), 22-38. pp. 30-31.

The model proposes five sets of HR practices:

1. Investment in employees: These HRM practices increase employees' resources, their sense of security and self-efficacy through developing their skills. The related HRM practices are recruitment, selection, training, development, and career management.
2. Work that ensures commitment: Control, application of skills, variety of work and individual proactivity are decisive factors for well-being (Grote & Guest, 2017). The HRM practices are job planning and job design.

3. Creation of positive social and physical environment: Ensuring employee health and safety, workplace social interactions, avoiding bullying or harassment, ensuring equal opportunities, diversity, fair and proper compensation, and employment security are the relevant HRM practices supporting the creation of a positive environment. Although to some extent they are required by legislation, their application is often limited, especially in performance oriented HRM models (Guest, 2017; 2024).

4. Employee voice: Expression of employees' opinion is decisive in the field of high-involvement human resource management; however, it is often lacked from performance-oriented HR models. HRM practices that are advocating employee voice are extensive two-way communication within the organization, the means of expressing individual opinion, attitude surveys as well as various forms of collective employee representations.

5. Organizational support for employee well-being might take the forms of HRM practices such as participatory, supportive management and organizational climate, developmental performance management, employee involvement, as well as family-friendly and flexible work set up.

The application of the above HRM practices may conclude in two types of benefits, although there might be contextual differences (Guest, 2017; 2024). One is the manifestation of higher employee well-being and positive working relationships, which can be captured on the employee side through psychological and physical health, positive social relations at work, trust, sense of fairness, sense of security, fulfilment of psychological contract (Guest, 2004), and in higher quality of work life. On the other hand, there might be positive organizational outcomes of higher well-being and stronger employment relationship, such as performance (Böckerman & Ilmakunnas, 2012; Daniels & Harris, 2000; Lyubomirsky et al., 2005; Schaufeli et al., 2009; Berke et al. 2021), job satisfaction (Judge et al., 2001) and lower fluctuation (Proudfoot et al., 2009).

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

3.5.2. The diagnostic and developmental model of health-conscious corporate behavior

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

First dimension: The level of interventions

The health-conscious corporate programs intend to reduce the negative effects of work, caused by unfavourable physical conditions, mental impacts, stress or workplace accidents. They are also aiming to strengthen the positive effects of work, such as the feeling of job security, security of livelihood, positive effects on self-esteem and on workplace social relations. By reducing the negative impacts on employees' health, in return positive effects on the organizational indicators are expected, such as a reduction in absences or turnover.

There are further layers and characteristics of the first dimension that are summarized in Figure 6. and described below.

6. Figure. Organizational approaches to workplace health

Traditional
- Goal: Reduction of workplace related health damage
- A) Adhering to the rules of health and safety, occupational heath regulations; passive; behaviour focuses on limiting negative impacts
- B) Reactive behaviour to balance out the negative influences

Workplace health support
- Goal: Prevention of health damage
- C) Awarenss about health threatining impacts, reduction of risks, proactive behaviour based on risk assessment
- D) Health and well-being supporting risk reduction, health preservation programs, holistic behaviour

Healthcare and development
- Goal: Employee health and well-being
- E) Health and well-being development programs, long-term health development behaviour

Source: Own Editing based on Karoliny M. (2016). Az egészségtudatos vállalati magatartás fejlesztésének diagnosztikai modellje. [The diagnostic and developmental model of health-conscious corporate behavior] *International Journal of Engineering and Management Sciences, 1*(1), 1-18.

- The *Traditional approach* aims to reduce the negative effects or damage that work might cause on employees' health through the activities of occupational health and safety and hygiene. Within this approach, two sub-levels are identified. The first (A), as a rather passive approach, intends to limit the negative impacts through meeting legal compliance. The next stage (B) is a rather reactive approach where the organization focuses on the reduction of negative effects of health damage, and on recovery or recreation.

- The next level of the model is the *Workplace Health Support approach*, where the purpose is to prevent occupational health damage and to preserve employees' health. Its sub-stages focus on prevention (ENWHP, 2007). The pro-active employer behavior is based on risk assessment and risk reduction (C). The next level (D) is integrative, complex and holistic, including programs focusing on workplace environment and health-preservation.

- Besides that, the *Healthcare and Development approach* (E) includes the concepts of the previous levels containing the considerations of well-being and positive effects of work, it is extended with health-promoting organizational behavior programs. Such programs target the sustainability of employee health and well-being as well as the positive effects of work both at organizational and individual levels.

Second dimension: Strategic integration of the interventions

The second dimension of the model is intended to identify whether the workplace health programs are separated or integrated into organizational strategies (Figure 7.).

7. Figure. Level of integration of workplace health programs to organizational strategies
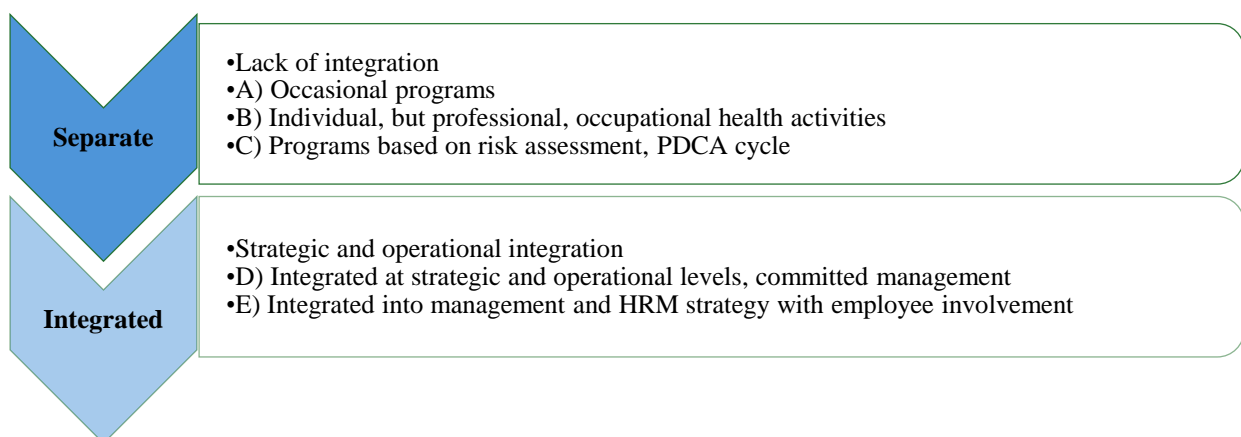
Source: Own editing based on Karoliny M. (2016). Az egészségtudatos vállalati magatartás fejlesztésének diagnosztikai modellje. [The diagnostic and developmental model of health-conscious corporate behavior] *International Journal of Engineering and Management Sciences, 1*(1), 1-18.

This dimension is split into two levels and further sub-categories:

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

From the health perspective, the three levels of the Diagnostic and developmental model of health-conscious corporate behavior model (Karoliny, 2016) reflect the traditional, the workplace health support and the healthcare and development approaches. The organizational behavior supporting health and well-being appears at the second and third levels. The model is based on the occupational safety and health action plan of ILO for 2010-2016 (ILO, 2010). The health-conscious organizational interventions might be implemented separately or integrated into the organizational strategy. For managing the interventions, the PDCA-method (Gurabi & Mátrai, 2016; Isniah et al., 2020) of Plan - Do (or Implementation) - Check (or Control) - Intervention cycle might be considered.

Placing the above-described dimensions into a matrix, the top desired intervention level involves programs that are targeting health prevention and development as well as well-being aspects. Such programs are integrated into the organizational and HR strategy, where management is committed to employee well-being, employees are involved and participating not only in the realization, but also in the generation of health-related programs.

3.5.3. HRM practices of the Ability - Motivation - Opportunity theory

The Ability - Motivation - Opportunity (AMO) theory (Appelbaum et al., 2000) embedded in industrial and organizational psychology (Paauwe, 2009) relates to the psychological mechanism between HRM practices and employee well-being (Zhang et al., 2020). The approach highlights that the purpose of HRM practices is threefold: to improve employees' skills and abilities, to motivate them to perform, and to offer opportunities for development and success.

As a frequently applied theoretical framework for examining human resource management (Bos-Nehles et al., 2023), the AMO theory underlines that HRM practices support employee well-being (Zhan et al., 2020; Zheng, C. et al., 2015). Study (Pagán-Castaño et al., 2020) has explored the positive impact of employee-oriented HRM practices on employees' well-being and confirmed the AMO theory through the mediating role of well-being between the HRM practices and organizational performance outputs (Appelbaum et al., 2000; Nishii & Wright, 2007). The mutual gains of the improvement of individual and organizational performance derive from the HRM practices enhancing employee well-being (Guest, 2017).

Deriving from the AMO theory (Appelbaum et al., 2000,) and based on the studies of Kellner et al. (2019), Zhang et al. (2020) and Bos-Nehles et al. (2023), Figure 8. has been constructed to summarize the purposes, outputs, and practices of employee well-being enhancing HRM methods (Molnár & Csehné Papp, 2023).

8. Figure. Summary of human resource management practices of employee well-being

Ability enhancing HRM practices	• Purpose: Developing employee knowledge and skills to achieve organizational goals • Output: Resources to achieve career and development goals -> higher employee well-being • HRM Practices: Training and development, recruitment
Motivation enhancing HRM practices	• Purpose: Increasing the external and internal motivation of employees to increase performance • Output: The feeling that the organization appreciates the efforts -> higher employee well-being • HRM Practices: Rewarding, remuneration, recognition, performance management
Opportunity enhancing HRM practices	• Purpose: Motivation of employees to generate ideas, to take responsibility for realization of goals • Output: Fulfillment of self-actualization needs -> higher employee well-being • HRM Practices: Employee involvement, participation, communication, decentralization, autonomy

Source: Own editing based on 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 42*(4), 903- 919.

The practices described by Zhang et al. (2020) in Figure 8. show similarities and overlap with Guest's (2017) model and to some extent with the Diagnostic and developmental model of health-conscious corporate behavior model (Karoliny, 2016). In their study, Zhang et al. (2020) found that the ability, motivation and opportunity dimensions of HRM practices positively affect employee well-being, employees' life, work and psychological well-being.

However, in their critical review, Kellner et al. (2019) claim inconsistency of the model and points out deficiencies in the standardization of AMO-enhancing HRM practices, they recommend the application of individual- and system-related dimensions in studying ability, motivation, and opportunity-enhancing elements.

HRM Practices of training and development

To support the achievement of organizational goals (Zhang et al, 2020), practices of training and development – as ability-enhancing practices - provide the workforce with appropriate skills, knowledge, and abilities and consider their developmental needs (Reio, 2007).

As workplaces become the main arenas for promoting individuals' bio-psycho-social health and well-being (European Commission, 2014), the concept of positive employment (Guest, 2017) - on the grounds of positive psychology (Seligman & Csikszentmihalyi, 2014) - might provide an applicable interpretative framework for the transfer of knowledge about well-being (Dochy et al., 2022).

HRM practices of recruitment

HRM practices of recruitment and selection focus on attracting and selecting individuals who fit the skill, knowledge and ability related profile of the position and to the organization (Armstrong & Taylor, 2023; Mullins, 2016). Thus, practices of recruitment and selection ensure that the organization acquires the right workforce in the necessary positions at the right time (Bakker & Demerouti, 2007). The process begins with the emergence and precise determination of the labor need. The goal of the recruitment process is to find the appropriate candidates from internal and external sources (Edenborough, 2005).

HRM Practices of rewards management

Motivation-enhancing practices are identified as compensation, performance-based pay, performance management, benefits, recognition, and practices supporting work-life balance (Armstrong, 2010; Poór et al., 2018; WorldatWork, 2007). A reward management survey (2022) examined employers' benefits provided for their employees in the UK. The survey concludes that larger organizations provide more financial benefits. According to results, 92% of employers offer training and career development opportunities and 62% have a workplace pension scheme. In terms of financial benefits, debt counseling is highly ranked (55%), while the least offered benefits are financial allowance to home office workers (6%), energy switching schemes (7%), or workplace loans (7%).

A global rewards survey (Reimagining Work and Rewards Survey: 2021 – 2022) of 1,650 employers indicated that 65% of respondents intend to put greater emphasis on employee well-being when redesigning their total reward approach. Based on a survey of 2,028 HR professionals in the USA (2023-24 SHRM State of the Workplace Report), 66% of respondents consider employee mental health as a key challenge for the organizations, however, only 39% of the organizations were planning to increase mental health-related benefits.

HRM practices of performance management

HRM practices aim to boost both external and internal motivation to improve employee performance (Cooper et al., 2019; Jiang et al., 2012; Renaud & Morin, 2020), leading to a greater sense of appreciation from the organization.

Studies on human resource management (Beer et al., 2015) assume that HRM's task is to promote the profitability of the organization, therefore it focuses on performance (Van de Voorde et al., 2012; Peccei et al., 2013; Peccei & Van De Voorde, 2019) and ignores the issue of employee well-being. For this reason, the field has received several critics (Guest, 2017).

HRM Practices promoting social well-being

Opportunity enhancement HRM practices encourage employees to innovate and take ownership of organizational objectives (Mathieu et al., 2006), and support employee well-being through the fulfillment of self-actualization needs (Ryan & Deci, 2001). Among the opportunity-enhancing HRM practices employee involvement and participation, communication and information sharing, teamwork, social relations, and autonomy are identified (Kellner et al., 2019).

The examination of the relationship between well-being-oriented HRM practices and employee performance (Cooper et al., 2019) revealed the mechanism of social relations as promoting employee resilience and performance through the organizational climate (Cooper et al., 2019). This is supported by OECD's Learning Compass 2030 (2019), which indicates the importance of emotional-physical-social individual and collective well-being from the perspective of the sustainability of social and human capital.

HRM practices of employee involvement and participation

Employee participation provides the opportunity for employees to actively shape their work and working conditions (Bácsi, 2017; Strauss, 2006; Markey & Townsend, 2013) and to invest in their knowledge, skills, and abilities (Wright & McMahan, 2011). Through its mechanism and institutions, employee participation strengthens their belonging to the organization and at the same time provides an advanced legitimization to the process and outcome of decision-making.

According to Waddock (2020), collective well-being requires that employees „hear their voices" (Waddock, 2020, p.7.). The involvement in decision-making, autonomy, training, or information-related activities is perceived by employees as real and direct participation (Uribetxebarria et al., 2021; Den Hartog et al., 2013), however, it can increase workload and stress (Nishii & Wright, 2007). A systematic review of studies (Beijer et al., 2021) concluded that employees are utilized as sources of information to evaluate HRM practices, such as training and development, participation, autonomy, or incentive compensation.

3.5.4. Summary of human resource management practices

From the multitude of previous theories and research, those are highlighted that are decisive for the research concept and for the preparation of the research design (Table 1.). The relevant theories focus on HRM practices and less on strategy, therefore, I considered the strategic human resource management process model (Nishii & Wright, 2007) as decisive for the research concept to connect strategy and practices. In Table 1, the models and concepts are summarized, and strengths and deficiencies are identified that are relevant from the scope of the research.

1. Table. Summary of theories relevant for the research

Theory	Authors	Subject of theory	Strengths (S) & Deficiencies (D) in terms of research objectives
Model of employee well-being - oriented human resource management	Guest, 2017	– Based on concept of positive employment relationship – Well-being-oriented Human Resource Management model – Proposals for HR practices	S: Employee well-being is a goal, not organizational by-product; Complex interpretation; HRM practices D: Further testing required; No strategic approach
Diagnostic and developmental model of health-conscious corporate behavior	Karoliny, 2016	– 3 stages: Traditional workplace health support, Health preservation, Developmental approach – Organizational behaviour supporting health & well-being – Organizational intervention: separate or integrated into strategy	S: Methods of organizational intervention; PDCA approach D: Focuses on work and health protection; Strategic integration is only an option
Human resource management practices of Ability - Motivation - Opportunity theory	Appelbaum et al., 2000 Zhang et al., 2020	– Employee focus – Presents relationship and psychological mechanism between HRM practices and employee well-being	S: Overview of the relationship between HRM practices and employee well-being with an employee focus D: Stays at practice level; No strategic approach
Strategic human resource management process model	Nishii & Wright, 2007	– Employment and psychological relationship between the organization and employee – HRM practices: intended, current employee perception	S: Expands the earlier Strategic Human Resource Management process D: Methods of feedback and employee participation are missing

Source: Own editing

Based on an overview of the relevant research on well-being, it can be concluded that there are numerous studies on the topic. From the point of view of organizational well-being strategy, research is typically not carried out. The studies mainly examine the impact on the organizational output indicators, however the organization context, HRM practices and employee involvement are rarely considered together.

3.5.5. Selecting theoretical model for the research design

Each above introduced model contains elements that might be valuable and interdependent components of an organizational well-being strategy. Through their comprehensive approach, these models might provide a sound basis for the strategic approaches to the development of employee well-being. The above reviewed models consider a top-down, leadership and HRM driven strategy. They view employees' output as a means of achieving organizational performance, underestimating the perspective of employees as key stakeholders. From the reviewed models, the Diagnostic and developmental model of health-conscious corporate behavior (Karoliny, 2016) views the topic mainly from the perspective of health and safety. There might be various advantages of utilizing well-being-oriented HRM practices (Guest, 2017; 2024), such as ethical gain, reduced exposure to environmental threats, or performance and cost benefits.

In terms of comprehensiveness and suitability, the Ability - Motivation - Opportunity (AMO) theory (Appelbaum et al., 2000) fits the research objectives. It has been selected as a theoretical background for designing the research for the following reasons:

– It relates to the psychological mechanism between HRM practices and employee well-being.
– It covers a complex range of HRM practices and views well-being not only from the perspective of health development.
– It is suitable to examine HRM practices of employee well-being even at those organizations that are lacking a thorough strategic human resource management mindset.
– Its practices relate to the strategic human resource management process model of Nishii & Wright (2007) as illustrates the mediating role of HRM practices between the organization and employees.
– It supports the exploratory approach of the research.

4. RESEARCH STRATEGY, METHODOLOGY AND SAMPLING PROCEDURE

4.1. Research objectives and questions

The major research theme of the dissertation is the exploration of the organizational approach to employee well-being. Research questions (RQ), objectives (RO) and hypotheses (H), as well as research design are deriving from this major theme.

The relationship between the research questions, the research objectives and hypotheses has been visualized in Figure 9.

9. Figure. Research questions and objectives
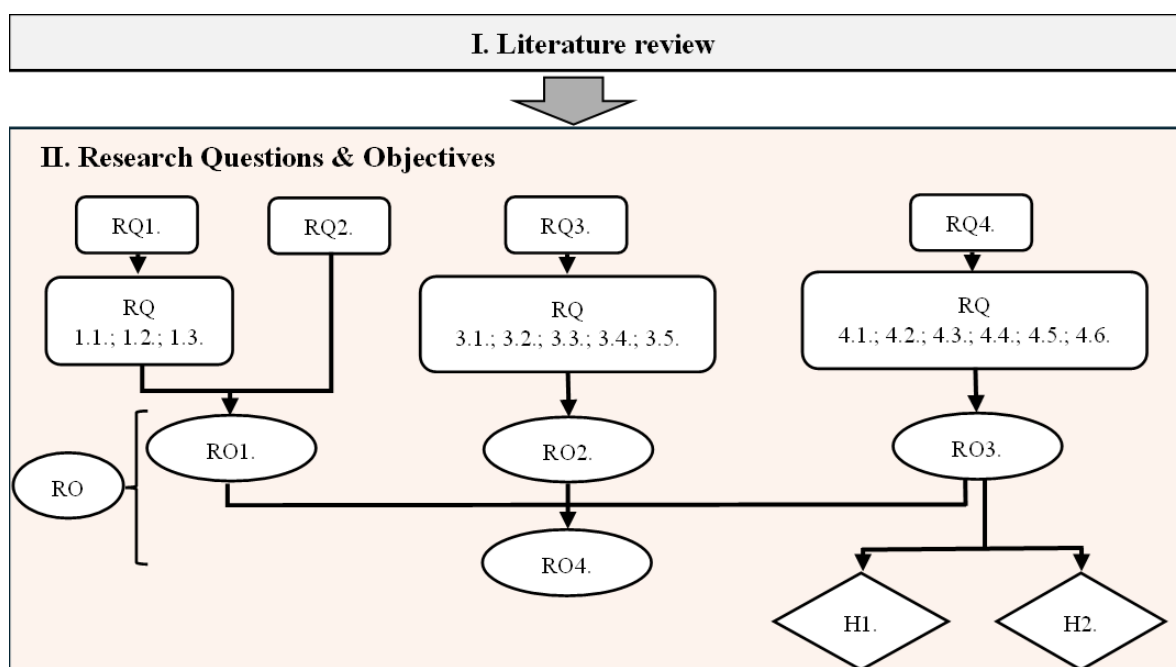
Source: Own editing

Research objectives

The main research objective is:

RO: The main objective of the research is to explore how the examined organizations deal with the theme of employee well-being at the level of strategic human resources management and how they support it through their HRM practices.

There are four sub-objectives deriving from the above main objective:

RO1. Exploring employee well-being strategy and HRM practices of the examined organizations.

RO2. Exploring adaptability of employee well-being strategy of the examined organizations from the perspective of organizational output expectations and employee perceptions.

RO3. Exploring employees' perception of employee well-being in the examined organization.

RO4. Identifying and creating theory for the meaning of employee well-being.

Research questions

RQ1. What organizational strategy and toolkit do the examined organizations have to promote employee well-being?

RQ 1.1. What is the well-being strategy of the organizations?

RQ 1.2. What are the output expectations of the organization regarding the application of employee well-being strategy and toolkit?

RQ. 1.3. With what means and methods does the organization implement its well-being strategy?

RQ 2. Which methods and tools of workplace learning and adult training do the organization use to promote employee well-being?

RQ 3. With what processes and methods does the organization ensure the adaptability of the employee well-being strategy to the changing environmental and labor market conditions and employee perception?

RQ 3.1. On what scientific, professional or other findings and sources does the organization base its employee well-being strategy and the application of its tools?

RQ 3.2. What is the relationship between the employee well-being strategy and environmental and labor market factors?

RQ 3.3. What are the methods of employee involvement in the organizations examined regarding the formation and operation of the employee well-being strategy?

RQ 3.4. In what way does the organization measure the needs of the employees regarding the development of well-being, the use of tools, and how does it integrate the results of this back into the planning of the well-being strategy?

RQ 3.5. To what extent does the use of the organization's well-being tools by employees justify the organization's employee well-being strategy?

RQ 4. What is the employee perception of employee well-being in the examined organization?

RQ 4.1. What tools does the organization use to measure employee well-being?

RQ 4.2. Which elements from the toolbox of the organization's well-being strategy do the employees use and to what extent?

RQ 4.3. What does employee well-being mean for employees?

RQ 4.4. Does a family-friendly organizational strategy make employees feel that well-being is important?

RQ 4.5. What are the distinctive factors of employees' positive and negative feelings about work?

RQ 4.6. How employees' approach to well-being can be described through HR practices and tools?

Hypotheses

Due to the constructive and sequential nature of the exploratory research method, research questions of RQ4.4 and RQ4.5 emerged during the course of the case study based on the findings of the qualitative case study phase. Therefore, these research questions are also expressed in the form of the following two hypotheses, and analyzed in the quantitative phase:

Hypothesis 1. Employees consider that employee well-being is important for the organization, and it is identified with family-friendly strategy and tools.

Hypothesis 2. Within the organization, employees' positive and negative feelings about work depend on gender, age, education, and position.

4.2. Research strategy

4.2.1. Adapting the research methodology to the research objectives

The methodology of the research is exploratory sequential mixed method research with a case study design (Creswell & Clark, 2018). It exhibits the characteristics of both qualitative (Flick, 2002) and quantitative research. The research process is complemented by the integration of a case study, which is based on the integration of qualitative and quantitative data (Bryman, 2006; Kása & Réthi, 2017). The method of Grounded Theory (Corbin & Strauss, 1990; Charmaz, 2006) is utilized for the theory creation of the phenomenon.

The purpose of applying this research methodology was to carry out a customized qualitative and quantitative analysis, as there is no tool available for examining well-being in a strategic context. The complexity of the research concept, its objectives and the methods of data collection are reflected in the research design. The research has been carried out with two target groups - experts and employees - and by applying mixed methods.

The characteristics of the exploratory mixed research process (Creswell & Clark, 2018) that are relevant for the research:

- Data collection: Both types of data are collected, with an emphasis on qualitative data collection and analysis, as it determines the direction of further research stages.
- Data analysis and integration: Data analysis takes place in two stages. First the analysis of qualitative data determines the course of the quantitative investigation of the case study. The results of the interviews are processed using software. For the analysis of quantitative data of questionnaire, the applied mathematical and statistical methods consisted of descriptive statistical methods, K-center cluster analysis, non-parametric tests, like Mann-Whitney and Kruskal-Wallis tests, factor analysis and correlation analysis. Finally, the results from qualitative and quantitative data are analyzed and integrated.
- Interpretation: Covers drawing of conclusions from the phases and integrated results.
- Regarding validity, the two research phases reinforce each other.

Possible difficulties of the method, which require special attention during the research:

- Data collection takes place in two phases, which is a challenge at the integration points (Creswell & Clark, 2018).
- The difficulty of developing a suitable research tool.
- The use of results from qualitative data collection can be critical (Creswell & Clark, 2018) when applying Grounded Theory (Corbin & Strauss, 1990).
- Based on the collected and analyzed data, defining the subjects of the case study, preparing the case study and embedding it in a mixed method (Creswell & Clark, 2018).

The below characteristics of Grounded Theory fit the research theme (Sallay & Martos, 2018):

- It generates a theory that can explain the connections of the phenomenon.
- It is well understood by both research professionals and lay people.
- Due to the peculiarity of the method, it does not test a previously formulated hypothesis.

The literature review of the theoretical and research background confirms the assumption that the strategic approach to employee well-being is incomplete. This supports the research plan from two sides. On the one hand, the result of the research might lead to innovative results and new knowledge, and on the other hand, the exploratory nature of the research fits the topic and is reflected in the chosen method.

Following Charmaz's (2006) constructivist grounded theory approach the focus is on the phenomenon of employee well-being with studying "both data and analysis as created from shared experiences and relationships with participants and other sources of data" (Charmaz, 2006. p.130.). The main criteria of constructivist grounded theory (Charmaz & Thornberg, 2021) are granted throughout the process in the following way:

–   Credibility is ensured by having sufficient data from content rich in-depth interviews.
–   Originality lies in the core idea of investigating employee well-being from a strategic aspect and contrasting its adaptability with employees' perceptions.
–   Resonance is provided by illustrating the participants' approach to the topic.
–   Usefulness is aimed at by practical approach of dissemination and of further research.

The theoretical sensitivity (Noble & Mitchell, 2016) of the process has been ensured by the in-depth literature review of the subject, my professional experience in human resource management and the analysis and integration of data.

4.2.2. Research design

The research plan is presented in Figure 10. with its stages, methods, and the sampling procedure in detail. The complete research design together with the research questions and objectives is presented in Appendix 4. Hereby a complete description of the research design is described, and relevant research sections are also detailed in later chapters to ensure comprehensibility.

10. Figure. Research design

I. Literature review

II. Research Questions & Objectives

III. Exploratory phase

III/a. Exploratory qualitative research

Qualitative Data Collection
Interviews:
- Pilot Interviews: 2
- HR Expert Interviews: 27

Qualititative Data Analysis:
Content analysis

Interpretation &
Development of Survey Tools

III/b. Exploratory quantitative research

Quantitative Data Collection:
Questionnaire: HR Experts: 62

Quantitative Data Analysis

Interpretation

Data Comparison & Integration

Defining selection criteria to Case Study

IV. Case Study phase

Selecting & approaching organization to be examined

IV/a. Qualitative research - Case study

Qualitative Data Collection
Case Study: For-profit organization

Qualititative Data Analysis

Interpretation

IV/b. Quantitative research - Case study

Quantitative Data Collection
Questionnaire: Employees: 222

Quantitative Data Analysis

Interpretation

Integration & Interpretation

V. Results, Conclusions

Integration, interpretation & triangulation of Qualitative and Quantitative data

Formulating Results, Conclusions & Theses

Source: Own editing based on Creswell & Clark (2018). *Designing and conducting mixed methods research*. Sage publications. 3rd Ed. p.300 & p.312.

I. Literature review

In this stage theory and previous research results of the topic are explored. However, the literature exploration was carried out continuously during the entire duration of the research supporting the concept development (Dunne, 2011).

II. Research questions and objectives

Research questions and objectives have been established deriving from the major research theme of exploring the organizational approach to employee well-being. It has been supported by the literature review.

III. Exploratory research phase

In the exploratory research phase, an exploratory investigation is carried out about the employee well-being strategy and HRM practices of organizations on the sample of access-based targeted HR and other leaders and HR professionals of Hungarian and international economic organizations in Hungary. This research phase consisted of two sub-phases, a qualitative and a quantitative part.

– *III/a. Exploratory qualitative research*

During the qualitative research sub-phase, semi-structured, targeted in-depth expert interviews of 60-90 minutes with open-ended questions were conducted. Pilot interviews served as preparation for planning the interviews. Beyond the originally planned sample size of 15-20 interviewees, finally there were 27 interviews conducted. The interviews have been recorded, transcripted and translated to English. The content analysis of the interviews was carried out with Atlas.ti program. During the content analysis, a diary has been created from the interview transcripts. Several rounds of open coding of line-by-line coding and axial coding have been performed to discover the concepts behind the interviews. During the axial coding, the search for connections between concepts served the purpose of grouping similar concepts into categories. Selective coding was applied to examine the relationship between the categories and to create the main categories of the theoretical model. The application of the method required a systematic approach (Corbin & Strauss, 1990) to ensure consistency and objectivity.

The purpose of the qualitative phase was – besides its analysis – to develop a survey tool for the examination of employee well-being strategy at the examined organizations.

- *III./b. Exploratory quantitative research*

    In the quantitative research sub-part, a survey tool has been designed based on the results of the previous qualitative exploration. The self-developed online questionnaire has been used on an access-based targeted expert sample of HR experts. The sample size reached 62 experts versus the planned 25-50 people. The descriptive analysis of the results has also been utilized for designing the case study process.

- *Results of the III. Exploratory research phase*

    This research phase has served as an exploration of the organizational strategies and HRM practices of employee well-being. As a result of the qualitative and quantitative data integration and interpretation, the organizational tools for employee well-being have been identified. The data analysis supported to define the selection criteria to find organizations for participating in the case study. Moreover, the data interpretation and integration resulted in the design of the case study and the design of the survey tool for exploring employees' perception on well-being.

IV. Case study research phase

In the IV. Case study research phase, an organization has been selected based on the selection criteria determined from the sample organizations that participated in the qualitative interviews. Due to the time and energy consumption nature of a case study, out of the two organizations meeting the criteria, the one with the higher number of employees, has been approached and requested to participate in the case study.

- *IV/a. Qualitative research within Case study*

    In this sub-section of the case study, the employee well-being strategy and toolkit of the organization were explored with interviews, field work and document analysis.

- *IV/b. Quantitative research within Case study*

    This sub-section served two purposes. On the one hand, the adaptability of the organization's well-being strategy and HRM practices has been investigated through the employees' perception. On the other hand, the employees' feelings, level of well-being and view of the phenomenon of well-being have been detected. Therefore, an online questionnaire has been developed on the grounds of the previous exploratory results. The first part of the questionnaire focused on employees' perceptions regarding the well-being strategy and toolkit. In the second part, the questions of the Workplace PERMA Profiler (Butler & Kern, 2016; Kern, 2016) have been included.

- *Results of the IV. Case study research phase*

In the qualitative research sub-phase, the well-being strategy and the HRM practices of the examined organization have been identified. The quantitative research examined employees' well-being perception and feelings at work. During data integration, employees' perceptions of well-being have been contrasted regarding the perceived availability, utilization, and preferences of well-being tools.

Integration and interpretation of results of III. Exploratory and IV. Case study research phases

The integration and interpretation of results have been carried out with the method of Grounded Theory (Corbin & Strauss, 1990; Sallay & Martos, 2018; Mitev, 2012). The method provides an experimental explanation of the investigated phenomenon (Creswell & Clark, 2018). It required continuous confirmation and updating due to the continuous change of the context of the phenomenon (Hussain et al., 2013; Corbin & Strauss, 1990). Therefore, the emerging concepts and their relationship have been continuously analyzed and categorized at different coding levels.

V. Results, conclusions, theses

In this stage of the research, results have been determined, and conclusions have been drawn from qualitative and quantitative data comparison and integration. As a result, theses have been formulated, development proposals, limitations and future research opportunities have been composed.

4.2.3. Characteristics of sampling

There were two target groups of the research following the exploratory and case study research phases.

The first sample consisted of HR leaders, HR professionals, and other functional leaders of Hungarian and international economic organizations located in Hungary utilizing an access-based nonprobability targeted expert sampling technique (Babbie, 2014).

The expert sample has been recruited in two stages during the explorative research phase. First, HR leaders and experts have been contacted and recruited for the exploratory qualitative phase, for the semi-structured interviews. In the second step, a bigger number of HR leaders and experts have been recruited for the expert questionnaire of the exploratory quantitative phase.

Access to the first sample was facilitated by relevant professional activities, relationships, and participation at events of HR leaders' and experts' professional communities. The sample of the qualitative research phase was expected to have a small number of elements, so the exploration of the context was primarily decisive during data processing (Szokolszky, 2004). It was difficult to recruit organizations, their leaders and experts to participate in the survey due to the sensitive nature of employee well-being. Several organizations have declined their participation as they were restricted by their internal regulations to provide data even anonymously. Despite the difficulties, more participants have been involved in the research than planned and necessitated by the relevant literature of qualitative research. Moreover, the collected data enabled a complex and in-depth exploration.

The second sample consisted of both the leaders, HR experts and the employees of the case study organization. The case study organization has been contacted and approached with the condition that the management approves conducting research among employees.

4.2.4. Presentation of the measuring tools

Interview protocol

The semi-structured expert in-depth interview protocol has been designed on the experiences of the pilot interviews. The interview protocol (Appendix 5.) was followed during the interview, however the exploratory nature of the research allowed and necessitated flexibility during the conversations.

Expert questionnaire

For the construction of the self-developed online measurement tool (Appendix 6.), the approach of the Ability-Motivation-Opportunities model (Appelbaum et al., 2000,) served as a conceptual background (Table 2.).

At the start of the research, a trial questionnaire was conducted with 4 respondents to check interpretability. Since there was no interpretability problem, the questionnaire was sent out unchanged. The questionnaire consisted of 48 questions, out of that there were 3 open, and 45 closed questions.

2. Table. Structure of expert questionnaire

Section 1	Section 2		Section 3				Section 4
Expert sample specification	**Organization**		**Organizational practices supporting well-being**				**Experts' perceptions of employee well-being**
	Sample specification	**Well-being strategy**	**Benefits**	**Learning & Development**	**Health promotion programs**	**Community events**	
Age	Activity	Well-being strategy	Short term monetary	Job role & competencies	Information sharing	Joint activities	Importance for the organization
Education	Location	Expectations	Health related	Organizational	Physical health	Family	
Position	Ownership	Strategic goals	Recreational	Advancement	Psycholo-gical health	Charity	What is employee well-being?
Field of work	Employment		Life cycle & situational	Health		Mixed	
Years of service	Workforce management	Inputs to strategy development	Work environment				Practices missing at the organization
		Responsible unit					Practices not asked by the questionnaire
		Employee involvement					

Source: Own editing

The activity of the represented organizations has been identified according to the unified sectoral classification system of economic activities defined by the Hungarian Central Statistical Office (KSH - TEÁOR'08).

Employee questionnaire

A self-developed online questionnaire (Appendix 7.) has been designed based on the results of the qualitative exploratory phase. Respondents had to answer 44 questions, out of that 2 were open, the rest were closed questions. The questionnaire has been divided into groups of questions (Table 3.).

3. Table. Structure of employee questionnaire

Section 1	Section 2		Section 3
Sample specification	**Employees' perception on well-being**		**Feelings and experiences at work**
	Employee well-being	**Company tools to support employee well-being**	**Workplace PERMA Profiler**
Gender	How would employees define well-being at work?	Employee benefits	Positive feelings during work (e.g., joy)
Age		Learning and Development	Negative feelings during work (e.g., fear)
Education		Health promotion programs	Work content
Position		Community events	Job satisfaction
Employment			Happiness

Source: Own editing

The first section was focusing on the respondents' specifics. The second section was asking employees about their perceptions and preferences on well-being related HRM practices provided by the organization. The third part consisted of the Workplace PERMA Profiler questionnaire (Kern, 2016) with 23 items. Seligman's PERMA profile (2011) defines five pillars of well-being, which result in the acronym of PERMA: Positive emotions, Engagement, Relationships, Meaning, Accomplishment. The Workplace PERMA Profiler (Kern, 2016) has been adapted to work context, as workplaces attribute a significant role in positive emotions, relationships, meaningful work, success, and involvement (Kun et al., 2017; Kun & Szabó, 2017). It also examines factors of negative emotions, health, and loneliness (Butler & Kern, 2016; Kern, 2016). The recommended organizational use (Kun et al., 2017) of the results of the Workplace PERMA Profiler is summarized in Appendix 8.

5. RESULTS[4]

Since the research design consists of research blocks having their own data collection, method, results, and conclusions, the following sub-chapters follow the same structure of the sequential mixed method research design. Results of exploratory research phase and case study research phase are introduced in two sub-chapters, following the research methodology and design (Figure 10.).

5.1. Exploratory research phase (phase III.)

The exploratory phase research has been conducted as presented in Figure 11.

11. Figure. Research design - Exploratory research phase
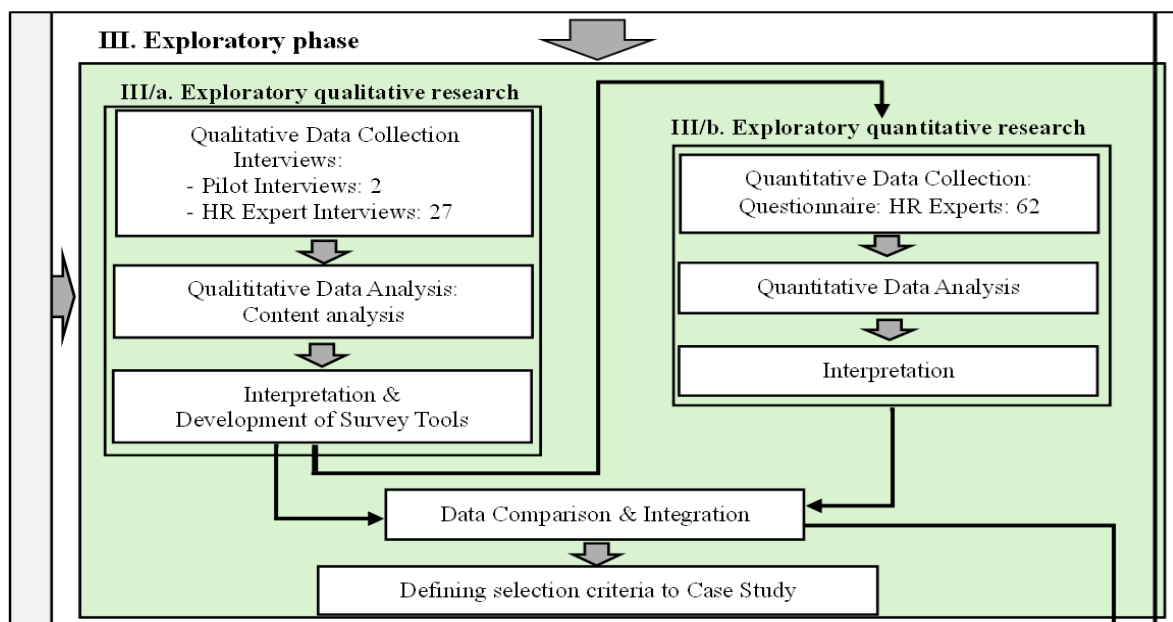
Source: Own editing

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[4] The chapter is based on and contains complete and unchanged parts of the following publications:

Molnár, C., Csehné Papp, I., & Juhász, T. (2024). Organizational strategies and tools of employee well-being as perceived by employees. *Management & Marketing, 19*(2), 336-361.

Molnár C., & Csehné Papp, I. (2024). Organizational strategies and human resource management practices to support the improvement of employee wellbeing. *Journal of Eastern European and Central Asian Research (JEECAR), 11*(6), 1043–1065.

5.1.1. Exploratory qualitative research phase (phase III.a.)

Sample. Interviews have been conducted with 27 leaders and HR experts of local and international for-profit organizations, located in Hungary, via access-based sampling and through professional organizations.

Data collection. In-depth interviews have been conducted in person or online.

Method. The research sub-phase has been conducted according to the research design (Figure 10.). Semi-structured interviews have been conducted. The interview questions (Appendix 5.) focused on the employee well-being strategies and methods applied by organizations. The interviews have been recorded, transcribed, translated and analyzed. During the interviews, saturation (Corbin & Strauss, 1990) occurred at the 12th interview. Analysis has been completed with multiple coding rounds, open, axial and selective coding. As a result, 6 categories and 29 code groups have been identified, presented in the 'Code book of categories and code groups' (Appendix 9.). The Grounded Theory (Corbin & Strauss, 1990; Charmaz, 2006) method has been applied to find deeper understanding of the phenomenon investigated.

Results of III.a. Exploratory qualitative phase

Result 1. Identifying employee well-being strategy

According to interviewees, examined organizations lack conscious strategic approach regarding employee well-being in line with the theories of well-being at work (Chen & Cooper, 2014). However, some elements of the strategic human resource management process model (Nishii & Wright, 2007) and strategic planning (Barakonyi, 1999; Johnson et al., 2008; Gurabi & Mátrai, 2016; Kools & George, 2020) are present regarding employee well-being at 10 examined organizations (37%) and not available at 17 organizations (63%).

Result 2. HR Experts have defined what employee well-being means for them (Figure 12.):

12. Figure. Concept and definition of employee well-being by experts

Definition of employee well-being
According to experts
"Employees feel good"
"Make them feel good"
"Good feeling"

Source: Own editing

Result 3. Mapping HRM practices to support employee well-being

Despite lacking conscious strategic approach, a wide range of tools have been identified and categorized based on the content analysis of interviews (Table 4.).

4. Table. Organizational tools supporting employee well-being

Benefits							
Short term monetary		**Recreational**		**Health related**		**Employee lifecycle & situation**	
B1	Loyalty bonus	B10	Variable benefit system	B7	Occupational health service	B8	Schooling support
B2	13th month salary	B18	Recreational variable benefit system			B12	Child birth gift
B3	Commuting support			B9	Medical checks	B16	Social, funeral support
B4	Performance bonus	B32	Cultutral, sport tickets	B14	Health insurance	B21	Salary advancement
B5	Gifts	B34	Vacation, recreation support	B20	Glasses support	B22	Kinder garden support
B6	Performance based wage			B23	Specialists' Medical checks	B37	Rental support
B11	Overhead cost support	B36	Sport support			B38	Relocation support
B15	Company car usage, sharing, parking	B40	Company gym	B24	Healthfund	B39	Workers hostel
		Work environment		B33	Vaccination	**Long term care & counselling**	
B17	Private usage of phone			B42	Dental service	B25	Voluntary pension fund
B19	Company bus	B13	Rest area	B45	Massage	B26	Stock option
B27	Meal support, canteen	B43	Dog friendly office	B46	Physiotherapy	B30	Study contract
B28	Partner discounts					B41	Financial counselling
B29	Home-office overhead cost					B44	Mental counselling
B31	Fruit day					B47	Legal counselling
B35	Own product discount						

Learning & Development programs							
Job role & competencies		**Organizational**		**Advancement**		**Health**	
LD2	Professional	LD1	Team cooperation	LD5	Leadership development	LD1	Training on physical
LD6	IT, computer	LD3	Mentoring	LD8	Career planning	LD1	Training on mental health
LD13	Language	LD4	Knowledge sharing	LD10	Study contract		
LD9	Soft skill development	LD7	Coaching	LD11	Support to higher & secondary education		

Health development programs						
Information sharing		**Physical health**		**Psychological health**		
H1	Covid related	H5	Healthy lifestyle, nutrition	H3	Time management	
H2	First aid			H4	Self-awareness	
		H7	Sleep-health	H6	Stress management	
		H9	Quitting smoking	H8	Psychology themed	

Community events							
Joint activities		**Family**		**Charity**		**Mixed**	
C1	Teambuilding events	C3	Family day	C6	Donations	C8	Events related to world days
C2	Christmas dinner, party	C7	Santa's celebration	C9	Blood donation		
C4	Company trip			C11	Volunteering	C10	Employee classified & social ads
C5	Employee anniversaries, retirement						
C12	Joint sports activity						

Source: Own editing

In alignment with the ability-motivation-opportunity (AMO) theory (Appelbaum et al., 2000) the well-being-oriented toolbox of HRM practices is categorized into four major categories of 'Benefits', 'Learning and development programs', 'Health development programs' and 'Community events'. Although some learning and health development programs show overlapping, they are kept separately due to their different goals. The single tools have been given codes, such as 'B1'.

The toolbox is characterized by the dominance of monetary benefits. Its elements are the short-term financial, recreational, health, employee life-cycle related, and long-term care benefits. This result shows similarities with a reward management survey (2022), however not in line with the recommendations of literature (Agarwal et al., 2019; Cantrell et al., 2023) to establish a complex and balanced well-being toolbox. Learning and development programs (Guest, 2017) are classified into professional, organizational, development and health categories. Health promotion programs cover categories of physical and mental health. Examined organizations aim to improve social well-being through community events.

Result 4. Establishing self-developed employee questionnaire

The exploratory qualitative phase contributed to the establishment of the questionnaire (Appendix 7.) for examining adaptability of well-being strategy and tools (Table 4.).

Result 5. Defining selection criteria for case study sampling

Analysis of results has supported to define the selection criteria for case study sampling. Although multinational companies provide well-established and rigorous methods to their local branches in the field of employment, compensation, and benefits, these might be lacking a developmental approach of the local entities within a specific labor market. Therefore, a selection criterion was to study a locally registered company with no multinational background. Small- and mid-sized companies were targeted, ensuring lower power distance of leadership. Regarding contextual background, competitive labor market (Pózner & Kozák, 2024) conditions of low unemployment rate (KSH, 2023) is considered as a potential driving force for retention. Employment of both white- and blue-collar workers, and production or manufacturing activities were considered decisive to ensure diversity in the workforce and presumably also in the well-being approach. Related HRM practices or dealing with employee well-being at some level, were important criteria. Selection criteria for case study sampling are summarized in Table 5.

5. Table. Selection criteria for case study

Selection aspects	Selection criteria
Size	Small-, mid-sized: <500 employees
Background	No multinational background
Competitive labor market	Low unemployment
Employee structure	Having white- and blue-collar workers
Field of activity	Production, manufacturing
Approach to employee well-being	Having related tools and practices

Source: Own editing

5.1.2. Exploratory quantitative research phase (phase III.b.)

The research phase intends to reveal the organizational approach to employee well-being and to map HRM practices applied by Hungarian for-profit organizations to support their employees' well-being. Following the Ability-Motivation-Opportunity theory (Appelbaum et al., 2000), as a theoretical framework, HRM practices enhancing employee well-being have been explored.

Sample. The research has been conducted in 2023 on the sample of Hungarian and international for-profit organizations registered and operating in Hungary. It is an access-based sample of 62 human resource management leaders, experts, and senior management members.

Data collection. The online questionnaire has been completed by 62 human resource management experts, leaders, and management members of organizations. Participation was voluntary and anonymous.

Method. For the construction of the self-developed online measurement tool, the Ability-Motivation-Opportunities model (Appelbaum et al., 2000,) served as conceptual background (Figure 8.). The theory identifies HRM practices that improve employees' skills and abilities, motivation to perform, and offer opportunities for development and involvement. in the form of training, development, rewarding, social relationships, and employee involvement. Although there are overlaps of goals, methods, and outcomes within the AMO model, the practices for employee engagement are placed under the category of motivation, and the practice of communication belongs to opportunity enhancement (Bos-Nehles et al., 2023).

At the start of the research, a trial questionnaire was conducted with 4 respondents to check interpretability. Since there was no interpretability problem based on feedback, the questionnaire has been sent out unchanged. The online questionnaire consisted of 48 questions, out of that there were three open, and 45 closed questions. Due to the exploratory approach, closed questions had a category of 'Other' answers, where respondents could name unique items, which are not covered by given options. There were questions about the respondents' positions, fields of work, and years of experience. Questions about the characteristics of the represented organizations asked about field of activity, sector, location, ownership, annual revenue, and headcount. Questions targeted the exploration of well-being strategies and the expected outcomes from the improvement of employee well-being. Questions related to well-being-oriented HRM practices have been grouped into four major categories: 'training and development', 'benefits and rewards', 'community events of social relationship', and 'involvement and participation'. It was not the focus of current research to study wage-related data, but monetary and non-monetary benefits and incentives of reward management have been involved. The survey has been designed to explore the application of HRM practices, and the approach toward these tools and methods. Therefore, respondents had to rate their feedback on a 3-grade scale, where '1' meant: 'Available', '2' meant 'Not available, but would be important', and '3' meant 'Not available, and not needed'. Feedback results have been analyzed and visualized in graphical charts and decimals have been rounded for better visibility.

Results of the III.b. Exploratory quantitative research phase

Characteristics of the sample

Characteristics of expert respondents. Out of 62 survey respondents, 2 have been excluded due to incomplete filling of the questionnaire and being a non-profit organization, resulting in 60 validated responses. Participants were senior HR leaders (38%), subordinate HR experts (38%), middle managers in HR (22%) and CEOs (2%). The majority (48%) has 10+ years of experience, followed by those of 5-10 years (22%), 3-5 years (18%) and less than 3 years (12%).

Characteristics of examined organizations. Sectorial classification (Table 6.) shows that the majority of the examined organizations are in the secondary sector (48%), mainly from production and manufacturing, ensuring the representation of blue-collar employees in 46,7%. Companies in services (17%) and telecommunications (17%) are presenting the characteristics of consumer and information technology-driven workplaces (KSH - TEÁOR'08).

The ownership structure reflects that 62% of the companies are owned by foreign private entities, 35% are in domestic private and 3% are in state or municipal ownership. At the time of data collection, the total number of employees of the examined organizations was 81,485 employees.

6. Table. Sectorial distribution and headcount of examined organizations

Classification	Sector	Distribution of organizations (%)		Number of employees (heads)	
		Activity	Sector	Sector	Classification
Secondary	Production of metal base material, plastic, non-metal products	15%	48%	7 792	37 720
	Manufacturing food, beverage, textile, wood, paper, petroleum	13%		4 933	
	Vehicle production	8%		17 950	
	Production of chemical, pharmaceutical, medicinal products	5%		5 618	
	Production of machines and equipment	3%		588	
	Construction industry	3%		839	
Tertiary	Services	17%	30%	7 222	41 350
	Financial and insurance activities	5%		13 380	
	Wholesale and retail trade	3%		20 018	
	Shipping and storage	3%		255	
	Electricity, gas, steam, water supply, waste management	2%		475	
Quaternary	Telecommunications, IT, Information services	17%	22%	2 124	2 415
	Education	3%		71	
	Natural science R&D, pharmaceutical industry	2%		220	

Source: Own editing

Regarding employment (Figure 13.), there are major employers with more than 5,000 employees, however, most of the organizations (40%) have employees between 100-500.

13. Figure. Distribution of examined organizations by number of employees (number of organizations)
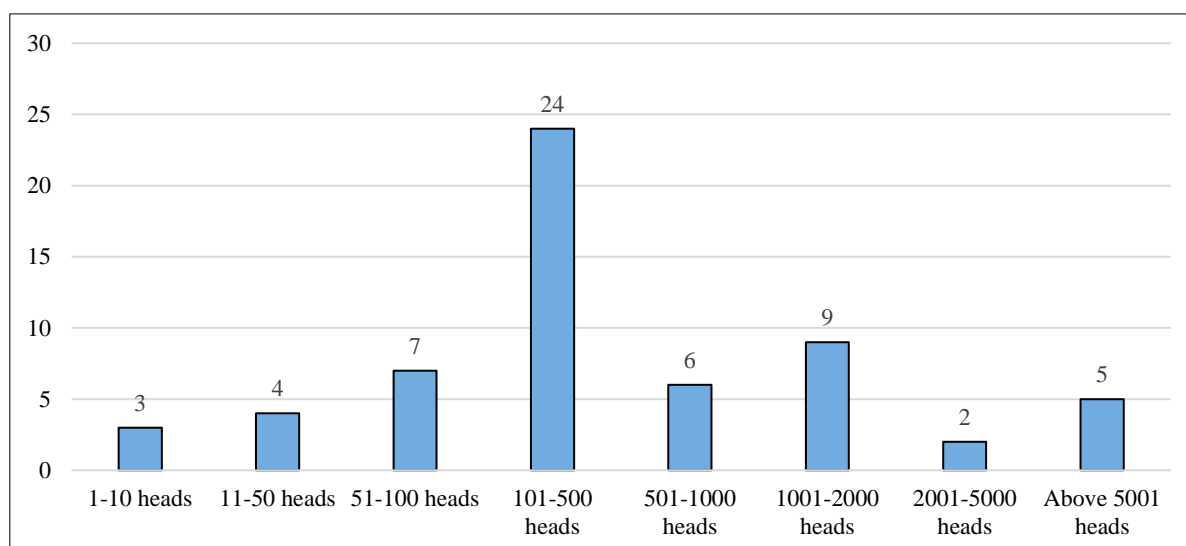
Source: Own editing

The majority of organizations (58%) earned annual revenue above 5.1 billion HUF in 2022 (Figure 14.).

14. Figure. Distribution of examined organizations by annual revenue in HUF (2022) (number of organizations)
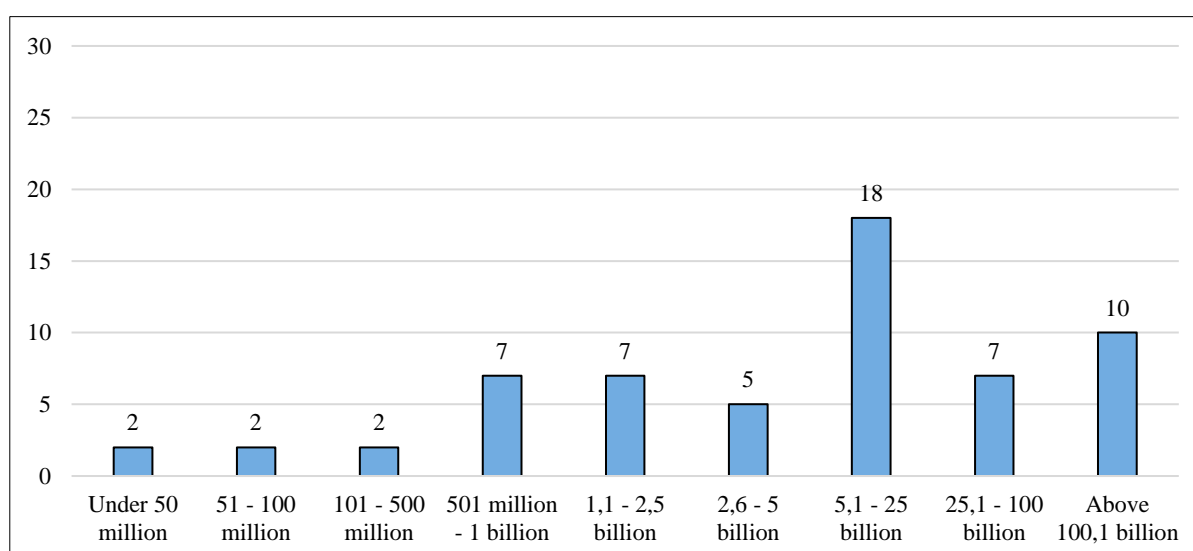
Source: Own editing

Result 1. Employee well-being strategies of the examined organizations

As for the importance of employee well-being at the examined organization, respondents were asked to answer on a 5-grade Likert scale, where '5' meant 'Very important' and '1' meant 'Not at all'. 50% of respondents answered that employee well-being is 'Very important' in their organizations, 33% as 'Important', 15% as 'Neither important nor not important', while 2% indicated that it is 'Not important at all'. While 62% of the organizations have a defined employee well-being strategy, 38% do not have one (Table 7.). Where an employee well-being strategy exists, - as respondents could indicate multiple choices, that might overlap - mostly it is part of the HR strategy (27), 15 organizations have a defined separate employee well-being strategy, and 13 have included the relevant financial resources in their budget. Employee well-being strategy is least appearing as part of learning and development area. Out of the 23 companies that do not have a well-being strategy, 13 respondents stated that it would be important to have one.

7. Table. Employee well-being strategy at examined organizations

Employee well-being strategy exists				There is no employee well-being strategy		
62%				38%		
Well-being strategy is defined in (number of feedbacks with multiple choices)						
HR Strategy	Well-being strategy	Budget	Learning & Development	Would be important	No information about it	No need for it
27	15	13	5	13	9	1

Source: Own editing

Result 2. Expected outputs of employee well-being strategies of the examined organizations

Regarding the question of what organizations expect from the improvement of employee well-being, respondents could identify multiple categories (Figure 15.). Organizations mainly expect their employees to have positive affections and feel better, to have a higher level of satisfaction and engagement, a better relationship between employer and employees, and to have a better mental state. Results show that organizations do not consider well-being development as a driver of their new business acquisitions or expansions and of the relationship between employer and employee representations. Also, they do not expect higher profit or an improved financial situation for their employees.

15. Figure. Expectations of organizations examined from the development of employee well-being (% of organizations)

	Yes	Maybe	No
Employees' positive affections	95	2	3
Higher employee satisfaction	93	5	2
Higher level of employee engagement	93	5	2
Better relationship between employer and employees	88	8	3
Better mental state of employees	87	10	3
Lower turnover	87	7	7
Attractive employer image	83	12	5
Better health status of employees	83	8	8
Attracting workforce at the labor market	82	15	3
Talent acquisition	77	15	8
Better relationship between employees	70	23	7
Higher productivity	65	23	12
Lower absenteeism	63	22	15
Higher profit, revenue, market share	43	42	15
Better financial situation of employees	43	35	22
Better relationship between employer & employee…	40	23	37
Acquisition of new business, market, expansion	27	25	48

Source: Own editing

Detailed answers in Figure 15. have been aggregated into 7 major categories. Results show (Figure 16.) that in return for developing employee well-being, the most desired outcome by 94 % of organizations is that employees have 'Positive feelings', including that they are feeling well, satisfied, and engaged towards the organization. This result supports the findings of the empirical study of Nemteanu et al. (2021) highlighting the importance of the perceived satisfaction of employees. The second leading reasons (87%) are 'Health improvement' and 'Retention' of employees – in line with literature (Delany, 2022; Tsui et al., 1997) -, followed by 'Branding' (81%) and 'Better employee relations' (66%). The least expected outcomes are the 'Economic growth of the company' (50%) and the achievement of a 'Better financial situation of employees' (43%). These results contrast with literature antecedents (Bartels et al., 2019; Cooper et al., 2019; Rampazzo et al., 2013).

16. Figure. Expectations of organizations from the development of employee well-being by major categories (% of organizations)
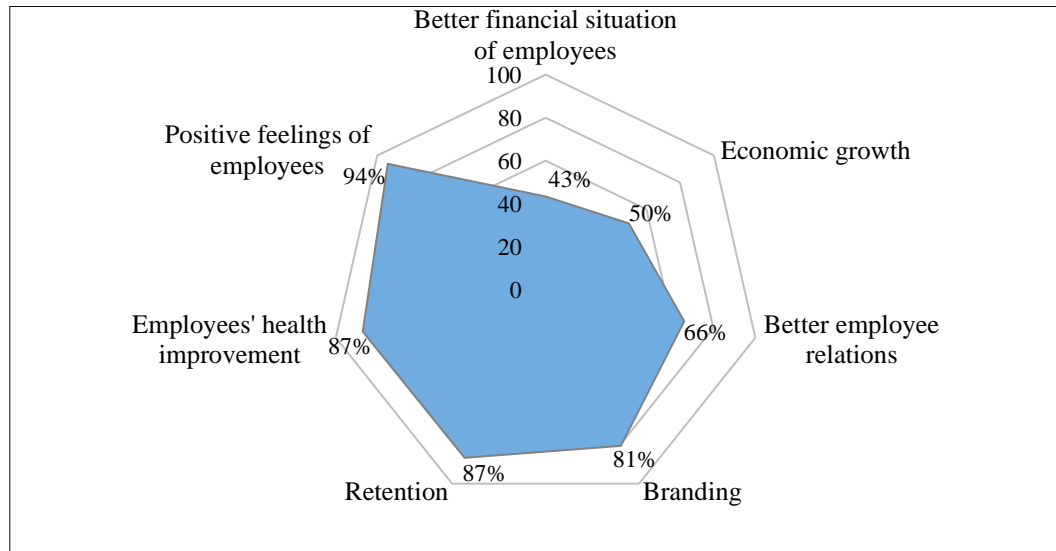
Source: Own editing

Although survey results show a high number of strategic goals linked to employee well-being, 58.33 % of organizations do not have any kind of measurement related to employee well-being, as also articulated by literature (Schulte & Vainio, 2010; Szombathelyi, 2012; European Agency for Safety and Health at Work, 2013). 10% of the examined organizations use fluctuation as an indicator. Employees' participation in well-being programs and absenteeism are measured by 3-3% of organizations. In contrast to result, that 87% of respondents considered employees' health improvement as an expectation from well-being development, there was only 1 respondent, who indicated psycho-social risk assessment (Nistor et al., 2015) as an input and measurement tool in the theme of employee well-being.

Result 3. HRM practices to support employee well-being at the examined organizations

The identified practices are presented according to AMO theory (Appelbaum, 2000).

a) *HRM Practices of training and development to support employee well-being*

Training and development programs are mostly offered (Figure 17.) to support employees' professional knowledge (90%). Leadership development (85%), mentoring (70%), and supporting further studies (70%) are also highly ranked in the ability-enhancing portfolio of the examined organizations, similarly to international survey results (Reward management survey, 2022).

The opportunity of entering into a study contract might have an overlap with the support to obtaining a higher/secondary education degree (52%). The skill development programs which are offered by 67% of the organizations might overlap with time- and stress-management programs in Figure 17. Despite the importance of the mental health-related training programs (Johnson et al., 2020), the least available training programs are the physical (22%) and mental (27%) health and career planning (40%) related programs at the examined organizations.

17. Figure. Training and development programs (% of organizations)
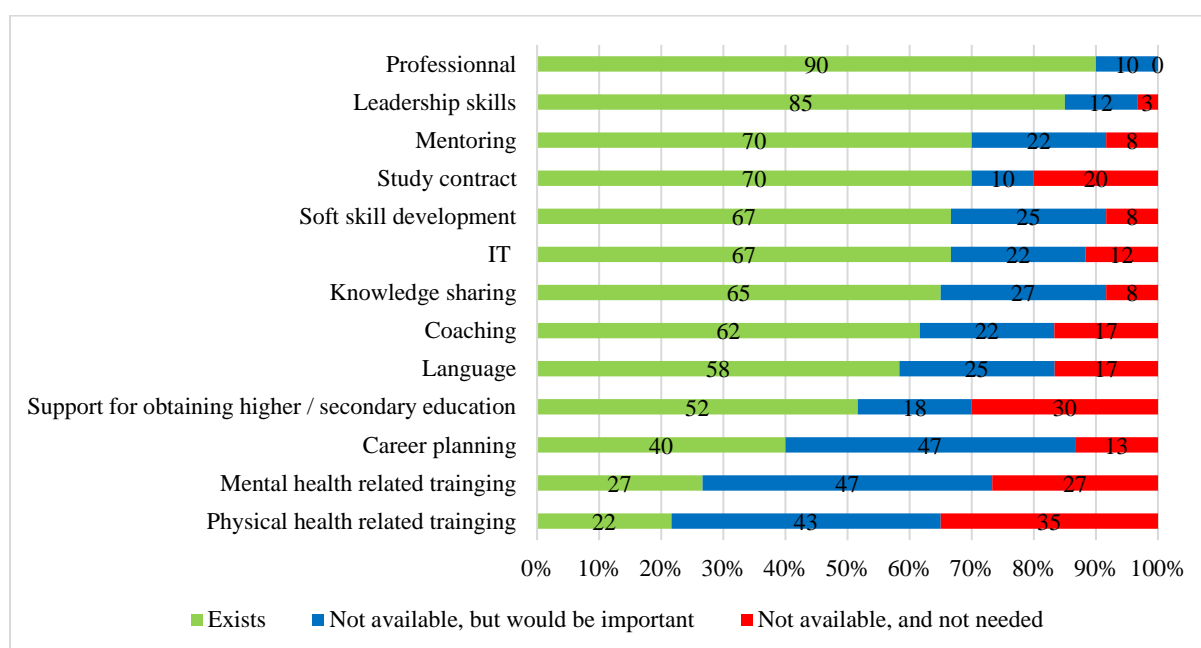
Source: Own editing

Since well-being is often associated with health, and workplace learning (Dochy et al., 2022) might be relevant in developing knowledge about health, therefore the survey specifically asked about health-themed training and development programs.

Results show (Figure 18.) that organizations have first aid training (77%), time management (45%) and information sessions on healthy lifestyle and nutrition (38%). Although work-related stress is the most common problem at workplaces in Europe (Paoli & Merllié, 2001; Szabó & Juhász, 2019), only 37 % of the examined organizations offer stress management programs to improve the mental health of their employees. Programs for quitting smoking (10%), improving sleep health (13%), or psychology-themed programs (18%) are the least present.

18. Figure. Health promotion-themed programs (% of organizations)

18. Figure. Health promotion-themed programs (% of organizations)

	Exists	Not available, but would be important	Not available, and not needed
First aid training	77	17	7
Time management	45	33	22
Healthy lifestyle, nutrition	38	43	18
Stress management	37	50	13
Covid related	33	17	50
Mental resilience	22	45	33
Self-awareness	22	53	25
Psychology-themed	18	47	35
Sleep-health	13	38	48
Quitting smoking	10	48	42
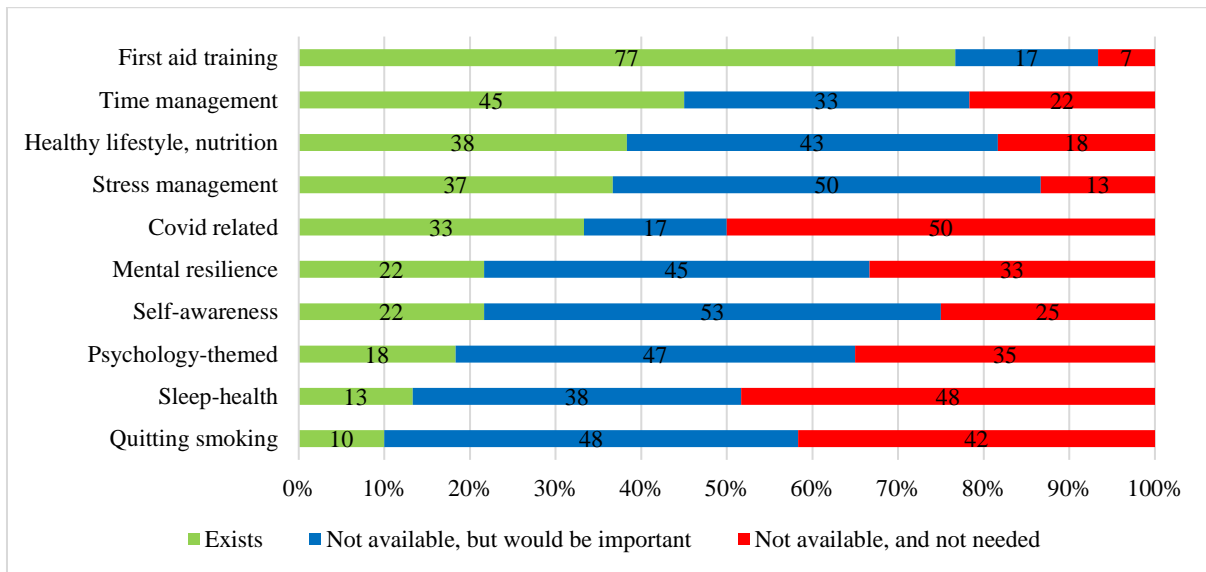
Source: Own editing

b) *HRM Practices of rewards management to support employee well-being*

The application of reward elements (Armstrong, 2010; Poór et al., 2018; Reimagining Work and Rewards Survey: 2021 – 2022; WorldatWork, 2007) by the examined companies is visualized in Figure 19. Although some benefit elements might overlap in terms of multiple applicability or purpose - like variable benefit or variable recreational systems -, the following groups have been identified for the classification of reward elements: 'Financial', 'Health', 'Sports and Recreation', 'Work environment', 'Housing', and 'Mobility'. In terms of variety, it is evident from the survey data that the examined organizations put emphasis on financial benefits similarly to earlier research results (Reward management survey, 2022).

Although supporting sports and recreation (Karoliny, 2016) might also be considered as intending to improve employees' health, the current classification differentiates it as rather financially subsidizing their utilization.

19. Figure. Reward and benefit elements supporting employee well-being (% of organizations)

Category	Element	Exists	Not available, but would be important	Not available, and not needed
Financial	Performance bonus	88	8	3
Financial	Gift for Christmas, Women's day	88	3	8
Financial	Private usage of phone	78	3	18
Financial	Salary advancement	77	7	17
Financial	Variable benefit system (Cafeteria)	72	20	8
Financial	Social, funeral support	72	10	18
Financial	Recreational variable benefit system (SZEP Card)	73	8	18
Financial	Performance based wage	65	12	23
Financial	Loyalty bonus	57	25	18
Financial	Gift at child birth	53	22	25
Financial	Support at start of schooling	53	22	25
Financial	Study contract	45	17	38
Financial	Partner discount	47	15	38
Financial	13th month salary	45	23	32
Financial	Cultural, sport tickets	42	17	42
Financial	Kinder garden support	33	18	48
Financial	Discount for own company products	32	17	52
Financial	Overhead cost support	30	32	38
Financial	Voluntary pension fund	22	27	52
Financial	Stock option program	20	13	67
Financial	Home office- overhead support	10	35	55
Mobility	Commuting support	92	0	8
Mobility	Company car usage, sharing, parking	52	13	35
Mobility	Company bus	37	10	53
Health	Occupational health service	87	7	7
Health	Refund for glasses	75	13	12
Health	Specialists' Medical checks	52	28	20
Health	Medical checks	48	33	18
Health	Fruit day	45	23	32
Health	Health insurance	35	37	28
Health	Vaccination	35	8	57
Health	Meal support, canteen	30	27	43
Health	Massage	27	37	37
Health	Healthfund	18	38	43
Health	Physiotherapy	17	37	47
Health	Dental treatment	17	35	48
Work environ-ment	Rest area	55	23	22
Work environ-ment	Dog-friendly office	28	22	50
Sport & Recreation	Sport support	42	30	28
Sport & Recreation	Vacation, recreation support	22	38	40
Sport & Recreation	Company gym	22	23	55
Housing	Rental support	15	28	57
Housing	Relocation support	13	28	58
Housing	Workers hostel	13	13	73

■ Exists   ■ Not available, but would be important   ■ Not available, and not needed

Source: Own editing

Survey results show that the top five benefit elements are commuting support (92%), performance bonus (88%), gifts for occasions like Christmas or Women's Day (88%), occupational health service (87%), and private usage of company phones (78%). Despite organizations could recruit employees beyond the commuting range since home-office has spread as a result of changes in work organization due to pandemics, the financial contribution to overhead cost of home-office is available only at 10% of the companies examined. This is in contrast with the widespread availability of home-office according to literature (Parry et al., 2021; Platts et al., 2022; Raišiené, et al., 2020), and according to the results of current survey, as 43% of examined organizations offer weekly 2-3 days home-office for their employees, 20% offer weekly 1 day, at 20% of companies home-office ranges from weekly 4 days up to permanent home-office, where employees decide whether and when they would be present at the premises of the company, and only 17% has no home-office at all.

The least provided benefits are the ones that support housing and relocation, which might reflect their expensive nature and that companies are managing their workforce supply from the geographical range of potential daily commuting. Very few of the responding companies provide workers' hostel (13%), relocation support (13%), and health-related benefits, such as dental treatment (17%) or physiotherapy (17%), although the overall need for health-related benefits outweighs all other benefit types.

c) HRM Practices promoting social well-being through community events

In line with the importance of social well-being (Agarwal, et al., 2019; Cooper, et al., 2019; Guest, 2017; Piao et al., 2022) and based on the theory of basic needs (Keyes, 1998), survey results (Figure 20.) show that the examined organizations intend to enhance their employees' social interactions with various activities. Examined organizations consider teambuilding events (97%) in terms of increasing cooperation, similarly to events related to Christmas celebrations (93%). Employee life-cycle-related events like the celebration of anniversaries of employment or retirement (67%) are showing their importance. Organizations involve employees in activities of corporate social relations – such as donations (72%), voluntary activities (50%), and blood donations (50%) - in this way expanding social relations to the greater communities beyond the company.

20. Figure. Community events and activities organizations (% of organizations)
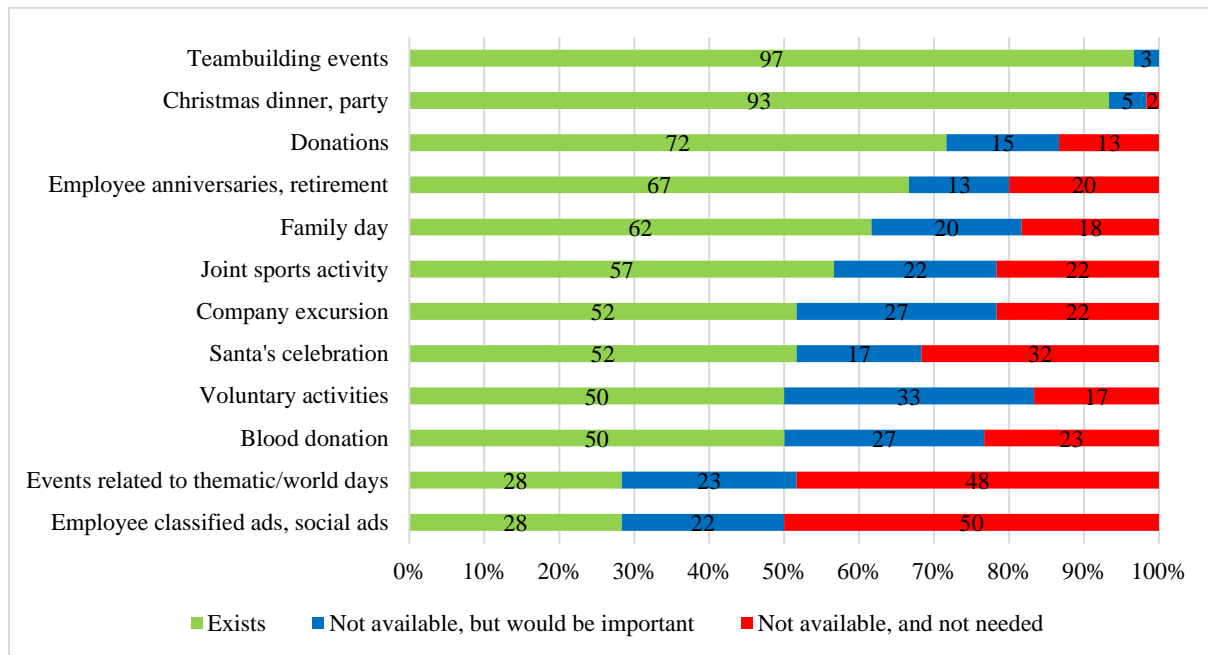
Source: Own editing

d) HRM practices of employee involvement and participation to support employee well-being

The survey reveals what sources of information are utilized to ground employee well-being strategies and programs (Figure 21.). Respondents could identify more categories in their answers. Results show that mainly employee needs (63%), HR employees' knowledge, information, and ideas (62%), and leadership suggestions (57%) are utilized regularly for generating strategies and programs. The unemployment rate (2%), related literature (7%), and needs identified by employee representation (10%) are the least applied means of gathering information to establish a thorough well-being approach.

21. Figure. Sources of information supporting the development of employee well-being strategy and programs (% of organizations)

	Regularly	Occassionally	Not at all
Employee needs	63	32	5
Knowledge, information and ideas of HR employees	62	28	10
Suggestions by leadership	57	32	12
Legal regulations	40	37	23
Other companies' approach, benchmark data	33	38	28
Wage market data	32	42	27
Conferences	17	42	42
Research	15	47	38
Labor shortage data	13	45	42
Needs identified by employee representation	10	35	55
Literature	7	48	45
Unemployment rate	2	23	75

Source: Own editing

It is imperative how organizations involve their employees in defining well-being programs and satisfying their needs; therefore, respondents were requested to define methods for employee participation and involvement (Figure 22.).

22. Figure. Methods of employee involvement to design well-being programs (% of organizations)

	Regularly	Occassionally	Not at all
Employee satisfaction survey	60	33	7
Discussions with leaders	52	40	8
Employees' occassional inputs, suggestions	38	52	10
Employee needs survey	35	48	17
Employee speak up programs	23	45	32
Suggestion/idea program	23	32	45
Strategic planning	22	38	40
Employee portal	20	22	58
Business planning	17	40	43
Involvement of employee representation	17	23	60

Source: Own editing

The leading tool of regular employee involvement is to conduct formal satisfaction surveys (60%). According to respondents, a survey tool, which is specifically designated to collect employee needs, is available regularly at 35% of the organizations. Discussions with leaders (52%), employees' occasional inputs (38%), speak-up programs (23%), suggestion programs (23%) and employee portals (20%) represent less formal and structured means of data collection regarding well-being. Despite that 62% of organizations have an employee well-being strategy (Table 7.), employees are involved in strategic planning only at 22% and in business planning at 17% of the organizations. Employee participation through representations is regular only at 17% of the examined organizations. Results indicate that structured and systematic means of participation either via strategic and business planning or through formal representations are the least utilized methods of employee involvement in shaping well-being. Despite the debate regarding the impact of employee participation on organizational effectiveness and employee well-being (Markey & Townsend, 2013), studies emphasize the importance of employee involvement in relation to well-being (Cox et al., 2006; Delery & Roumpi, 2017; Dube & Freeman, 2010; Grant et al., 2007; Hodson & Roscigno, 2004; Kaufman et al., 2010; Uribetxebarria et al., 2021), which is not fully supported by current survey results.

5.1.3. Summary of results from Exploratory research phase

Exploring the motives that drive organizations to improve their employees' well-being, results show that examined organizations expect employees to have positive feelings, and higher levels of satisfaction and engagement resulting in retention and lower levels of fluctuation, in line with literature (Delany, 2022; Tsui et al., 1997). Similarly, attracting new and retaining existing workforce are expected under branding outcomes. Contradicting survey results show that organizations expect that employees' health is improving due to well-being practices, however, health-themed programs are less represented within their learning and development portfolio. In contrast to the findings of earlier research (Jiang et al., 2012; Renaud & Morin, 2020), examined organizations consider the performance metrics and economic growth of companies less important or as an indirect, not consciously linked expectation as an outcome of well-being development.

Data on the ability-enhancing HRM practice of reward management shows that the examined organizations are mainly applying monetary benefits to support their employees' well-being, as earlier research (Reward management survey, 2022), but do not expect that the improvement of employee well-being would result in employees' better financial situation.

According to survey results, the dominance of monetary tools in well-being improvement does not mean that examined organizations expect a better financial situation for their employees, but rather to achieve their positive feelings and emotional ties to the company.

Among the skills development exercises, the predominance of classical training programs should be highlighted. In the investigated organizations, health promotion practices are rarely present, although, they would be important according to respondents. In case of motivation enhancing practices, monetary benefits are emphasised, while in case of health improving benefits, mandatory and occupational safety elements appear.

Literature (Agarwal et al., 2019; Stankevičiūtė & Wereda, 2020) highlights the importance of social support, as building interpersonal relationships, fostering a sense of belonging, and creating opportunities for social interactions might contribute to a positive work environment and improved mental well-being of employees (Agarwal et al., 2019; Laine & Rinne, 2015). High emphasis on social relationships via community events and internal and external corporate social relations are in line with the organizational expectations that employees have better relationships.

Regarding adaptability of well-being strategy to employee needs, it can be stated that 56% of organizations do not measure employee needs and participation. Regarding adaptability to labor market trends (World Employment and Social Outlook: Trends 2025), management and HR, as well as wage-market and benchmark information provide input for the design of well-being strategic elements and HRM practices in the sample. In line with literature (Markey & Townsend, 2013; Uribetxebarria et al., 2021), various tools of employee involvement and participation are applied. Employees' feedback is considered as major source of information (Beijer et al., 2021), however, the collection of inputs is less structured, not regular, and not systematic. Formal methods of involvement in business planning and participation of employee representations are the least applied methods, indicating that organizations maintain their leading role in formulating their well-being strategies and practices, and employees are considered rather as targets of well-being development, than partners.

In summary, research data show that within the wide range of practices explored, examined organizations apply monetary benefits and social events in shaping employee well-being to support the expectation of positive employee affection, health, and retention, with occasional and spontaneous application of employee participation and involvement methods. Results of the exploratory phase also served as inputs to the case study phase.

5.2. Case study research phase (phase IV.)

The purpose of this research phase was to examine the strategy and tools of employee well-being at an organization. The case study phase (Figure 23.) has been conducted according to the research design (Figure 10.).

23. Figure. Research design – Case study research phase
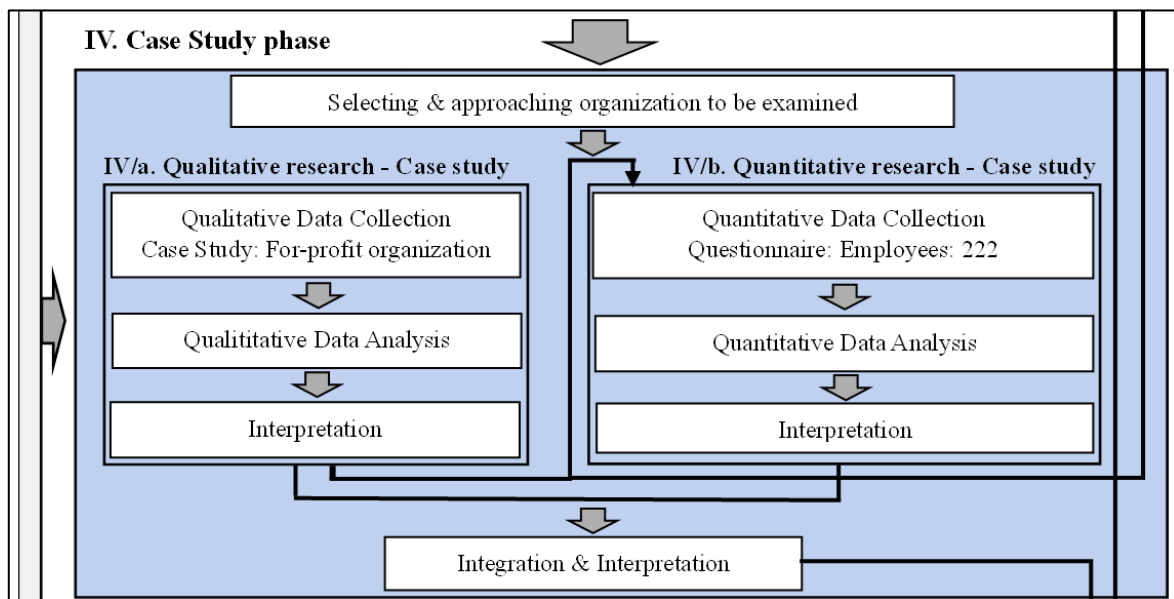
Source: Own editing

The well-being approach of the organization in the case study have been examined along the same questions as in the exploratory quantitative phase for all organizations: RQ1 – RQ 4.2.

Since there is little research available (Kun et al., 2017), especially examining the adaptability of employee well-being strategy and practices from the perspective of employees as stakeholders, therefore, the perceptions of employees at the case study organization have been examined along with the research questions listed below:

- RQ 4.3. What does employee well-being mean for employees?
- RQ 4.4. Does a family-friendly organizational strategy make employees feel that well-being is important?
- RQ 4.5. What are the distinctive factors of employees' positive and negative feelings about work?
- RQ 4.6. How employees' approach to well-being can be described through HR practices and tools?

Due to the constructive and sequential nature of the exploratory method, research questions of 4.4 and 4.5 have emerged as a result of the qualitative research at the case study organization. Therefore, these research questions have been added to the investigation and are expressed in the form of the following two hypotheses, and analyzed in the quantitative section:

Hypothesis 1. Employees consider that employee well-being is important for the organization, and it is identified with family-friendly strategy and tools.

Hypothesis 2. Within the organization, employees' positive and negative feelings about work depend on gender, age, education, and position.

The previous III. Exploratory qualitative phase served to define selection criteria for case study sampling (Table 5.) and to establish questionnaire for quantitative research within the case study. The case study also consisted of both qualitative (III.a.) and quantitative (III.b.) sections. Semi-structured interviews with leaders and HR professionals have been followed by an online survey examining employees' perception of well-being strategy and toolkit of the examined organization, also including Workplace PERMA Profiler questions (Butler & Kern, 2016; Kern, 2016). Integration and interpretation of qualitative and quantitative data focused on drawing conclusions, formulating theses and identifying further research opportunities.

5.2.1. Qualitative research phase within case study (phase IV. a.)

Sample: Characteristics of the organization subject to case study

According to the selection criteria for case study sampling (Table 5.) two organizations have met all criteria (Table 8.). The one with the higher headcount (325 heads) has been requested and agreed to participate in the research.

8. Table. Organizations meeting selection criteria for case study

Selection aspects	Selection criteria	Number of organizations meeting criteria
Size	Small-, mid-sized: <500 employees	9
Background	No multinational background	8
Competitive labor market	Low unemployment	16
Employee structure	Having blue-collar workers	10
Field of activity	Production, manufacturing	7
Approach to employee well-being	Having related tools and practices	13
Organizations meeting all criteria		2

Source: Own editing

The selected organization is a mid-sized company registered in Hungary, manufacturing metal structures, although under foreign ownership, but having no multinational background. It employs 325 heads and has a flat structure with four leadership layers. The company operates in a highly competitive labor market (Pózner & Kozák, 2024) with 2,4% unemployment rate vs. country average of 3,9% (KSH, 2023) coupled with the absorption effect of the neighboring Austrian labor market (Konszenzus Alapítvány, 2018) due to 30% higher median hourly earnings (Eurostat, 2018).

Data collection. Qualitative interviews and document analysis focused on the well-being strategy and related HRM practices of the organization examined.

Method. Semi-structured qualitative interviews (7) have been conducted with leaders and HR professionals of the company. Processes and procedures of compensation and benefit, performance management, recruitment and selection have been analyzed during the document analysis.

Results of IV.a. Case study qualitative research phase

Analysis of interviews revealed that there is no defined well-being strategy at the examined company, however, employees are in focus. The company identifies itself as a family-friendly workplace and considers it as a distinctive strategy in its employer brand image in the competitive labor market. According to respondents, the purpose of the family-friendly approach is to support employees' quality of life and to attract potential future employees. Although interviewees referred to 'family-friendly employer' as a strategy, and there is a wide range of tools and benefits, the company is lacking a conscious strategic planning and execution approach in the field of employment and well-being. Employee satisfaction surveys are conducted, however not systematically, and results are not channeled back neither into HRM practices, nor into employee communications.

Based on the well-being-oriented tools defined in the exploratory phase (Table 4.), analysis of the case study interviews supported to identify related tools, practices, and benefits (Table 9.). Tools that exist at the examined organization are indicated with grey. The toolkit is dominated by short-term monetary and employee lifecycle-related benefits. Community events are considered as determinant means of strengthening engagement, positive feelings of employees through social relationships, also reflecting the defined family-friendly approach of the company. The organization lacks both physical and mental health development tools, benefits, or learning programs, which might contribute to the renewal of its human assets.

9. Table. Employee well-being-oriented tools at the examined company

Benefits							
Short term monetary		**Recreational**		**Health related**		**Employee lifecycle & situation**	
B1	Loyalty bonus	B10	Variable benefit system	B7	Occupational health service	B8	Schooling support
B2	13th month salary	B18	Recreational variable benefit system			B12	Child birth gift
B3	Commuting support			B9	Medical checks	B16	Social, funeral support
B4	Performance bonus	B32	Cultutral, sport tickets	B14	Health insurance	B21	Salary advancement
B5	Gifts	B34	Vacation, recreation support	B20	Glasses support	B22	Kinder garden support
B6	Performance based wage			B23	Specialists' Medical checks	B37	Rental support
B11	Overhead cost support	B36	Sport support			B38	Relocation support
B15	Company car usage, sharing, parking	B40	Company gym	B24	Healthfund	B39	Workers hostel
		Work environment		B33	Vaccination	**Long term care & counselling**	
B17	Private usage of phone			B42	Dental service		
B19	Company bus	B13	Rest area	B45	Massage	B25	Voluntary pension fund
B27	Meal support, canteen	B43	Dog friendly office	B46	Physiotherapy	B26	Stock option
B28	Partner discounts					B30	Study contract
B29	Home-office overhead cost					B41	Financial counselling
B31	Fruit day					B44	Mental counselling
B35	Own product discount					B47	Legal counselling

Learning & Development programs							
Job role & competencies		**Organizational**		**Advancement**		**Health**	
LD2	Professional	LD1	Team cooperation	LD5	Leadership development	LD1	Training on physical
LD6	IT, computer	LD3	Mentoring	LD8	Career planning	LD1	Training on mental health
LD13	Language	LD4	Knowledge sharing	LD10	Study contract		
LD9	Soft skill development	LD7	Coaching	LD11	Support to higher & secondary education		

Health development programs					
Information sharing		**Physical health**		**Psychological health**	
H1	Covid related	H5	Healthy lifestyle, nutrition	H3	Time management
H2	First aid			H4	Self-awareness
		H7	Sleep-health	H6	Stress management
		H9	Quitting smoking	H8	Psychology themed

Community events							
Joint activities		**Family**		**Charity**		**Mixed**	
C1	Teambuilding events	C3	Family day	C6	Donations	C8	Events related to world days
C2	Christmas dinner, party	C7	Santa's celebration	C9	Blood donation		
C4	Company trip			C11	Volunteering	C10	Employee classified & social ads
C5	Employee anniversaries, retirement						
C12	Joint sports activity						

Source: Own editing

5.2.2. Quantitative research phase within the case study (phase IV. b.)

Based on the outcomes of the qualitative phase, employees' perception of well-being and their feelings at work have been investigated.

Sample. Out of the total 325 employees, long-term inactive (14), leased (18), and contracted (10) workforce have been excluded from the survey to ensure data quality. The total number of eligible employees to participate in the survey was 283, out of which 222 employees filled in the questionnaire, with a 78.44% response rate. Sample number was calculated according to Yamane's formula (Louangrath & Sutanapong, 2019). At the 95% confidence level (p=0.05), the value of the formula is: N=283, 283/(1+ 283*0.05*0.05)=166. The sample number was 222, which is higher than 166, therefore the sample number has been accepted.

24. Figure. Yamane's formula

$$N= \frac{N}{1 +N *(e^2)}$$

Source: Louangrath, P. I., & Sutanapong, C. (2019). Minimum sample size calculation using cumulative distribution function. *International Journal of Research & Methodology in Social Science, 5*(1). p. 104.

Data collection. Employees of the examined organization have been contacted via email and internal newsletter. Research has been conducted following the ethical and GDPR regulations. Accordingly, personal information suitable for respondents' identification was not included in the questionnaire. The online survey was carried out on designated tablets, where respondents logged in directly to the researchers' questionnaire interface, thus ensuring anonymity and providing employees with more confidence and willingness to participate. The questionnaire could be filled out by both white- and blue-collar employees during working hours. To check interpretability problems, 10 employees answered the questions, and as they were able to interpret all questions, the survey was sent out without changes.

Method. A self-developed online questionnaire has been designed based on the results of the III. Exploratory phase. The first section was asking employees about their perceptions and preferences on benefits, learning and development, health development programs, and on community events provided by the organization. Respondents had to rate the utilization and preferences of tools on a five-grade scale: 1:"I use it and it is useful". 2: "Available, but I don't use it", 3:"Not available, but would be important", 4:"Not available and not needed", 5:"I don't

know". The second part consisted of the Workplace PERMA Profiler questionnaire (Kern, 2016) with 23 items. Respondents had to answer 44 questions, out of that 2 were open, the rest were closed questions. Questions were based on metric and categorical variables. For metric variables, the Likert scale has been used. In line with the instructions of the questionnaire (Kern, 2016), with the scoring method suggested by Butler & Kern (2016), and based on research literature that each factor score and overall score of well-being of Workplace PERMA Profiler to be calculated as an average of the item scores (Basharat et al., 2024; Moog, 2021; Watanabe et al., 2018), also for the reason that Likert scale has been used as a metric scale, the overall well-being score has been calculated as the average of the items. To test the reliability of the questionnaire, a new random group of 10 respondents answered the questions. As they gave comparable results to the other respondents, researchers accepted the reliability of the questions.

Results of IV.b. Case study quantitative research phase

Characteristics of the sample. The sample identified as 90 women and 132 men. 21.2% of respondents were under 30 years of age, 33.3% were between 30 and 40 years, 29.7% were between 40 and 50 years, and 15.8% were over 50 years of age. Most women in the sample were between 40 and 50 years of age (36.7%), while most men were between 30 and 40 years old (36.4%). In terms of education, 46.4% did not have a high school graduation, 33.3% had a high school graduation, and 20.3% had a college or university degree. 52.2% of women and the highest proportion of men (42.4%) did not have a high school graduation. The split of employment is as follows: blue-collar employees (57.7%) group leaders (5.9%), white-collar employees (27.5%), and mid- and senior management (9%) of total workforce. Most of the respondents were subordinates (85.1%), while 14.9% were leaders. 11% of women were leaders, for men, this ratio was 17.4%.

Result 1. Perception of employees about the well-being strategy of the organization

Besides demographic and profession-related data, respondents had to answer questions about their view on the company's well-being strategy, their preferences about the tools, and perception of employee well-being. 71.1% of respondents think that the organization has a well-being strategy - either as a company (52.25%) or as an HR strategy (18.91%) - while 22.9% answered as „I do not know". According to 60.3% of respondents, the HR department is the designated organizational unit responsible for employee well-being, 14.9% consider the responsibility of senior management, 11.7% answered as 'I do not know', 6.3% voted for the Health and Safety department, while 5.4% believe that there is no designated responsible unit.

The top three answers for the multichoice question of 'What is the purpose of developing employee well-being?' were: 'higher employee satisfaction', 'engagement', and 'employees to feel themselves better'. While the least important reasons were 'lower fluctuation', and 'acquiring new businesses or growth'.

Respondents have been asked about their preferences and utilization of well-being tools. The most utilized and useful benefits are monetary related, such as loyalty bonus (83.7%), 13th month salary (82.4%), commuting support (68.4%), performance bonus (66.6%) and gifts for Christmas and Women's Day (65.7%). Contrasting the results with the interviews, employees believe that the 13th-month salary as a benefit element exists, however, due to the inconsistent approach of the organization, the company-level performance bonus is referred to as 13th month salary. Those benefits that are not available, but respondents would consider as useful, reflect non-monetary, recreational, and health-related aspects, such as, vacation and recreational support (64.8%), variable benefit system (63.9%), medical check-ups (62.1%) and massage (61.2%). High need for meal support or canteen (68%) could be considered as mixed benefit, featuring the characteristics of both monetary and health purposes.

Respondents have also been asked to consider how important employee well-being is at the organization by evaluating it on a scale of five, where one meant 'Not agree at all', and five meant 'Fully agree'. The average result of 4.48 reflects that employees perceive the organization as paying attention to well-being. The standard deviation value was 0.765, i.e., respondents had a similar opinion. The metric variable was not normally distributed therefore a nonparametric test has been performed to determine how much personal characteristics influence their perception. The Mann-Whitney and Kruskal-Wallis tests have been applied to analyze whether there is a difference based on gender, age, education, and position (Table 10.).

10. Table. How important employee well-being is in your organization? p=0.05.

Factors	Mann-Whitney-test	Kruskal-Wallis test
Gender	Mann-Whitney U:5906 sign.:0.933 p>0.05	
Age		Kruskal-Wallis H:7.679 sign.:0.053 p>0.05
Education		Kruskal-Wallis H:1.674 sign.:0.433 p>0.05
Position	Mann-Whitney U:2628.5 sign.:0.096 p>0.05	

Source: Own editing

According to data, respondents did not have different opinions on the given question based on their distinctive characteristics.

Result 2. Identifying the meaning of employee well-being according to employees

According to the first hypothesis – in line with RQ 4.3. and RQ 4.4. - respondents were requested to define in an open question what employee well-being means for them, and Table 11. presents the most frequent answers.

11. Table. Summary of employees' feedback to question "What does employee well-being mean for you?"

The concept and definition of well-being according to respondents
A living wage
Balancing work and private life
Adequate work environment
Employees' physical and mental well-being
Good atmosphere at work

Source: Own editing

Based on results, employees' view reflects a complex interpretation of well-being. Results show an overlap as respondents provided multiple answers in the form of free text. For the open question of what they think employee well-being is, respondents answered that it is when employees feel themselves well at the workplace. Good atmosphere (54.74%), social, collegial relationships, and balanced work and private life (37.98%), suitable working conditions (22.9%), physical and mental health (20.67%), are considered as well-being. But mostly a salary range (56.42%) that allows the individual to work without being anxious about making a living is associated with well-being. 8.9% of employees provided an answer as "I do not know" or answers that were not interpretable (15.08%). These responses might be interpreted as lack of interest in providing feedback or lack of understanding what well-being means. The high ratio of feedback related to wages might also invite the question, whether respondents misinterpreted well-being or confused it with welfare. Considering the results, it can be stated that although the examined company pays attention to the well-being of its employees, respondents in the sample interpret employee well-being as more complex than what is defined in the hypothesis, therefore the first hypothesis has not been accepted.

Result 3. Employees' feelings about work

In the second hypothesis, the analysis focused on how employees feel during work and what personal factors influence their feelings, in line with RQ 4.5. Respondents were asked to rate their answers on a 10-point Likert scale in the Workplace PERMA Profiler (Kern, 2016). The Likert scale has been re-coded into a 5-point scale for easier interpretation, where one meant 'Not typical at all', and five meant 'Completely typical'. Table 12. shows the mean and standard deviation values.

12. Table. Positive and negative feelings at work (M, SD)

Questions	N		Mean	Std. Deviation
	Valid	Missing		
How often do you feel joy during your work?	222	0	3.3559	1.14332
How often do you feel positive at work?	222	0	3.6216	1.11797
How exciting and interesting do you find your work?	222	0	3.9324	1.14549
How purposeful and meaningful is your work?	222	0	3.9865	0.99537
In general, how valuable, and worthwhile you feel what you do at work?	222	0	4.0450	1.01471
How often do you achieve the important work-related goals you set for yourself?	222	0	3.9369	0.97738
How often do you feel anxious at work?	222	0	2.6802	1.36586
How often do you feel angry at work?	222	0	2.8288	1.30001
How often do you feel sad at work?	222	0	2.1532	1.18205
How lonely do you feel at work?	222	0	2.0721	1.31618

Source: Own editing

Data shows that negative feelings during work received a much lower average than positive feelings in the sample. Employees feel the meaning and importance of their work, so the content of work typically provides satisfaction for them. This is probably also the reason why the positive meaning of the completed task causes less anger, anxiety, and loneliness during work. It has also been analyzed which factors are closely correlated to workplace sadness and joy. Those relationships have been examined where the Pearson correlation coefficient was stronger than 0.4. Based on this, it can be concluded that joy has a close positive relationship with the set goals (r: .485), the content of the work (r: .582), how interesting the work is (r: .614), the frequency of positive feelings (.723), while there is a negative correlation between sadness and joy (r: -.423). Analyzing sadness, it has a strong positive correlation with anxiety

(r: .462), loneliness (r: .466), anger (r: .624), and a negative correlation with positive feelings (r: -523) (Appendix 10.). For further analysis, variables in Table 12. have been compressed into factors. All variables were suitable for factor formation. The KMO Bartlett test: 0.853, Approx. Chi-square: 1016.710, df:45, sign.:0.000. The factors were created with Varimax rotation, the explained variance ratio is 62.932%. Two factors have been created and rotated component matrix and Cronbach Alpha values are presented in Table 13.

13. Table. Component matrix

Factors	Items	Component		Cronbach Alpha
		1	2	
Positive emotions	In general, how valuable, and worthwhile you feel what you do at work?	0.844		0.893
	How purposeful and meaningful is your work?	0.835		
	How exciting and interesting do you find your work?	0.821		
	How often do you feel joy during your work?	0.743		
	How often do you achieve the important work-related goals you set for yourself?	0.689		
	How often do you feel positive at work?	0.678		
Negative emotions	How often do you feel anxious at work?		0.736	0.771
	How often do you feel angry at work?		0.753	
	How often do you feel sad at work?		0.775	
	How lonely do you feel at work?		0.709	

Source: Own editing

Out of the two factors created, one contains positive and the other includes negative feelings. Cronbach-Alpha values show that the reliability of the factors is acceptable. Using these factors, clusters have been created to examine which homogeneous groups could be formed from the sample based on positive and negative feelings. Clustering has been completed by applying the K-means method, and as a result, three clusters have been formed (Table 14.).

14. Table. Cluster centers

	Cluster		
	1	2	3
Positive feelings	-1.66469	0.48091	0.12022
Negative feelings	-0.11678	-0.61128	1.20776

Source: Own editing

Based on results, three clusters have been formed:

- Cluster 1: Positive and negative feelings are very low in this group, but especially positive feelings are low.
- Cluster 2: A strong positive feeling can be identified in this group.
- Cluster 3: There are employees with strong negative feelings in this cluster.

There are 39 respondents in the first cluster, 119 in the second, and 64 in the third. The influence of personal characteristics – such as gender, age, education, and position - has been examined, i.e., who can be categorized into which cluster. Based on gender, 51.5% of men and 56.7% of women can be classified in the second cluster, and based on gender, there is no significant correlation between classification in the cluster and gender (Chi-square: 1.106 sign.:.575 $p > 0.05$). Based on the age classification, for all ages there are the most people in the second cluster, and no significant relationship can be verified (Chi-square: 3.712 sign.:.716 $p > 0.05$). According to education, 50.5% of those without a high school degree, 54.1% of those with a high school education, and 60% of college and university graduates are in the second cluster, but the correlation was not identifiable here either (Chi-square: 2.368 sign.:.668 $p > 0.05$). According to position, 51.9% of subordinates and 63.6% of leaders are in the second group (Chi-square: 1.665 sign.:.435 $p > 0.05$). Based on the above results, it can be stated that there is no correlation between work-related feelings and the examined individual characteristics (gender, age, education, position) in the sample, therefore the second hypothesis was not accepted. Based on the tests, the following theses have been formulated (Table 15.).

15. Table. Hypothesis-Thesis table

Hypothesis	Acceptance / Rejection	Thesis
Employees consider that employee well-being is important for the organization, and it is identified with family-friendly strategy and tools.	Rejected	The examined company of the case study pays attention to the well-being of its employees, but the respondents in the given sample interpret employee well-being as more complex than family-friendly tools that help to balance work and private life.
Within the organization, employees' positive and negative feelings about work depend on their gender, age, education, and position.	Rejected	Within the examined organization of the case study, employees' positive and negative feelings about work do not depend on gender, age, education, and position.

Source: Own editing

Results 4. Data integration of case study research phases

Data integration is intended to examine RQ 4.6. i.e., "How employees' approach to well-being can be described through HR practices and tools?" As a result of analysis and according to literature (Basharat et al., 2024; Moog, 2021; Watanabe et al., 2018), the Workplace PERMA profile (Kern, 2016) of the examined organization has been defined (Figure 25.) with an average overall well-being indicator of 7.25 on a scale of 0-10.

25. Figure. Workplace PERMA Profile of the examined organization
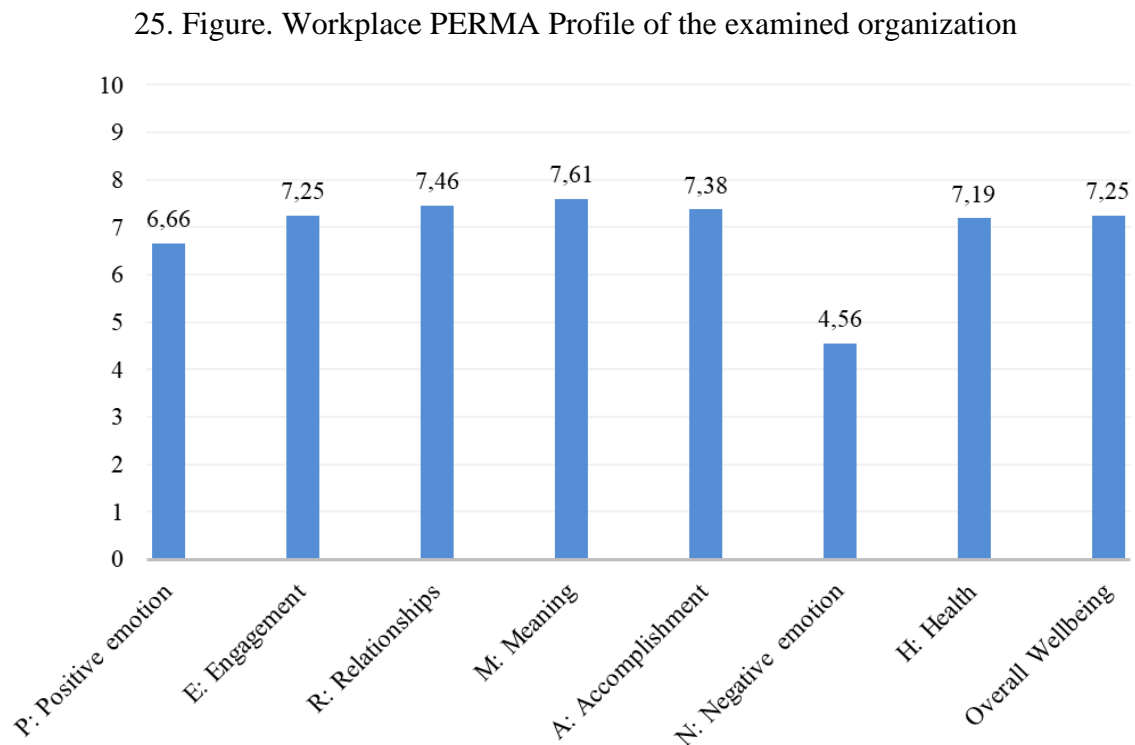
Source: Own editing based on Kern, M. L. (2016). *The Workplace PERMA Profiler*. University of Pennsylvania

Results show that employees have positive emotions related to their work. The highest ranked value of 'Meaning' reflects that employees consider their work as purposeful, meaningful, valuable, and worthwhile, and it has a sense of direction.

Examining the single scores for definite questions, the highest result is for an 'Accomplishment' related question (8.49), suggesting that employees can manage their work-related responsibilities. While the lowest (6.26) feedback for a 'Positive emotions' related question reveals that employees feel moderate joy during work. Respondents' feedback for 'Negative emotion' related questions about feeling sad at work (3.76), and to questions related to 'Loneliness' (3.5) signal that majority of employees is not feeling sad and has appropriate social relationship at work.

As part of data integration, results of the two sections in the questionnaire – well-being-oriented tools and Workplace PERMA Profiler - have been contrasted. Therefore, as a first step each respondent's Workplace PERMA profile has been created and resulted in an individual well-being indicator. As a second step, employees' individual well-being indicators have been compared to the overall well-being indicator of the organization. Based on whether they are above or below the organizational indicator, two groups were created. Group 'A' consists of 130 employees (58.6%) with well-being indicators above, while group 'B' consists of 92 heads (41.4%) with well-being indicators below the company average. As a third step, Group 'A' and 'B' have been contrasted to the first section of questionnaire results. The common and the different approaches of groups 'A' and 'B' have been compared regarding the perceived availability, utilization, and preferences of well-being-oriented tools, such as benefits, learning and development, health programs, and community events.

Comparison of groups 'A' and 'B' resulted in similarities identified. Preferences are highly overlapping, which indicates that the organization covers diverse employee needs with a wide range of well-being tools – reflected in the 'I use it and it is useful' answer. Both groups found monetary benefits, community events and a good workplace atmosphere useful. Both groups were equally lacking health and recreational benefits. Those items that are related to employees' actual situation or life cycle, e.g., schooling support are categorized under the feedback of 'Available, but I do not use it'. There is a high level of common perception that benefits related to health and recreation are missing. Under the answer of 'I do not know' category, both complex items such as long-term benefits – e.g., voluntary pension fund, relocation support – as well as individual situational issues – e.g., social support, study contract - are marked by both groups. Results highlight that community events might support – but not exclusively – employees' needs for a workplace with good atmosphere. The missing physical and mental health-related benefits and development programs are leaving employees' expectations unsatisfied.

Differences show that group 'B' is lacking health-related benefits, while group 'A' responded as 'I do not know', reflecting of either having no opinion, or not missing health development programs from their sense of well-being. Result also shows that items or terminologies may not be known and understood. Group 'B' also considers items as missing which are available at the organization. The high number of uncertain responses – even in case of group 'A' – might indicate that employees' understanding of the phenomenon of well-being and related tools might be incomplete. This can be traced back to the lack of defined well-being

strategy and consciousness in related communication, however, might be subject of further study.

The similarities and differences between groups 'A' and 'B' regarding the perceived availability, utilization, and preferences of well-being-oriented tools are presented in Table 16. The tools that exist at the organization are marked grey.

16. Table. Comparison of perceptions regarding well-being tools between employee profiles 'A' and 'B'

Availability of wellbeing tools and preferences of employees					
	"I use it and it is useful"	"Available, but I don't use it"	"Not available, but would be important"	"Not available and not needed"	"I don't know"
Different perception of Employee profile 'A'	H1	H2	B11	LD8	B13
				H9	B14
					B17
					B20
					B24
					B32
					B33
					B35
					B37
					B41
					LD9
					LD14
					H3
					H4
					H7
					H8
					C12
Common perception of Employee profiles 'A' and 'B'	B1	B8	B9	B43	B16
	B2	B12	B10		B22
	B3	B15	B18		B25
	B4	B19	B23		B26
	B5	B21	B27		B28
	B6	LD3	B34		B29
	B7	LD5	B31		B30
	LD1	C7	B36		B38
	LD2	C9	B40		B39
	C1		B42		LD4
	C2		B46		LD7
	C3		B45		LD10
	C4		B44		LD11
	C5		B47		C8
	C6		LD6		C10
			LD12		C11
			LD13		
			H5		
			H6		
Different perception of Employee profile 'B'			B13	B33	B11
			B14	LD9	LD8
			B17	LD14	
			B20	H1	
			B24	H9	
			B32		
			B35		
			B37		
			B41		
			H2		
			H3		
			H4		
			H7		
			H8		
			C12		

Source: Own editing

5.2.3. Summary of results from the Case study research phase

Qualitative research has revealed that the examined organization has defined its well-being strategy as a family-friendly strategy and its elements appear in the identified HRM practices. The mapping of the well-being tools shows the dominance of short-term financial benefits and community events.

The quantitative research examined the employees' well-being perception and has concluded that positive feelings are decisive for employees. At the same time, employee well-being is interpreted more complexly than a family-friendly concept defined by the organization. The analysis showed that there was no significant correlation between work-related feelings and the individual characteristics investigated, such as gender, age, education and position.

During data integration, the two parts of the employee survey were compared. The individual well-being indicator of each employee was compared with the organizational well-being indicator, and two groups were created. The two groups have been contrasted on the perceived availability, preferences, and utilization of well-being tools, indicating the adaptability of the organizational strategy.

5.3.   Data integration of Exploratory (phase III.) and Case study (phase IV.) phases

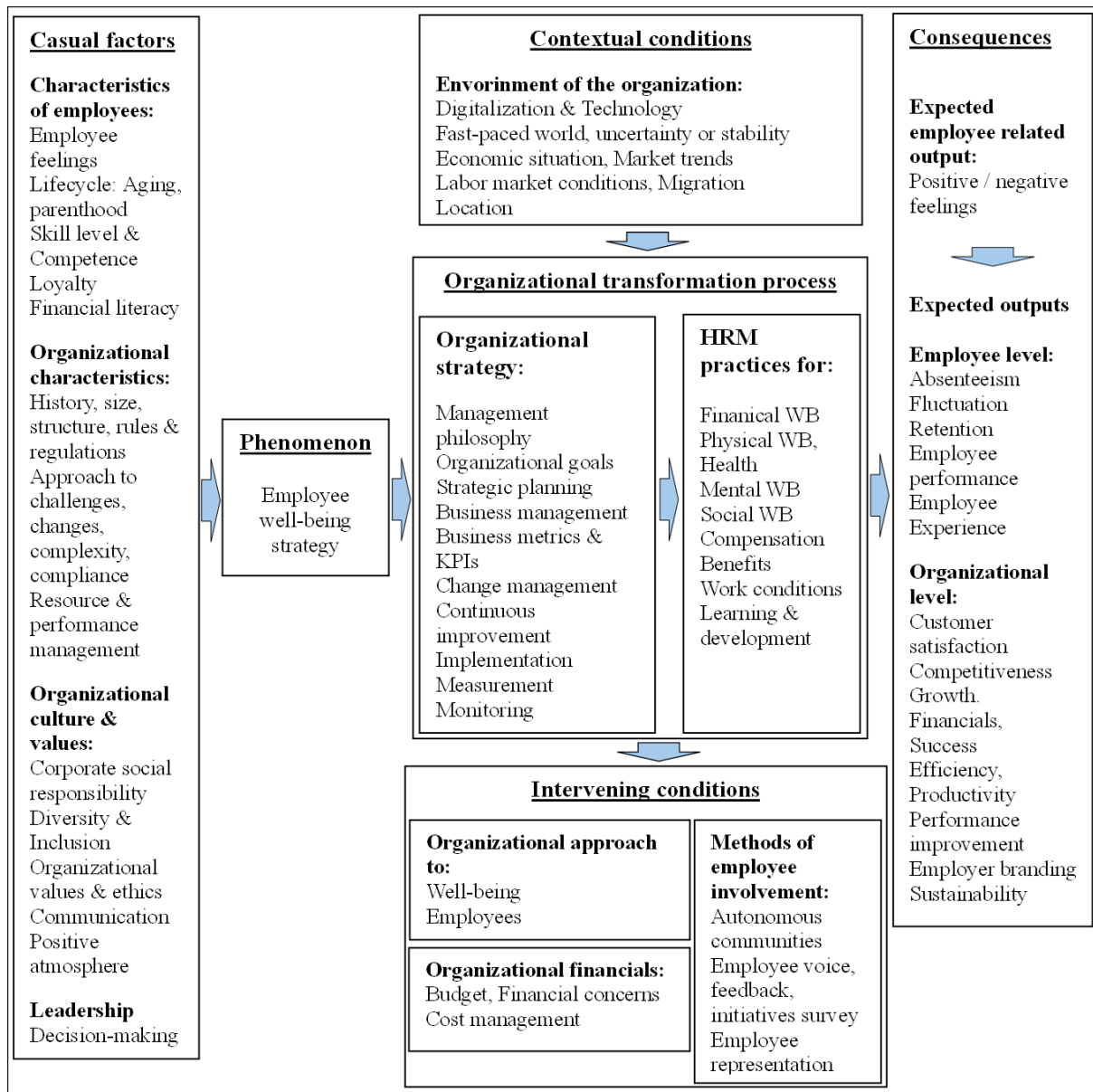*Conceptualizing employee well-being*

The results of data integration and interpretation of 'III. Exploratory' and 'IV. Case study' research phases conclude into the creation of a conceptual model, defining the meaning and a theory regarding the phenomenon of employee well-being.

The conceptual model of employee-well-being strategy and HRM practices

Considering the open system model of organizations (Mullins, 2016) and based on the analysis of expert interviews, the conceptual model (Taheri et al., 2018) of employee-well-being phenomenon has been created (Figure 26.).

The model identifies casual factors, contextual and intervening conditions that influence employee well-being strategy and human resource management practices. Due to the transformational process of the organization through the well-being oriented HRM practices and tools, employees' feelings result in employee- and organizational-level outputs.

26. Figure. Conceptual model of employee-well-being strategy and HRM practices

Casual factors

Characteristics of employees:
Employee feelings
Lifecycle: Aging, parenthood
Skill level & Competence
Loyalty
Financial literacy

Organizational characteristics:
History, size, structure, rules & regulations
Approach to challenges, changes, complexity, compliance
Resource & performance management

Organizational culture & values:
Corporate social responsibility
Diversity & Inclusion
Organizational values & ethics
Communication
Positive atmosphere

Leadership
Decision-making

Phenomenon

Employee well-being strategy

Contextual conditions

Envoriment of the organization:
Digitalization & Technology
Fast-paced world, uncertainty or stability
Economic situation, Market trends
Labor market conditions, Migration
Location

Organizational transformation process

Organizational strategy:

Management philosophy
Organizational goals
Strategic planning
Business management
Business metrics & KPIs
Change management
Continuous improvement
Implementation
Measurement
Monitoring

HRM practices for:

Finanical WB
Physical WB, Health
Mental WB
Social WB
Compensation
Benefits
Work conditions
Learning & development

Intervening conditions

Organizational approach to:
Well-being
Employees

Organizational financials:
Budget, Financial concerns
Cost management

Methods of employee involvement:
Autonomous communities
Employee voice, feedback, initiatives survey
Employee representation

Consequences

Expected employee related output:
Positive / negative feelings

Expected outputs

Employee level:
Absenteeism
Fluctuation
Retention
Employee performance
Employee Experience

Organizational level:
Customer satisfaction
Competitiveness
Growth.
Financials, Success
Efficiency, Productivity
Performance improvement
Employer branding
Sustainability

Source: Own editing based on Taheri, F., Jami Pour, M., & Asarian, M. (2018). An exploratory study of subjective well-being in organizations–A mixed method research approach. *Journal of Human Behavior in the Social Environment, 29*(4), 435–454. p.8.

Meaning and theory of employee well-being

The construction of meaning for employee well-being has emerged from the data of the exploratory and the case study research phases; from content analysis of expert interviews and from employees' view through the employee questionnaire, as presented in Table 17.

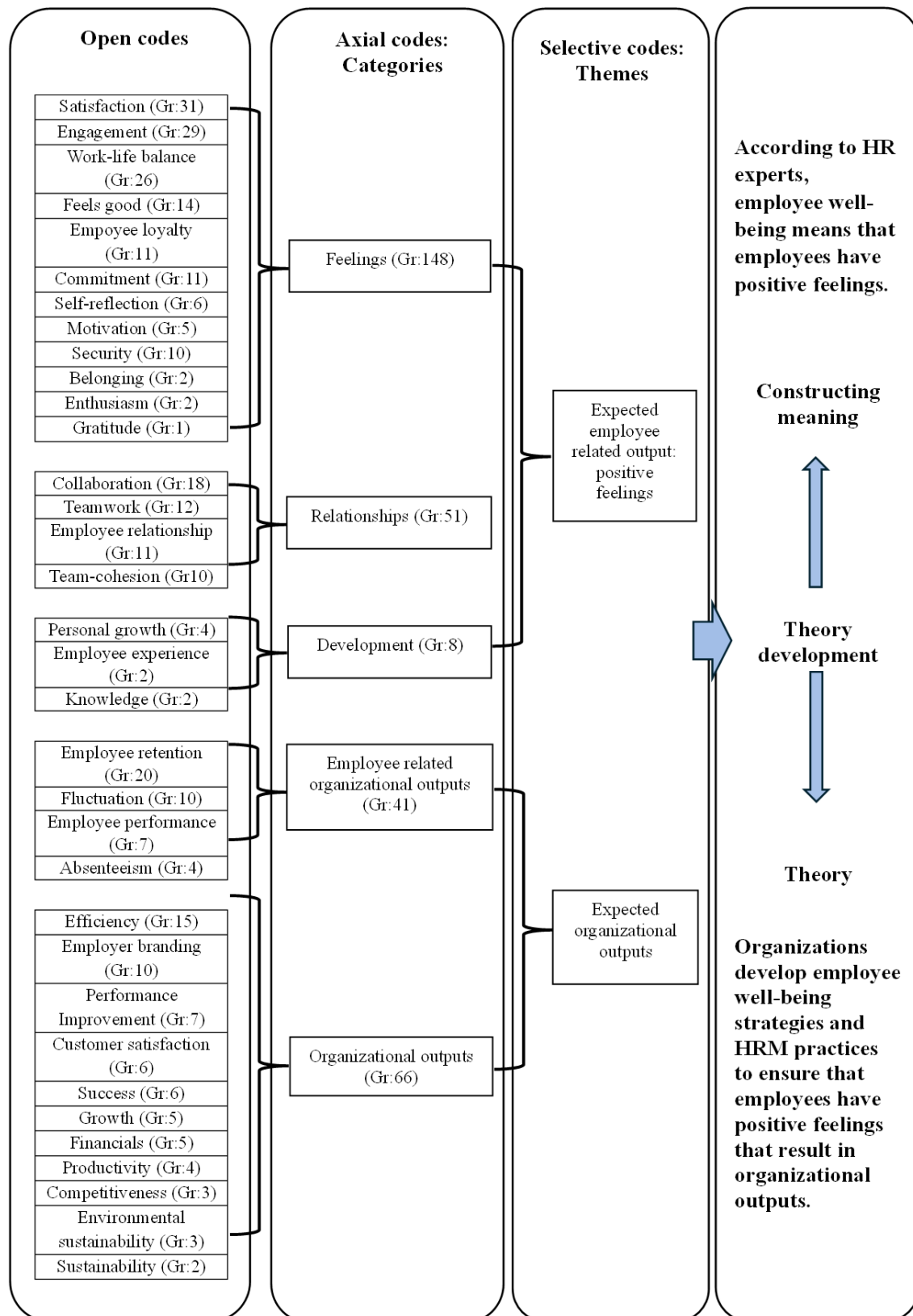17. Table. Definition of employee well-being by experts and employees

Definition of employee well-being	Definition of employee well-being
According to experts	**According to employees**
"Employees feel good"	A living wage
"Make them feel good"	Balancing work and private life
"Good feeling"	Adequate work environment
	Employees' physical and mental well-being
	Good atmosphere at work

Source: Own editing

According to HR experts, employee well-being is mainly characterized by employees' positive feelings. Although, the examined sample of employees have also identified positive feelings, but with a more complex approach. For employees, well-being consists of the factors of financial security, work-life balance, an appropriate work environment, mental and physical well-being, and a good social atmosphere at work.

As the core concept of the research is established around the strategy and HRM practices of employee well-being, the meaning of employee well-being by HR experts has been further analyzed. For identifying what employee well-being means for experts, the answers for the single question of „In your opinion what is employee well-being?" (Appendix 5.) have been analyzed. As a result of the open coding, the groundedness or frequency of codes could be identified. Following the open coding, axial coding has been performed to discover the concepts behind the interviews. The intention was to look for connections with the purpose of grouping similar concepts into major categories. As a result, codes have been merged into four major categories of 'Feelings', 'Relationships', 'Development' and 'Employee-related organizational outputs'. Selective coding has been carried out to create core categories of the theoretical model. Categories of 'Feelings', 'Relationships' and 'Development' have been blocked under the major code of 'Employee-related output: positive feelings', while the category of 'Employee-related organizational outputs' and 'Organizational outputs' have been transferred to the theme of 'Expected organizational outputs'. The emerging concepts and their relationship have been continuously analyzed and categorized at the different coding levels (Figure 27.).

27. Figure. Creation of theory and meaning of employee well-being from the view of HR experts

Open codes	Axial codes: Categories	Selective codes: Themes	
Satisfaction (Gr:31)			**According to HR experts, employee well-being means that employees have positive feelings.**
Engagement (Gr:29)			
Work-life balance (Gr:26)			
Feels good (Gr:14)			
Empoyee loyalty (Gr:11)	Feelings (Gr:148)		
Commitment (Gr:11)			
Self-reflection (Gr:6)			
Motivation (Gr:5)			
Security (Gr:10)			**Constructing meaning**
Belonging (Gr:2)		Expected employee related output: positive feelings	
Enthusiasm (Gr:2)			
Gratitude (Gr:1)			
Collaboration (Gr:18)			
Teamwork (Gr:12)	Relationships (Gr:51)		**Theory development**
Employee relationship (Gr:11)			
Team-cohesion (Gr10)			
Personal growth (Gr:4)			
Employee experience (Gr:2)	Development (Gr:8)		
Knowledge (Gr:2)			
Employee retention (Gr:20)			
Fluctuation (Gr:10)	Employee related organizational outputs (Gr:41)		**Theory**
Employee performance (Gr:7)			
Absenteeism (Gr:4)			**Organizations develop employee well-being strategies and HRM practices to ensure that employees have positive feelings that result in organizational outputs.**
Efficiency (Gr:15)		Expected organizational outputs	
Employer branding (Gr:10)			
Performance Improvement (Gr:7)			
Customer satisfaction (Gr:6)			
Success (Gr:6)	Organizational outputs (Gr:66)		
Growth (Gr:5)			
Financials (Gr:5)			
Productivity (Gr:4)			
Competitiveness (Gr:3)			
Environmental sustainability (Gr:3)			
Sustainability (Gr:2)			

Source: Own editing based on Williams, M., & Moser, T. (2019). The art of coding and thematic exploration in qualitative research. *International Management Review, 15*(1), 45-55.

Through the theory-building method of constructive grounded theory, the process has led to the creation of meaning and identifying theory for the phenomenon of employee well-being on the basis of the examined samples.

The meaning of the employee well-being phenomenon has emerged from the data of both the exploratory and the case study research phases and from expert and employee views. Based on the exploration, "Employees' positive feeling" is concluded as a comprehensive interpretation of employee well-being, however employees' aspects are more detailed versus experts' view.

The meaning of employee well-being:

- *According to HR experts, employee well-being means that employees have positive feelings.*
- *According to employees, employee well-being means that employees have positive feelings, which consist of elements such as a living wage, work-life balance, an adequate working environment, physical and mental well-being and a good work atmosphere.*

As a conclusion of data analysis, integration and the construction of meaning, a theory has been established to provide a deeper understanding and an explanation of what is the purpose that organizations want to achieve by improving employees' well-being.

Theory on the purpose of developing employee well-being:

- *Organizations develop employee well-being strategies and HRM practices to ensure that employees have positive feelings that result in organizational outputs.*

The interpretation of employee well-being as a strategy might bring a novel approach and contribute to improving employment and competitiveness of organizations. The creation of the meaning and the theory do not resolve the long-lasting academic debate on the phenomenon and definition of employee well-being (Laine & Rinne, 2015; European Agency for Safety and Health at Work, 2013; Pradhan & Hati, 2019; Schulte & Vainio, 2010; Szombathelyi, 2012), however, might add further aspects from the point of view of those who construct and apply it - the HR leaders and experts – and of those stakeholders who are ultimately the most affected, the employees.

6.   SUMMARY OF RESULTS[5]

The aim of the research was to explore how organizations deal with employee well-being and support it through their strategy and tools. As little is known about how employee well-being appears in strategies and HRM practices of organizations and from the perspective of employees as stakeholders (Freeman et al., 2021), therefore a sequential exploratory mixed-method (Creswell & Clark, 2018) research have been conducted with an embedded case study research and the method of Grounded Theory has been applied.

In contrast to literature that emphasizes the operation of organizations along strategies (Wright et al., 2018), and considering employee well-being strategy as a competitive advantage in the changing labor market (Androniceanu et al., 2020), expert interviews revealed that organizations do not have a conscious strategic approach to employee well-being.

According to literature, employee well-being includes employees' subjective perceptions and feelings related to physical, psychological, and social well-being (Guest, 2017; Guest, 2024; Zheng, X. et al., 2015; Zheng, C. et al., 2015), therefore employees' perceptions have been investigated with a self-developed online questionnaire in the quantitative section.

The importance of employee well-being has been recognized at the sample organization of the case study, in alignment with the growing emphasis on corporate responsibility towards the labor ecosystem (Agarwal et al., 2019; Stankevičiūtė & Wereda, 2020; Fehér & Reich 2020). Despite lacking a conscious strategic approach, employees' positive perception is reflected in the overall Workplace PERMA profile (Kern, 2016) of the organization. Mapping employee preferences and sensed deficits of HRM practices highlighted that employee needs are satisfied mainly with short-term monetary tools. Long-term health development programs are missing at the examined organization, although they could contribute to the renewal of human assets, could support employee engagement and organizational performance as suggested by literature (Shuck et al., 2017; Shuck & Reio, 2014; Sutton et al., 2016). The research results, their integration and interpretation, have been summarized below in response to research objectives and research questions and have supported to formulate theses of the dissertation.

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[5] The chapter is based on and contains complete and unchanged parts of the following publications:

Molnár, C., Csehné Papp, I., & Juhász, T. (2024). Organizational strategies and tools of employee well-being as perceived by employees. *Management & Marketing, 19*(2), 336-361.

Molnár C., & Csehné Papp, I. (2024). Organizational strategies and human resource management practices to support the improvement of employee wellbeing. *Journal of Eastern European and Central Asian Research (JEECAR), 11*(6), 1043–1065.

6.1. Consistency between the output expectations of organizations regarding the employee well-being strategy and the human resource management practices

The following research objectives and research questions are examined, and their results support related findings:

RO1. Exploring employee well-being strategy and HRM practices of the examined organizations.

RO2. Exploring adaptability of employee well-being strategy of the examined organizations from the perspective of organizational output expectations and employee perceptions.

RQ1. What organizational strategy and toolkit do the examined organizations have to promote employee well-being?

> RQ 1.1. What is the well-being strategy of the organizations?
>
> RQ 1.2. What are the output expectations of the organization regarding the application of employee well-being strategy and toolkit?
>
> RQ. 1.3. With what means and methods does the organization implement its well-being strategy?

RQ 2. Which methods and tools of workplace learning and adult training do the organization use to promote employee well-being?

RQ 3. With what processes and methods does the organization ensure the adaptability of the employee well-being strategy to changing environmental and labor market conditions and employee perception?

> RQ 3.1. On what scientific, professional or other findings and sources does the organization base its employee well-being strategy and the application of its tools?
>
> RQ 3.2. What is the relationship between the employee well-being strategy and environmental and labor market factors?

The expectations of the examined organizations about the improvement of employee well-being have been identified and categorized. Results show that organizations have the following output expectations from the employee well-being strategies and HRM practices (Figure 15.; Figure 16.):

– The most desired outcome of organizations is that employees have 'Positive feelings' (94 %), including that they are feeling well, satisfied and engaged towards the organization. The second leading reasons are 'Health improvement' (87%) and 'Retention' of employees

(87%). The third reason is 'Branding' (81%) and the fourth is to have 'Better employee relations' (66%).

– In contrast to literature (Bartels et al., 2019; Cooper et al., 2019; Rampazzo et al., 2013), a less expected organizational-related output is the 'Economic growth of the company' (50%).

– The least expected outcome of organizations is the achievement of a 'Better financial situation of employees' (43%).

Based on the results, it can be concluded, that the HRM practices of the examined organizations are not fully consistent with their output expectations as summaruzed below.

Consistency identified:

– The strong presence of community event related practices (Figure 20.) is in accordance with the expected outcome that employees have positive feelings as a result of well-being-oriented startegy and parctices.

Inconsistencies identified:

– The leading output expectation is to improve and maintain their employees' health, however, the goal of employees' health promotion is rarely present in the form of health promotion benefits and programs (Figure 18.; Figure 19.).

– The goal of 'Better financial situation of employees' appears less often as an expected outcome in the examined sample, however, the HRM practices are characterized by a dominance of monetary elements (Figure 19.).

In summary, the employee well-being strategy and implemented HRM practices of the examined organizations are not fully consistent with their output expectations. The examined organizations do not consider the development of employee well-being strategy as a driver of their economic and financial results. The primary expectation of organizations from the development of employee well-being is that employees experience positive affections. HRM practices of community events are consistent with the goal of enhancing employees' positive affections. The expected outcome of improving the health status of employees is not consistent with the applied human resource management practices, since the examined organizations mostly lack programs related to health promotion. Achieving a better financial situation for employees is a less important expected outcome for the examined organizations, however the dominance of monetary benefits is not consistent with it.

Results have led to the formulation of Thesis 1. in Chapter 7.

6.2. Exploration, identification and categorization of human resource management practices supporting employee well-being

The following research objectives and research questions are examined and their results support related findings:

RO1. Exploring employee well-being strategy and HRM practices of the examined organizations.

RQ1. What organizational strategy and toolkit do the examined organizations have to promote employee well-being?

RQ. 1.3. With what means and methods does the organization implement its well-being strategy?

RQ 2. Which methods and tools of workplace learning and adult training do the organization use to promote employee well-being?

As a result of the expert interview content analysis of the exploratory qualitative phase, a self-developed survey tool (Appendix 6.) has been developed for examining the HRM practices that support the development of employee well-being at the examined organizations.

From the results of qualitative exploratory survey, a wide range of well-being-oriented practices have been identified and categorized according to Appelbaum's (2000) Ability – Motivation – Opportunity theory (Figure 8.) at the examined organizations in contrast to the previous research of separate HRM practices (Guest, 2017, 2024). The Ability-Motivation-Opportunity theory (Appelbaum, 2000) has been identified as a suitable method for the categorization of employee well-being-oriented HRM practices. As a new result, a comprehensive toolbox of the 'Employee well-being-oriented human resource management practices' (Table 4.) has been established. The identified well-being targeted HRM practices are characterized by the dominance of monetary benefits at the examined organizations (Figure 19.). The category of monetary benefits consists of short-term financial, recreational, health benefits, employee life-cycle benefits, and long-term care benefits. The training and development programs (Figure 17.) are classified into professional, organizational, developmental and health-related categories. Health promotion programs (Figure 18.) cover categories of physical and mental health improvement targeted programs. Examined organizations aim to improve social well-being through community events (Figure 20.).

Results have led to the formulation of Thesis 2. in Chapter 7.

6.3. The adaptability of employee well-being strategy and human resource management practices through employee participation and involvement

The following research objectives and research questions are examined and their results support related findings:

RO2. Exploring adaptability of employee well-being strategy of the examined organizations from the perspective of organizational output expectations and employee perceptions.

RQ 3. With what processes and methods does the organization ensure the adaptability of the employee well-being strategy to changing environmental and labor market conditions and employee perception?

RQ 3.3. What are the methods of employee involvement in the organizations examined regarding the formation and operation of the employee well-being strategy?

RQ 3.4. In what way does the organization measure the needs of the employees regarding the development of well-being, the use of tools, and how does it integrate the results of this back into the planning of the well-being strategy?

In contrast to the employee-related output expectations of organizations (Figure 16.), the structured and systematic methods of employee involvement and participation through strategic and business planning are less utilized by the examined organizations (Figure 22.). Employees' feedback as a method of participation is considered as a major source of information for developing employee well-being strategy and HRM practices for the examined organizations; however, the collection of inputs is less structured, not regular, and not systematic. Despite that surveyed organizations mainly have employee-related output expectations, research found that the majority of organizations do not measure employee needs and participation in the programs. Management and HR, as well as wage market and benchmark information serve as primary input for the development of employee well-being strategy and HRM practices (Figure 21.). Therefore, examined organizations maintain their leading role in formulating their employee well-being strategies and human resource management practices (Table 7.). Employees – as key stakeholders in organizational success – are considered as subjects of well-being development rather than as involved partners in the development of employee well-being.

Results have led to the formulation of Thesis 3. in Chapter 7.

6.4. Employee perception on employee well-being strategy and human resource management practices

The following research objectives and research questions are examined, and their results support related findings:

RO3. Exploring employees' perception of employee well-being in the examined organization.

RQ 4. What is the employee perception of employee well-being in the examined organization?

RQ 4.3. What does employee well-being mean for employees?

RQ 4.4. Does a family-friendly organizational strategy make employees feel that well-being is important?

According to the exploratory research new research question (RQ 4.4.) has emerged during the case study and have been transformed into Hypothesis 1.

H1: Employees consider that employee well-being is important for the organization, and it is identified with family-friendly strategy and tools.

Analysis of case study results has revealed the lack of defined well-being strategy at the examined company. The organization has a 'family-friendly workplace' strategy to support employees' quality of life and to attract potential future employees as a distinctive factor in employer branding in the competitive labor market. Although, a wide range of HRM practices have been identified at the examined organization (Table 9.), conscious strategic planning and execution are missing in the field of employee well-being. Employee satisfaction surveys are not conducted systematically, and results are not utilized for improving the adaptability of well-being-oriented HRM practices, and communication towards employees.

Employees of the case study organization answered in the questionnaire the open question of what employee well-being means for them. Based on the results (Table 11.) it could be concluded that employee well-being is a complex phenomenon for the employees of the examined organization, including earning for living, work-life balance, adequate work environment, good atmosphere, physical and mental well-being, but overall well-being means that they have positive feelings at the workplace.

Therefore, Hypothesis 1 has been rejected, and Thesis 4. has been formulated (Table 15.) and summarized in Chapter 7.

6.5. The determining factors of employees' feelings about work

The following research objectives and research questions are examined and their results support related findings:

RO3. Exploring employees' perception of employee well-being in the examined organization.

RQ 4. What is the employee perception of employee well-being in the examined organization?

RQ 4.5. What are the distinctive factors of employees' positive and negative feelings about work?

According to the exploratory research new research question (RQ 4.5.) has emerged during the case study and Hypothesis 2. has been established.

H2: Within the organization, employees' positive and negative feelings about work do not depend on gender, age, education, and position.

Research findings support earlier studies and literature (De Simone, 2014; Fisher, 2014), as subjective well-being at work includes positive feelings about work, good mood, cognitive assessment, job satisfaction, social well-being and negative feelings experienced at work. According to studies (Eurofound, 2017) subjective well-being showed strong correlation with income, age, employment status and health status.

The analysis focused on how employees feel during work and what personal factors influence their feelings. Based on the survey results, no correlation has been found between work-related feelings and employees' individual characteristics (gender, age, education, position) in the given sample. Therefore, Hypothesis 2 has been rejected, and Thesis 5. has been defined (Table 15.) and summarized in Chapter 7.

6.6. The adaptability of employee well-being strategy and human resource management practices in comparison with employee perceptions

The following research objectives and research questions are examined, and their results support related findings:

RO1. Exploring employee well-being strategy and HRM practices of the examined organizations.

RO2. Exploring adaptability of employee well-being strategy of the examined organizations from the perspective of organizational output expectations and employee perceptions.

RO3. Exploring employees' perception of employee well-being in the examined organization.

RQ 3. With what processes and methods does the organization ensure the adaptability of the employee well-being strategy to changing environmental and labor market conditions and employee perception?

     RQ 3.5. To what extent does the use of the organization's well-being tools by employees justify the organization's employee well-being strategy?

RQ 4. What is the employee perception of employee well-being in the examined organization?

     RQ 4.1. What tools does the organization use to measure employee well-being?

     RQ 4.2. Which elements from the toolbox of the organization's well-being strategy do the employees use and to what extent?

     RQ 4.6. How employees' approach to well-being can be described through HR practices and tools?

Based on the interviews of the qualitative research phase within the Case study, the identified 'family-friendly employer' strategy of the examined organization is not supported by the employee satisfaction surveys and communication due to the inconsistencies of execution.

Based on the Workplace PERMA Profiler (Kern, 2016) individual and organizational level well-being indicators have been created and utilized for exploring employee perceptions and preferences regarding well-being-oriented HRM practices at the case study organization. The individual well-being indicator and the overall organizational level well-being indicator (Figure 25.) together with the toolbox of the 'Employee well-being-oriented human resource management practices' (Table 4.) have been applied for the exploration of employee perceptions and preferences regarding well-being. The comparison of the perceptions by employee groups and the overall organization well-being indicator concluded in the following results (Table 16.):

- Employees' preferences indicate that the case study organization covers diverse employee needs with well-being practices and tools (Table 9.). However, differences of perceptions and high number of uncertain responses might reflect the deficiencies of employees' understanding of the phenomenon of well-being and related tools, and the lack of defined well-being strategy and conscious communication.

- Both employee groups of 'Above' and 'Below' the overall organization well-being indicator found monetary benefits, community events and a good workplace atmosphere available and useful. Community events might support – but not exclusively – employees' needs for a workplace with good atmosphere.
- The perceived lack of physical and mental health-related benefits, recreational and development programs might leave expectations unsatisfied for the employee group of below the level of overall well-being indicator.

This approach provides a potential new utilization of Workplace PERMA Profiler (Kern, 2016) for examining the adaptability of employee well-being strategy and HRM practices. Results have led to the formulation of Thesis 6. in Chapter 7.

6.7.   Conceptualizing employee well-being

The following research objectives and all research questions (as listed in Chapter 4.1.) are examined, and their results contributed to the findings:
RO4. Identifying and creating theory for the meaning of employee well-being.

Strategic consciousness regarding employee well-being

Despite the importance of employee well-being emphasized by the examined organizations, there are contradictory results of the research. Elements of well-being strategy and planning are present at 37% of the organizations represented in the interviews and at 62% of the organizations participated in the questionnaire (Table 7.). The strategic consciousness and the interpretation of employee well-being as a strategy - either at organizational or strategic HMR level - is not common among the examined organizations. As random elements of strategic planning are available and incorporated into the HRM strategy, the conscious strategic approach to employee well-being of examined organizations is partially proven. The promotion of employee well-being appears mainly in the form of operative human resource management practices in the examined organizations. Since examining employee well-being as a strategy did not appear in the focus of prior research (Kun et al., 2017; Wognum & Fond Lam, 2000), identifying the phenomenon of employee well-being as a strategy, applying strategic consciousness in its integration and adaptation in strategic planning could be considered as new result, and might bring an innovative approach at individual, organizational, economic and social levels, as well as in future research.

Conceptualizing employee well-being

Since there is no unified approach regarding the definitions, concept, components and measurement of employee well-being (Schulte & Vainio, 2010; Szombathelyi, 2012; European Agency for Safety and Health at Work, 2013), results of the exploratory research provided the opportunity to add a new approach to the understanding of the phenomenon. Applying the method of Grounded Theory (Corbin & Strauss, 1990; Charmaz, 2006) has led to the creation of a conceptual model, the construction of meaning for the phenomenon of employee well-being and the creation of theory on the purpose of developing employee well-being.

Based on research results and applying the method of constructive Grounded Theory (Corbin & Strauss, 1990; Charmaz, 2006) the 'Conceptual model of employee-well-being strategy and human resource management practices' (Figure 26.) has been developed as an innovative result. Considering the phenomenon of employee well-being as a strategy, applying strategic consciousness within the frames of the open system model (Mullins, 2016) (Figure 3.) and the strategic human resource management process model (Nishii & Wright, 2007) (Figure 4.) is an innovative approach in examining employee well-being and in the improvement of employment and competitiveness of organizations.

As new results, the meaning of employee well-being according to HR experts and employees (Table 17.) has been defined:

– According to HR experts, employee well-being means that employees have positive feelings.

– According to employees, employee well-being means that employees have positive feelings, which consist of elements such as a living wage, work-life balance, an adequate working environment, physical and mental well-being and a good work atmosphere.

Also, as a new result the 'Theory on the purpose of developing employee well-being' (Figure 27.) has been established:

– Organizations develop employee well-being strategies and HRM practices to ensure that employees have positive feelings that result in organizational outputs.

The above results have led to the formulation of Thesis 7. in Chapter 7.

7. NEW AND INNOVATIVE RESULTS, THESES[6]

1. Thesis – New result

Regarding the consistency between the output expectations from the employee well-being strategy and the utilized human resource management practices of the examined organizations, results (Chapter 5. and 6.1.) have led to the formulation of the following thesis.

Thesis 1. In the examined organizations, there is an inconsistency between the output expectations related to the employee well-being strategy and the applied human resource management practices.

Related research questions: [RQ1.], RQ1.1.], [RQ1.2.], [RQ1.3.], [RQ2.], [RQ3.], [RQ3.1.], [RQ3.2.]

Related research objectives: [RO1.], [RO2.]

Related own publications: [P1], [P2], [P3], [P4], [P5], [P6], [P7], [P8], [P17], [P20], [P21]

2. Thesis – Innovative and new result

From the exploration, identification and categorization of human resource management practices supporting employee well-being, research results (Chapter 5. and 6.2.) have led to the formulation of the following thesis.

Thesis 2. The Ability-Motivation-Opportunity Theory (AMO Theory, Appelbaum, 2000) is suitable for categorizing HRM practices aimed at employee well-being, and with its help, a comprehensive toolkit of 'Employee Well-being-Oriented Human Resource Management Practices' (Table 4.) has been created.

Related research questions: [RQ1.], [RQ.1.3.], [RQ 2.]

Related research objective: [RO1.]

Related own publications: [P1], [P2], [P3], [P4], [P5], [P6], [P7], [P8], [P9], [P10], [P11], [P12], [P14], [P15], [P17], [P18], [P19], [P20], [P21], [P22]

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[6] The chapter is based on and contains complete and unchanged parts of the following publications:

Molnár, C., Csehné Papp, I., & Juhász, T. (2024). Organizational strategies and tools of employee well-being as perceived by employees. *Management & Marketing, 19(2), 336-361.*

Molnár C., & Csehné Papp, I. (2024). Organizational strategies and human resource management practices to support the improvement of employee wellbeing. *Journal of Eastern European and Central Asian Research (JEECAR), 11*(6), 1043–1065.

3. Thesis – New result

Regarding the adaptability of employee well-being strategy and human resource management practices in the perspective of employee participation and involvement, research results (Chapter 5. and 6.3.) have led to the formulation of the following thesis.

> ***Thesis 3. Contrary to the employee-related output expectations of the examined organizations, the involvement and participation of employees in the strategic and business planning of well-being related strategy and human resource management practices, applying structured and systematic methods are not common at the examined organizations.***

Related research questions: [RQ3.], [RQ3.3.], [RQ3.4.]
Related research objective: [RO2.]
Related own publications: [P1], [P2], [P3], [P4], [P5], [P6], [P7]

4. Thesis – New result

According to the exploratory nature of the research, during the case study a new research question (RQ4.4.) has emerged and has also been expressed in the form of Hypothesis 1.

H1: Employees consider that employee well-being is important for the organization, and it is identified with family-friendly strategy and tools.

Regarding the employee perceptions on employee well-being strategy and human resource management practices, research results (Chapter 5. and 6.4.) have concluded in the rejection of Hypothesis 1. (Table 15.) and led to the formulation of the following thesis.

> ***Thesis 4. The examined company of the case study pays attention to the well-being of its employees, but the respondents in the given sample interpret employee well-being as more complex than family-friendly tools that help to balance work and private life.***

Related research questions: [RQ4.], [RQ4.3.], [RQ4.4.]
Related research objectives: [RO3.]
Related own publications: [P1], [P2], [P4], [P6]

5. Thesis – New result

According to the exploratory nature of the research, during the case study a new research question (RQ4.5.) has emerged and Hypothesis 2. has been defined.

H2: Within the organization, employees' positive and negative feelings about work do not depend on gender, age, education, and position.

Regarding the determining factors of employees' feelings about work, research results (Chapter 5. and 6.5.) have led to the rejection of Hypothesis 2. (Table 15.) and to the formulation of the following thesis.

Thesis 5. Within the examined organization of the case study, employees' positive and negative feelings about work do not depend on gender, age, education, and position.

Related research questions: [RQ 4.], [RQ 4.5.]
Related research objective: [RO3.]
Related own publications: [P1], [P2], [P4], [P6]

6. Thesis – Innovative and new result

Examining the adaptability of employee well-being strategy and human resource management practices to employee needs and perceptions, research results (Chapter 5. and 6.6.) have led to the formulation of the following thesis.

Thesis 6. The Workplace PERMA Profiler (Kern, 2016) is a suitable tool for determining organizational- and employee-level well-being and related indicators. By applying the organizational- and employee-level well-being indicators together with the 'Employee Well-being-Oriented Human Resource Management Practices' toolbox (Table 4.), the Workplace PERMA Profiler (Kern, 2016) is suitable for exploring employees' perceptions of HRM practices and for exploring the ability of well-being-oriented strategies and HRM practices to adapt to employee needs.

Related research questions: [RQ3.], [RQ 3.5.], [RQ 4.], [RQ 4.1.], [RQ 4.2.], [RQ 4.6.],
Related research objectives: [RO1.], [RO2.], [RO3.]
Related own publications: [P1], [P2], [P4], [P5], [P6], [P7], [P8]

7. Thesis – New result

Regarding the overall research objective of conceptualization and theory building for the phenomenon of employee well-being (RO4.), research results (Chapter 5. and 6.7.) have led to the formulation of the following thesis and sub-theses.

Thesis 7. Applying the method of Grounded Theory (Corbin & Strauss, 1990; Charmaz, 2006), 'The conceptual model of employee well-being strategy and human resource management practices', the 'Theory of the purpose of employee well-being development' and the meaning of employee well-being by HR experts and employees of the examined samples have been developed.

> ***Sub-thesis 7.1. The 'Conceptual model of employee well-being strategy and human resource management practices' has been developed (Figure 26.). The model identifies casual factors, contextual and intervening conditions that influence employee well-being strategy and human resource management practices. Due to the transformational process of the organizations through the well-being-oriented HRM practices and tools, employees' feelings result in employee- and organizational-level expected outputs of the organizations.***

> ***Sub-thesis 7.2. According to the surveyed HR experts, employee well-being means positive feelings of employees. While according to the employees of the sample examined, employee well-being includes positive feelings, a living wage, work-life balance, a suitable work environment, physical and mental well-being, and a good workplace atmosphere.***

> ***Sub-thesis 7.3. The 'Theory of the purpose of employee well-being development' (Figure 27.) has been established. According to the theory, the examined organizations develop employee well-being strategies and human resource management practices to ensure that employees experience positive feelings, through which organizational outcomes might be achieved.***

Related research questions: [RQ1.], RQ1.1.], [RQ1.2.], [RQ1.3.], [RQ2.], [RQ3.], [RQ3.1], [RQ3.2.], [RQ3.3.], [RQ3.4.], [RQ3.5.], [RQ4.], [RQ4.1.], [RQ4.2.], [RQ4.3.], [RQ4.4.], [RQ4.5.], [RQ 4.6.]

Related research objective: [RO4.]

Related own publications: [P1], [P2], [P4], [P5], [P6], [P7], [P8]

8. RECOMMENDATIONS FOR THE APPLICATION OF RESULTS, LIMITATIONS OF THE RESEARCH AND FURTHER RESEARCH PLANS

8.1. Recommendations for the application of well-being strategies and HRM practices

Through dissemination research results might promote the development of HRM processes and practices. Learnings might also be incorporated into adult training programs at organizational and higher education levels. As an expected long-term outcome, it is possible to formulate organizational-level recommendations from the results of the research in the form of complex modular programs, that organizations might apply according to their business strategies, characteristics, size, risk factors, financial resources and labor market conditions.

To be an attractive employer on the labor market and for the existing employees, an organization should treat its employees as internal stakeholders (Freeman et al., 2021), striving to increase their satisfaction and commitment. It is advisable to motivate employees to achieve the company's business plan through their identification with the organizational goals (Mullins, 2016; Stoner & Gallagher, 2011). The effective strategic human resource management (Nishii & Wright, 2007) is about integration and adaptability (Schuler, 1992), where HR needs to become proactive from a reactive operation, the transactional operation must be reduced and digitized, and the transformative approach must be strengthened (Quinn, 2016).

The research results of the current dissertation might provide guidance for organizations and HR experts in targeted interventions and policies to promote employee well-being, ultimately leading to a more satisfied and productive workforce. For developing an employee well-being strategy, it might be useful for organizations to consider – not exclusively - the following aspects:

– Mapping external environmental influences, internal strengths and weaknesses of the organization. For the diagnosis and development of HRM strategy and practices the developed 'Conceptual model of employee well-being strategy and human resource management practices' (Figure 26.), and the comprehensive toolbox of 'Employee Well-being-Oriented Human Resource Management Practices' (Table 4.) might be utilized.

– Implementing a conscious strategic planning process for the theme of employee well-being (Barakonyi, 1999; Kools & George, 2020), on the grounds of the 'Conceptual model of employee well-being strategy and human resource management practices' (Figure 26.), and the strategic human resource management process model (Nishii & Wright, 2007) (Figure 4.), where top management is responsible.

- Application of the PDCA (Plan – Do – Control - Act) approach (Isniah et al., 2020), with consistent data analysis and the application of "feedback loops and adaptive mechanisms" (Gurabi & Mátrai, 2016, p. 6.) providing a rapid response to environmental and labor market changes (Groysberg et al., 2018) (Agarwal et al., 2019; Cantrell et al., 2024; FMLSA, 2017; Hesketh & Cooper, 2019; Millar et al., 2018; World Employment and Social Outlook: Trends 2025).
- Ensuring systematic methods of employee involvement and participation to allow employees to actively shape their work (Strauss, 2006) and well-being. For this purpose, Sub-thesis 7.2. about the differences in meaning of employee well-being and Sub-thesis 7.3. the 'Theory of the purpose of employee well-being development' (Figure 27.) could be considered.
- The employee well-being-oriented strategy should be both business- and people-driven to support the achievement of organizational goals, to consider employees' needs and providing them with appropriate knowledge, abilities, and skills, fulfilling occupational roles and tasks (ILO, 2023; Reio, 2007).

8.2. Limitations of the research

Limitation of the research derives from the exploratory mixed method as encountering the challenges of an uncharted interdisciplinary field, which has been intended to minimize with triangulation (Creswell & Clark, 2018; Hussain et al., 2013). The single case study with a limited number of employees also represents a limitation of the research.

Although research has been conducted on the sample of organizations employing several thousand employees, the limitation of the study is the sample size. This might restrict overall conclusions to be drawn. The collected data is not representative neither for economic organizations nor for the Hungarian labor market. However, results supplement the limited existing literature (Kun et al., 2017) and research on HRM practices applied to enhance employees' well-being in the Hungarian context.

It might be seen as a limitation of the study that results, such as benefits do not include magnitudes, quantities of financial measures of the various HRM tools, let it be financial or development related. It was not the intention of the research to collect reward related data, but the purpose was to map well-being strategies and practices. In this way, the research is deepening the existing knowledge and establishing an employee well-being toolkit of HRM practices and providing a measuring tool as a new result.

8.3. Opportunities for further research plans

Considering the growing importance and interest (Oleniuch, 2025) in the topic of employee well-being, systematic literature review is to be carried out to follow the academic development and research trends of the theme.

Future empirical research is advisable to be conducted on larger samples involving organizational performance measures, adaptability of well-being strategies and practices to employee needs, perceptions, and utilization by employees.

Further research is considered on the diverse characteristics of employee well-being potentially involving international samples both on organizational and on employee side.

Further research with testing on a larger sample would add value to the utilization of individual and organization level well-being indicators that have been created based on the Workplace PERMA Profiler (Kern, 2016) and would supplement the related research literature (Basharat et al., 2024; Moog, 2021; Watanabe et al., 2018).

Additional qualitative research is recommended regarding the established 'Conceptual model of employee-well-being strategy and human resource management practices', the 'Theory on the purpose of developing employee well-being' and on the meaning of employee well-being. Further studies might lead to improved constructive approaches in the theme.

Considering the phenomenon of employee well-being as a strategy and applying strategic consciousness might be subject of future research in the form of qualitative empirical research and applying the method of Grounded Theory. To ensure that well-being is not only a by-product (Guest, 2017) of organizational performance, more emphasis shall be placed on the promotion of employee well-being in the research of human resource development and management.

8.4. Conclusions

The relevance of the research topic is supported by the challenging trends of human resources, the economic, technological, environmental, social and labor market changes (Agarwal et al., 2019; FMLSA, 2017; Groysberg et al., 2018; Hesketh & Cooper, 2019; Millar et al., 2018; World Employment and Social Outlook: Trends 2025). On the grounds of the resource-based approach (Barney, 1991; Barney & Wright, 1998) as a dominant strategic HRM theory (Boon et al., 2018), acquisition and development of human resources might represent

strategic advantage for the organizations (Colbert, 2004; Delery & Roumpi, 2017; Fehér & Reich, 2020; Görgényi-Hegyes et al., 2021).

Workplaces play a significant role in the development of employees' well-being (Agarwal et al., 2019; Eurofound, 2019; Rasulzada, 2007). Employee well-being is a defining element of workforce sustainability (Cantrell et al., 2023), at organizational, economic and social level (ENWHP, 2018; OECD, 2019). However, little is known about how employee well-being appears in the strategy of organizations (Kun et al., 2017). It is rather characterized by separate human resource management practices (Guest, 2017; 2024). There is little research available that examines the adaptability of the well-being strategy from the perspective of employees as stakeholders (Freeman et al., 2021; Wognum & Fond Lam, 2000). At the same time there is no unified position on the definition and factors of employee well-being (European Agency for Safety and Health at Work, 2013; Pradhan & Hati, 2019; Schulte & Vainio, 2010; Szombathelyi, 2012).

According to literature relevant to this research, employee well-being encompasses employees' subjective perceptions and feelings about physical, psychological, and social well-being (Eurofound, 2019; ILO, 2010; ILO, 2009; ILO, 2023; Keyes et al., 2000). This leads to a complex approach to the bio-psycho-social well-being of employees.

The theoretical and research background has suggested a preliminary assumption that the strategic approach of organizations to employee well-being is incomplete. Thus, the exploratory nature of the research was considered as appropriate to the topic. Therefore, the research has been conducted with an exploratory sequential mixed research method, with an embedded case study (Creswell & Clark, 2018). Both the exploratory and case study research stages consisted of qualitative and quantitative subsections (Babbie, 2014).

The open system model of the organization (Mullins, 2016) emphasizes the continuous interaction with the environment and its transformative nature. Organizations transform the inputs of human resources through their transforming systems, and their outputs could be organizational, or employee related. The effective strategic human resource management is about integration and adaptability, emphasizing the strategic fit and investment in people (Colbert, 2004; Gurabi & Mátrai, 2016; Nishii & Wright, 2007; Wright & McMahan, 1998).

The promotion of employee well-being appears in organizations in the form of HRM practices. The comprehensive approach of the Ability – Motivation – Opportunity Theory (Appelbaum et al., 2000; Zhang et al., 2020) identifies practices that develop employee

capabilities, motivate performance, and provide opportunities for development and participation. Therefore, the theory provided a sound theoretical basis for examining employee well-being practices.

The research questions were seeking answers for the well-being strategy and HRM practices of the examined organizations. The organizational output expectations on the development of employee well-being have been explored and contrasted with the HRM practices. It has been examined how organizations ensure the adaptability of their employee well-being strategy to employee needs. During the case study, employees' perceptions, and preferences of well-being-oriented HRM practices have been examined. The integration and triangulation of the data resulted in the mapping of the employee well-being strategy and HRM practices of the examined organizations and provided a complex picture regarding the phenomenon of employee well-being.

The innovative approach of the research is that it interprets employee well-being as a strategy and operationalizes the strategy by examining the toolbox. It also examines the relationship between strategy and practices (Kools & George, 2020) and employee perception. Examining the separate well-being related HRM practices together provides novel results that might further expand the existing knowledge.

A characteristic of the Grounded Theory method (Corbin & Strauss, 1990; Charmaz, 2006), is that participants are involved and could shape the research. A new approach was the participation of HR experts in the development of research and well-being measurement tools. Throughout the process their view and knowledge on employee well-being might be expanded, which could potentially be incorporated into the organizational operation. The parallel involvement of employers and employees in the definition of employee well-being intended to provide a comprehensive view on the phenomenon. The theory-building nature of Grounded Theory facilitated the further conceptualization of employee well-being.

The dissertation intends to draw attention to the process of creating organizational strategies and human resource management practices aimed at improving employee well-being. The economic output of organizations are indicators that can be measured by decision-makers of business and organization and can be interpreted in terms of business plan and financial effectiveness. This might indicate a return on investment regarding the development of employees' well-being for organizations.

Finally, the implications of the research findings might expand the existing knowledge by directing the focus to the strategic nature of well-being, to the consideration of employee perceptions regarding human resource management practices. The economic, technological, environmental, and social changes draw the attention to employees' bio-psycho-social well-being, as a cornerstone of workforce sustainability and competitiveness at current and future labor market. Therefore, besides the development of employee well-being, the novel approach of interpreting well-being as a strategy might also contribute to economic competitiveness.

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10. LIST OF FIGURES

11. LIST OF TABLES

12. LIST OF OWN PUBLICATIONS

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P5   Molnár Cs. (2024a). Munkavállalói jóllét, a szervezeti stratégia új kihívása. Modern Munkapiaci Kihívások Konferencia. ELTE GTK Menedzsment és Üzleti Jog Tanszék, Budapest, 2024.04.02.

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P8   Molnár Cs., & Csehné Papp I. (2023) Review of human resource management practices supporting the development of employee wellbeing. *Új Munkaügyi Szemle 2023/3.* DOI: https://doi.org/10.58269/umsz.2023.3.2

P9   Cseh Papp I., Molnar Cs. & Juhasz T. (2023) Soft skills of business students in relation to higher education internships. *Problems and Perspectives in Management, Volume 21*. 2023, Issue #4, pp. 113-126. http://dx.doi.org/10.21511/ppm.21(4).2023.09

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P14   Csehné Papp I., & Molnár Cs. (2022) Challenges of Industry 4.0 on skill requirements towards new entrants to the labour market. In (szerk.): Gál Katalin, Pásztor Rita, Székedi Levente. (2022). *A társadalomtudományok harminc éve a Partiumban*. A Partiumi Keresztény Egyetemen 2021-ben szervezett jubileumi konferencia kötete. Presa Universitară Clujeă / Kolozsvári Egyetemi Kiadó, Editura Partium / Partium Kiadó 2022. ISBN Presa Universitară Clujeană: 978-606-37-1736-9 ISBN Editura Partium: 978-606-9673-33-1 p.23. http://www.editura.ubbcluj.ro/bd/ebooks/pdf/3485.pdf

P15   Molnár Cs. (2021a). Pszichológusi kompetenciák alkalmazása a szervezeti stratégiában. IX. IRI Társadalomtudományi Konferencia. International Research Institute s.r.o. Hlavná 78, 946 32 Marcelová, Szlovákia – Absztraktkötet

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P18   Csehné Papp I., Molnár Cs. (2021) Challenges of Industry 4.0 on skill requirements towards new entrants to the labour market. In: Pásztor R., Székedi L. (Szerk.) (2021*). A társadalomtudományok harminc éve a Partiumban* (Absztraktfüzet) Nagyvárad, Románia, Partium Kiadó p.13

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13. APPENDICES

Appendix 1.

Eötvös Loránd University

Faculty of Economics

Doctoral School of Management

Subject: consent

Declaration of Consent

The undersigned Tímea Juhász, hereby I give my consent, that Csilla Molnár, student of ELTE GTK Doctoral School of Management, is using our below joint publications in her dissertation:

- Molnár, C., Csehné Papp, I., & Juhász, T. (2024). Organizational strategies and tools of employee well-being as perceived by employees. *Management & Marketing, 19*(2), 336-361. https://doi.org/10.2478/mmcks-2024-0015

- Cseh Papp I., Molnar Cs. & Juhasz T. (2023) Soft skills of business students in relation to higher education internships. *Problems and Perspectives in Management, Volume 21.* 2023, Issue #4, pp. 113-126. http://dx.doi.org/10.21511/ppm.21(4).2023.09

Budapest, 20 February, 2025.

Juhász Tímea

Dr. habil. Tímea Juhász

Associate professor

Budapesti Gazdasági Egyetem

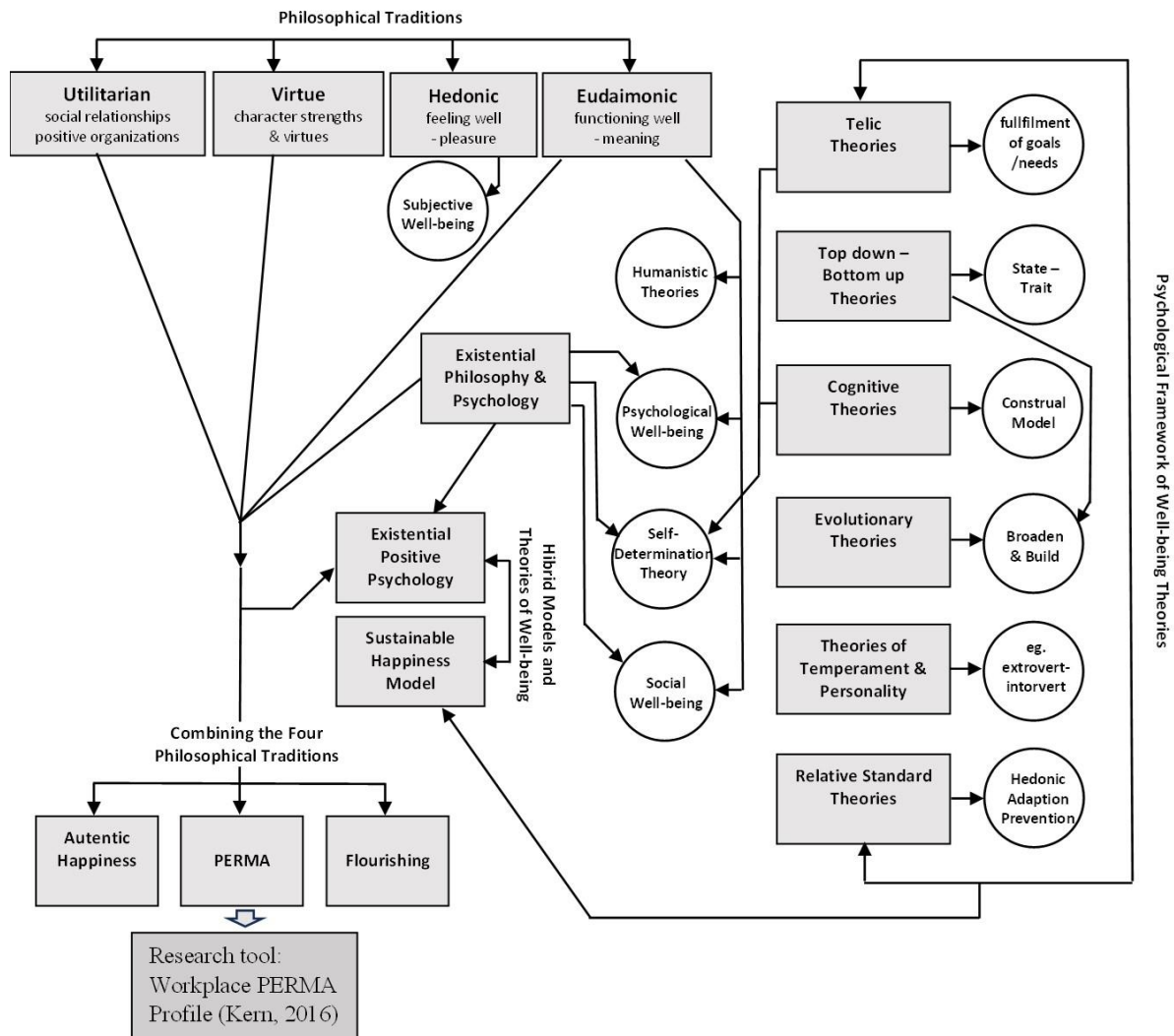Külkereskedelmi Kar

Társadalomtudományi Módszertani Tanszék

E-mail: juhasz.timea@uni-bge.hu

A philosophical and psychological approach to well-being and PERMA model

Source: Own editing based on Lambert et al., (2015). Foundational frameworks of positive psychology: Mapping well-being orientations. *Canadian Psychology/Psychologie Canadienne, 56*(3). p.312. https://doi.org/10.1037/cap0000033

Appendix 3. Review of well-being related research relevant to research objectives.

Focus	Theme		Source	Subject of research	Conclusions, results	Strengths (S) & Deficiencies (D)
Complex approaches to well-being	**Examining well-being research**	**Literature review**	Ali et al., 2021	Goal: Examining well-being research 1982-2020 Sample: 9604 open access publications Method: Bibliometric analysis	- Small number of employee well-being studies	S: Comprehensive research D: Open access publications only, Asia omitted
			Oleniuch, 2025	Goal: Bibliometric research Sample: Studies 1934-2024 Method: Systematic literature review	- Increasing trend of research interest	S: Long period, systematic review D: Only two databases examined
			Loon et al., 2019	Goal: Relationship of employee psychological well-being, HRM practices, organizational performance Sample: Database: Scopus; Web of Science Method: Literature review, metatheory	- Conceptualizing employees' psychological well-being - HRM practices-performance: paradox, mutual benefits - Importance of perception and context	S: Modeling paradoxes and mutual benefits D: Indirect examination, without organizational context and strategy
			Peccei, & Van De Voorde, 2019	Goal: Relationship of HRM, employee well-being, organizational performance Sample: 46 publications 2000-2018 Method: Conceptualizing mutual benefits/losses, Systematic literature review	- Number of studies on the topic has increased - HRM: few theoretical models and research - Dominant concept: Mutual benefits	S: Test method, coding inconsistencies D: Only quantitative research publications published in 13 journals
			Peccei et al., 2013	Goal: Identifying relationship between HRM, well-being and organizational performance Sample: theoretical and empirical studies Method: Systematic review	- Establishing conceptual models for HRM, well-being and organizational performance relationship	S: Overview, conceptual approach D: Focus on happiness and health related dimensions of well-being
			Szántó et al., 2016	Goal: Definition of well-being in European literature Sample: 95 studies in scientific databases Method: Systematic literature review	- Well-being research: psychological, eudaimonic - Recommendation: Focus on social and communication aspects	S: Definition of well-being, indicators, measurement tools (19) D: Specific sample: youth well-being
	Defining well-being at work	**Literature review**	Warr, 2017	Prerequisites of employee well-being	- Content and social characteristics of work-> 10 prerequisites of well-being ->Vitamin model	
		Summary reviews on research	Bakker & Demerouti, 2007	Job demand- resource model	- Well-being depends on balance between work demand and resources available to perform it - HRM practices provide resources -> well-being increases -> performance improves	S: Comprehensive concept D: Lacking strategic HRM context
		Summary reviews on theories	Chen, & Cooper, 2014	Review of theories on well-being at work	- Comprehensive overview of theories	S: Comprehensive overview D: Linkage of strategy and well-being less emphasized
		Concept review	Guest, 2024	Goal: Identifying links between HRM theories and HR practices Sample: Summary of various authors' work Method: Concept paper	- Describing 7 HR theories	S: Identification of core propositions and practices of each HR theory; Well-being & Sustainability theory D: Question left open: HR theories exist parallel, research background
		Research on the concept of well-being	European Agency for Safety and Health at Work, 2013	Goal: Concept of workplace well-being Sample: 27 EU member states, Iceland, Norway, Switzerland, ILO, WHO, ENWHP, EC Method: Questionnaire, document analysis	- Exploring well-being concept - There is no uniform interpretation	S: Exploring similarities/differences of well-being concept D: No uniform European interpretation

Source: Own editing

Appendix 3. Review of well-being related research relevant to research objectives (cont.)

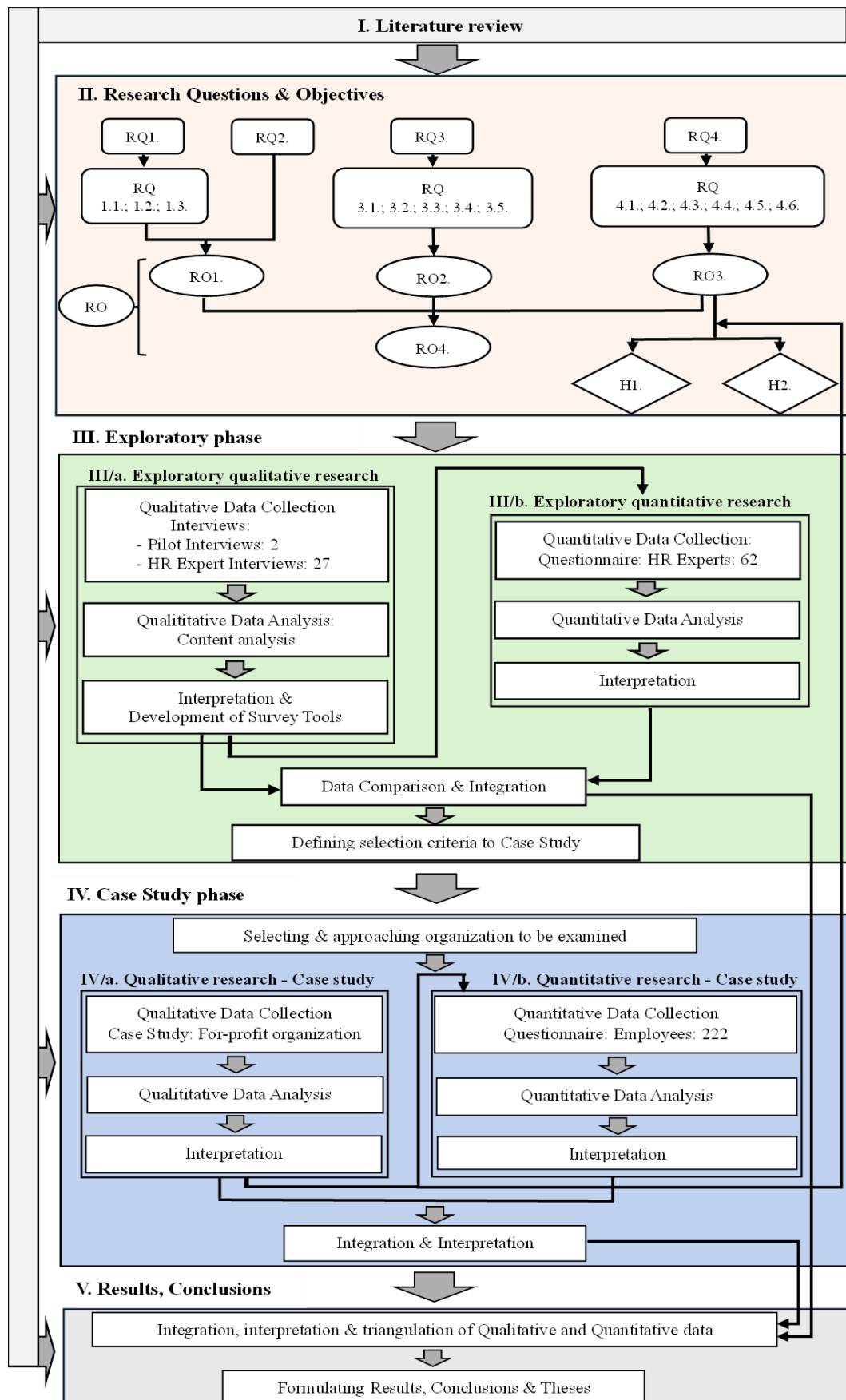| Focus	Theme		Source	Subject of research	Conclusions, results	Strengths (S) & Deficiencies (D)
Organization & HRM	**Impact of HRM practices on well-being**	**Summary reviews on research**	Zhang et al., 2020	Summary of research on the impact of HRM practices on employee well-being	- Mixed effects of human resource practices on employee well-being	S: The effect of HRM practices is mixed D: Lack of strategic approach
			Cooper et al., 2019	Goal: Examining relationship between well-being-oriented HRM practices and employee performance Sample: 561 employees, leaders; 62 bank branches, 16 Chinese bank Method: Questionnaire	- The effect of well-being-oriented HR practices: resilience performance	S: Examining relationship between well-being-oriented HRM practices and social climate, resilience and employee performance D: Lack of strategic approach; Sampling of workforce below 30
			Kamboj and Eronimus (2024)	Goal: Green HRM practices & well-being Sample: 204 journals Method: Systematic literature review	- Relationship between GHRM practices and employee well-being - Importance of mental, physical well-being	S: Systematic review D: Manual coding – potential subjectivity
	Employee perceptions of HRM practices	**Literature review**	Van Beurden et al; 2022	Goal: Study employee perception - HRM Sample: 45 studies, 2000-2019 Method: Systematic literature review	- Relationship with organizational and employee outcomes - Theoretical background: SHRM process framework	S: Conceptualization, proposals, Review of conceptualizations of employee perceptions of HR practices D: Only publications in major journals
			Wang et al., 2020	Goal: Employee perceptions of HRM practices on employee outputs Sample: 105 studies Method: Systematic literature review	- HR practices: communication between employer and employee - The 'why' of HR practices perceived by employees is not explored	S: Detailed review of studies; Examining the correlations of employee perception D: Lack of examination of organizational strategy context
	HRM's role	**Strategy & well-being**	Brown et al., 2009	Goal: Examining the compatibility of employee-centered and strategic partner roles of HR Sample: 19 Australian HR leaders Method: Grounded Theory	- Examining, merging and redefining the role of HR as an employee-oriented and strategic partner roles - The employee-oriented role has been made part of strategy	S: Examining the compatibility of the two roles, Grounded Theory D: Small sample item number
	Impact of health promotion	**On organizational indicators**	Krekel et al., 2019	Goal: Exploring impact of health and well-being promotion & organizational outputs Sample: 339 research studies by Gallup Method: Meta-analysis	- Strong, positive relationship between employee wellbeing, employee productivity, and organizational performance - Negative correlation with fluctuation	S: Comprehensive study D: Workplace well-being investments are not ankylosed
	Impact of Covid-19 pandemic	**On Human Resource Management**	Khan et al., 2021	Goal: Impact of Covid-19 pandemic on HRM Sample: 70 HR leaders of European organizations Method: Interviews	- HR focus shift: people's needs ->diversity, equality, inclusion - Entire ecosystem	S: Strategic approach D: No practical confirmation or measurement
			Poór et al., 2021	Goal: Impact of pandemic on HRM practices Sample: Companies, institutions, non-profit organizations: 1st:508, 2nd:1014, 3rd: 288 Method: Questionnaire	- HRM is a central factor in organizations - Reconsideration of the organizational functioning	S: Examination of HRM practices D: Measurement of the impact of interventions is missing

Source: Own editing

Focus	Theme		Source	Subject of research	Conclusions, results	Strengths (S) & Deficiencies (D)
Employees	**Employee well-being research**	**Workplace Employment Relations Survey**	Van Wanrooy et al., 2012	Goal: Workplace survey Sample: 750.000 workplaces, 23,3 M employees Method: Interview, questionnaire	- Relations of work-related well-being	S: Complex, large-scale, multiple sectors D: Only UK context, no update available
		Employee well-being	Deutsch et al., 2015	Goal: Well-being of healthcare employees Sample: 86 employees Method: Questionnaire	- Examining workplace well-being Correlations of variables determining well-being	S: Workplace exposed to stress D: Not examining in the context of employer interventions
			Halasi, 2021	Goal: Examining professional awareness, motivation, well-being at work Sample: 33 employees, Tax & Customs Office Method: Questionnaires: e.g. PERMA	- Well-being and satisfaction depend on: social relationships, length of employment - Condition of commitment: involvement	S: Relationship between professional awareness and well-being D: Small sample number, well-being strategy/practices are not examined
	Impact of employee involvement	**Research on employee involvement**	Hodson & Roscigno, 2004	Goal: Impact of employee involvement on organization & employee well-being Sample: 204 English speaking organizations Method: Ethnographic study	- Relationship of involvement with organizational success and well-being - Involvement can increase stress, workload	S: Examining effects of employee involvement on well-being D: Anglo-Saxon organizations only; Effects of changes in labor market are not examined
			Uribetxeba-rria et al., 2021	Goal: Examining relationship between HR practices & employee well-being Sample: 278 companies; 1503 employees Method: Questionnaire	- Participation -> higher psychosocial well-being - No relationship between well-being company performance	S: Comprehensive study on the impacts of employee participation D: Narrow geographical sampling
	Impact of health promotion	**On well-being**	Görgényi-Hegyes et al., 2021	Goal: Health indications in employee well-being, Sample: Hungary, 537 heads Method: Questionnaire, Focus group, Interview	- Preconditions of employee well-being: health support, physical health, emotional health	S: Employer and employee liability; CSR D: Focuses only on health components of well-being
	European surveys	**European Work Condition Survey (EWCS)**	Eurofound, 2019, 2021	Goal: Examining work conditions, well-being psycho-social risk Sample: 70,000 employees, 36 European countries Method: Questionnaire, telephone interviews	- The effect of working conditions on the health and well-being of employees	S: Comprehensive, large-scale study; Relationships between health and well-being; Recommendations for interventions D: 2021 - Changed method due to pandemic
		European Quality of Life Survey (EQLS)	Eurofound, 2017	2016. European Quality of Life Survey Sample:28 EU member states	- Satisfaction correlation: GDP per capita - Correlation of subjective well-being: income, age, employment, state of health	S: Economic correlations of quality of life D: Lack of update
	Impact of Covid-19 pandemic	**On employees**	Eurofound, 2021	Goal: Impact of pandemic, 2020-21 Sample: 190.000 employees Method: multi-step examination, questionnaire	- Level European of employees' mental well-being decreased - Work at home decreased vs demand	S: Comprehensive, large sample study D: No impact assessment of interventions
	Examining employee well-being measuring tools	**PERMA Profile & Workplace PERMA Profile**	Jimenez et al., 2021	Goal: Examining dimensions of measuring tools Sample: 704 (USA, China) Method: Workplace PERMA; PERMA Profile	- Workplace PERMA Profile: inadequate conceptual fit with PERMA -> improvement needed	S: Increased validity; Intercultural D: Lacking organizational context
			Donaldson et al., 2021	Goal: Examining relationship between well-being components & subjective well-being Sample: 440 employees Method: PERMA Profile	- Significant predictor of subjective well-being - Confirmation of Seligman's concept	S: Self-declared examination supplemented by co-worker examinations D: Lacking organizational context
		Employee well-being measuring tool	Pradhan, & Hati, 2019	Goal: Development of measuring tool Sample: Academic, HR experts, 316 employees Method: Mixed method	- Development and validation of employee well-being measuring tool	S: Multidimensional, mixed method, validated, expert & employee approach D: No organizational context examined

Source: Own editing

Appendix 4. Research design

I. Literature review

II. Research Questions & Objectives

RQ1. RQ2. RQ3. RQ4.

RQ 1.1.; 1.2.; 1.3.

RQ 3.1.; 3.2.; 3.3.; 3.4.; 3.5.

RQ 4.1.; 4.2.; 4.3.; 4.4.; 4.5.; 4.6.

RO1. RO2. RO3.

RO

RO4.

H1. H2.

III. Exploratory phase

III/a. Exploratory qualitative research

Qualitative Data Collection
Interviews:
- Pilot Interviews: 2
- HR Expert Interviews: 27

III/b. Exploratory quantitative research

Quantitative Data Collection:
Questionnaire: HR Experts: 62

Qualititative Data Analysis:
Content analysis

Quantitative Data Analysis

Interpretation &
Development of Survey Tools

Interpretation

Data Comparison & Integration

Defining selection criteria to Case Study

IV. Case Study phase

Selecting & approaching organization to be examined

IV/a. Qualitative research - Case study

Qualitative Data Collection
Case Study: For-profit organization

IV/b. Quantitative research - Case study

Quantitative Data Collection
Questionnaire: Employees: 222

Qualititative Data Analysis

Quantitative Data Analysis

Interpretation

Interpretation

Integration & Interpretation

V. Results, Conclusions

Integration, interpretation & triangulation of Qualitative and Quantitative data

Formulating Results, Conclusions & Theses

Source: Own editing

144

Appendix 5.

Protocol of the semi-structured expert interview

Acceptance of the Informed Consent and Description of Research.

<u>Main research question</u>: What kind of employee well-being strategy and methods are applied by the organization?

Whenever you would not like to answer a question, please feel free to say.

1. Please tell me how your organization is dealing with the well-being of employees!
2. What does the organization expect from the development of employee well-being?
3. Please tell me what is the process of developing the employee well-being strategy!
   - Does the organization have a defined well-being strategy and if so, what is it? If not, to what other strategic objective is the matter of employee well-being linked?
   - What kind of information, environmental or labor market factors are considered in the formulation of the employee well-being strategy and methods?
   - What goals and key performance indicators are defined for the development of employee well-being?
   - How are employees involved in the strategy formulation and in the operation of the programs?
   - Which organizational unit deals with the well-being strategy formulation and the execution of the programs? Is there a dedicated responsible for that at the organization?
4. How does the Covid-19 pandemic influence the organization's
   - well-being strategy?
   - learning and development strategy and programs?
5. What kind of tools, methods and practices are applied to realize the well-being goals?
   - In which learning and development programs, methods do the topic of employee well-being appear?
   - To which elements of employee well-being do the workplace learning programs focus on?
6. How does the organization motivate its employees to participate in programs related to well-being?
7. How is it measured?
   - employee well-being needs
   - participation, satisfaction and how those results are channeled back to the strategy development?
   - employee well-being and what is its actual result?
8. Now I ask you to describe, in your opinion, what is employee well-being!
9. What do you think, is there any aspect of employee well-being that the organization is not yet dealing with, but you would consider as important and why?
10. Is there anything you would consider as important to mention?

Thank you for your contribution!

Appendix 6.

Expert questionnaire

(Translation from Hungarian)

Dear Respondent!

I am Csilla Molnár, doctoral student at the ELTE GTK Doctoral School of Management. I would like to ask for your cooperation in the following research, which examines the organizational strategy and tools of employee well-being in organizations. The questionnaire takes about 30 minutes to complete.

Completing the questionnaire is voluntary and anonymous. As part of the research, all information will be treated confidentially, data are displayed only in aggregate, the results are used only for research purposes, they are not made available to third parties.

For questions related to the research and the questionnaire, you can contact the head of the research, habilitated university associate professor Dr. Csehné Papp Imola at papp.imola@ppk.elte.hu. If you would like to receive feedback summarizing the results of the research, please write to the email address: molnar.csilla@ppk.elte.hu.

Thank you for your contribution!

Online Questionnaire

Education:
- High school education
- Gymnasium
- Vocational secondary school / Vocational school
- Bachelor's degree
- Postgraduate training
- Unfinished vocational training
- Master's degree
- Education higher than master's degree
- Other

Age:
1. I declare that I am over 18 years old, I have received detailed information about the circumstances of my participation in the research, I agree with the conditions, and I agree to participate: yes/no
2. What position do you work in?
   - Blue-collar job
   - White-collar job
   - Group leader
   - Middle manager
   - Senior leadership
   - Other:
3. What field do you work in?
   - Production
   - Maintenance
   - Logistics
   - Human resource management
   - Finance / economy
   - Research and development

- IT
- Procurement
- Sales
- Marketing, Communication
- Other:

4. Length of your professional experience:
   - 0-2 ys
   - 3-5 ys
   - 5-10 ys
   - 10+ ys

5. What does the company do where you work for?

6. In which sector does the organization continue its activities:
   - Agriculture, hunting, forestry, fishing, mining and quarrying
   - Production of food, beverages, textile, wood and paper, petroleum and related products
   - Production of chemical, pharmaceutical and medicinal chemical products
   - Production of metal base material and metal processing products, plastic & other non-metal products
   - Computer, electronic products, electrical equipment manufacturing
   - Production of machines and equipment
   - Vehicle manufacturing
   - Other processing industry
   - Electricity, gas, steam and water supply, waste management
   - Building industry
   - Wholesale and retail trade
   - Shipping and storage
   - Accommodation service, hospitality
   - Book publishing, broadcasting
   - Telecommunications, IT and other information services
   - Financial and insurance activities
   - Accounting, management, architecture, engineering, scientific research, consulting and other administrative and service support activities
   - Public administration and mandatory social insurance
   - Education
   - Human health services, residential care, social care
   - Law enforcement, national defense, disaster protection
   - Other:

7. In which county is the organization located?

8. What is the majority owner of the organization?
   - State or municipal
   - Domestic private
   - Foreign private
   - Non-profit organisation

9. Last annual sales revenue in HUF:
   - Below 50 million
   - 51-100 million
   - 101-500 million
   - 501 million-1 billion
   - 1.1 - 2.5 billion
   - 2.6 - 5 billion
   - 5.1 - 25 billion
   - 25.1 - 100 billion
   - over 100.1 billion

10. Number of employees in the previous year:
    - 1-10 heads
    - 11-50 heads

- 51-100 heads
- 101-500 heads
- 501-1000 heads
- 1001-2000 heads
- 2001-5000 heads
- over 5,001 heads

11. Number of own white-collar employees:
12. Number of own blue-collar employees:
13. Number of leased white-collar employees:
14. Number of leased blue-collar employees:
15. Number of senior managers:
16. Number of HR employees:
17. Percentage of employees with an elementary education employed by the organization?
18. Percentage of employees with secondary education employed by the organization?
19. Percentage of employees with higher education employed by the organization?
20. Average age of employees (years):
21. From which sources/channels do the organization recruit its employees? (you can select more)
    - Professional practice, dual training
    - Job fair
    - Employee referral program
    - Workforce agency, recruiter
    - Leasing agency
    - Advertisement on job portals
    - Advertising on social media
    - Advertisement at own career page
    - Other:
22. What is the annual fluctuation in the organization (%)?
23. Does the company conduct exit interviews? Yes No
24. In your opinion, what are the three most common reasons for quits?
    - Dissatisfaction with wages
    - Dissatisfaction with other benefits
    - Physically demanding work
    - Mentally demanding work
    - Stressful co-worker relationships
    - Physical working conditions
    - Commuting difficulties
    - Lack of home office
    - Dissatisfaction with work schedule
    - Difficulties with leadership
    - Dissatisfaction with organization of work
    - Lack of development opportunities
    - Foreign country related job opportunity
    - Other:
25. What atypical forms of employment exist at the organization? (you can select more)
    - Fixed-term employment
    - Part-time employment
    - Simplified Employment
    - Call-in work
    - Job split
    - Workforce leasing
    - School, pension cooperative employment
    - External work
    - Telework
    - There is no such

26. In your opinion, how important is employee well-being in the organization? (Scale of 5: 1: Not at all, 2: Rather not, 3: Maybe, 4: Yes, 5: Completely yes)
27. Does the organization have a defined employee well-being strategy? (you can select more)
    − The organization has an employee well-being strategy
    − It is included in the annual budget
    − It is included in the annual strategic goals
    − It is part of the HR strategy
    − It is included in the training and development policy
    − There is none and there is no need for it
    − There is no such, but it would be important
    − I do not know about it
    − Other:
28. What does the organization expect from the development of employee well-being? (Scale of 5: 1: Not at all, 2: Rather not, 3: Maybe, 4: Yes, 5: Completely yes)
    − Lower turnover
    − Lower absenteeism
    − Greater commitment
    − Higher satisfaction
    − Higher profit, revenue, market share
    − Higher productivity
    − Acquisition of new business/market, expansion
    − Attractive employer image
    − Acquisition of talents in the labor market
    − Attracting workforce in the labor market
    − Better relationship between employer and employees
    − Better relationship between employer and employee representation
    − Employees feel themselves better
    − Better health status of employees
    − Better mental state of employees
    − Better relations between employees
    − Better financial situation of employees
    − There is no such expectation
29. What strategic goal is the topic of employee well-being linked to in the organization? (you can select more)
    − Financial goals
    − Marketing objectives
    − Productivity goals
    − Goals related to workforce retention
    − Goals related to workforce development
    − Goals related to workforce engagement
    − Objectives related to the perception of the organization in the labor market
    − Not related to strategic goals
    − Other:
30. Is there an indicator with which the organization measures the employee well-being programs? Yes/No
31. What indicator does the organization use to measure the development of employee well-being?
32. What information is the employee well-being strategy and programs developed on? (Scale of 3: 1: Not at all, 2: Occasionally, 3: Regularly)
    − Unemployment rate
    − Labor shortage
    − Wage market data
    − Tools used by other companies, benchmark data
    − Knowledge, information and ideas of HR people
    − Recommendations by management
    − Employee needs

- Employee representation needs
- Legal and regulatory environment
- Conferences
- Literature
- Research
- Other:

33. Which organizational unit primarily deals with the topic of employee well-being?
- HR department
- Training and development area
- Occupational health and safety / EHS
- Management
- External expert
- There is no dedicated organizational unit, responsible
- Other:

34. How has Covid-19 pandemic changed the
- employee well-being strategy and programs
- training and development strategy and programs

(Answer choices: -We don't have and we don't plan to have, -We plan to develop, -We developed as a result of the pandemic, -We maintain the pre-pandemic situation, -We develop the pre-pandemic situation)

35. How does the organization involve employees in the development of well-being programs? (Scale of 3: 1: Not at all, 2: Occasionally, 3: Regularly)
- Satisfaction survey
- Case-by-case ideas and suggestions from employees
- Employee needs assessment
- Employee expression of opinion, speak up programs
- Conversation with managers
- Employee portal
- With the involvement of employee representation
- Idea program
- During strategic planning
- During business planning
- We do not involve employees

36. Which of the following does the company provide for the employees? (Scale of 3: 1: Available- 2: There is no such and no need for it - 3: There is no such, but it would be important)
- Performance based wage
- Performance bonus
- 13th monthly salary
- Loyalty bonus
- Salary advance payment
- Social and funeral support
- Utility allowance
- Cafeteria
- Széchenyi Holiday card
- Employee stock bonus program
- Support for sharp vision glasses
- Christmas, Women's Day gift
- Voluntary pension fund
- Health fund support
- Health insurance
- Company bus service
- Commuting support
- Employee company car use, car sharing, parking support
- Workplace meals, meal support
- Vitamin package, nutritional supplements, fruit day

- – Employee discount on own product
- – Employee discount at partner companies
- – A gift for the birth of a child
- – Kindergarten and daycare support, reimbursement of fees
- – School start support
- – Overhead allowance to support working at home
- – Use of company phone for private purposes
- – Workers' hostel
- – Rental contribution, housing support
- – Settlement support, employer housing loan, non-refundable housing support
- – Study grant
- – Entry support to cultural services and sports events
- – Company gym
- – Support for sports opportunities
- – Rest area within the company
- – Support for holidays and rest
- – Dog friendly office

37. Which of the following does the company provide for the employees? (Scale of 5: 1: For all employees - 2: For employees and their family members - 3: Only for leaders - 4: There is no such and it is not needed – 5: There is no such, but it would be important)
- – Occupational health examinations
- – Medical examinations
- – Provision of vaccinations
- – Dental treatment
- – Medical gymnastics, physical therapy, musculoskeletal treatments
- – Massage
- – Health screening tests
- – Mental and psychological counseling
- – Financial advice
- – Legal advice

38. What health promotion programs are available at the company? (Scale of 3: 1: Available- 2: There is no such and no need for it - 3: There is no such, but it would be important)
- – Healthy lifestyle, nutrition
- – Quitting smoking
- – Sleep health
- – First aid
- – Psychologically themed
- – Mental resilience
- – Self-awareness
- – Stress management
- – Time management
- – Covid

39. What training and development opportunities does the company offer for its employees? (Scale of 3: 1: Available- 2: There is no such and no need for it - 3: There is no such, but it would be important)
- – Professional
- – Language
- – IT, computer
- – Soft skill development
- – Leadership development
- – Coaching
- – Mentoring
- – Teambuilding training
- – Training related to mental health
- – Training related to physical health
- – Study contract

- Obtaining a higher and secondary education
- Knowledge sharing
- Career planning

40. What is the basis of determining the training needs? (Scale of 3: 1: Not at all, 2: Occasionally, 3: Regularly)
    - Legal requirements
    - Employee needs
    - Performance evaluation
    - Determined by leaders
    - Determined by HR
    - Career plan
    - There are no organized trainings

41. What is the frequency of home office at the company?
    - Employee decides
    - 1 day a week
    - 2-3 days a week
    - 4 days a week
    - Employee has to be present at the company 1-2 times a month
    - The home office is permanent, employee has to be present at the company occasionally
    - There is no home office

42. How often does the organization carry out psychosocial risk assessments?
    - Every year regularly and takes measures based on results
    - Every three years regularly and takes measures based on results
    - Every three years regularly, but no further action is taken
    - Carried out more than three years ago
    - Organization does not conduct it

43. What types of performance evaluation do exist at the company? (you can choose more)
    - Self-evaluation
    - Leader evaluation
    - 360-degree assessment
    - There is no performance evaluation
    - Other

44. What kind of social events do exist at the company? (Scale of 3: 1: Available- 2: There is no such and no need for it - 3: There is no such, but it would be important)
    - Team building opportunities
    - Family day
    - Christmas dinner, party
    - Santa's celebration
    - Employee anniversaries, retirement
    - Blood donation
    - Donations
    - Volunteering
    - Company trip
    - Events related to world days
    - Employee classified ads, social ads
    - Joint sports activity, event

45. In your opinion, what is employee well-being?

46. In your opinion, are there any topics, programs, or tools related to employee well-being that the company does not yet deal with, but you would consider as important and why?

47. Is there an employee well-being topic or tool that your organization deals with, but the questionnaire did not ask about and you consider it as important?

Thank you for your cooperation!

Appendix 7.

Employee questionnaire

(Translation from Hungarian)

Dear Respondent!

Our company participates in the labor market research of Eötvös Loránd University, where the purpose is to examine the strategy and tools of employee well-being, as well as to assess how employees feel about their work.

Please support our company's participation in the research by filling out the questionnaire, which takes about 20 minutes!

Completing the questionnaire is voluntary and anonymous, you can cancel your participation at any time without reason. As part of the research, no personal data will be collected, all information will be treated confidentially. The data are displayed only in aggregate, the results are used only for research purposes, they are not made available to third parties.

Based on the results there will be no automatic changes in the benefits. However, our participation in the research also provides useful information for our company, because we would like to know our colleagues' opinion and we strive to create an attractive employer brand for the future.

For questions related to the research and the questionnaire, you can contact the head of the research, habilitated university associate professor Dr. Csehné Papp Imola at papp.imola@ppk.elte.hu.

Thank you for your cooperation!

Company management

Online questionnaire

Gender: Male / Female / Non-binary / I do not want to disclose
Education:
  – Ongoing high school education
  – Gymnasium
  – Vocational secondary school / Vocational school
  – Bachelor's degree
  – Postgraduate training
  – Unfinished vocational training
  – Master's degree
  – Education higher than master's degree
  – Other
Age:

1. I declare that I am over 18 years old, I have received detailed information about the circumstances of my participation in the research, I agree with the conditions, I agree to participate: yes/no
2. What position do you work in?
  – Blue-collar job
  – White-collar job

- – Group leader
- – Middle manager
- – Senior manager
- – Other:

3. What field do you work in?
   - – Production
   - – Maintenance
   - – Logistics
   - – Human resource management
   - – Finance / economy
   - – Research and development
   - – IT
   - – Procurement
   - – Sales
   - – Marketing, Communication
   - – Other:

4. What form of employment do you work in?
   - – Permanent full-time
   - – Fixed-term full-time
   - – Part-time
   - – Leased
   - – School and pension cooperative
   - – Other:

5. What schedule do you work in?
   - – Normal working hours, including flexible working hours
   - – Multi-shift work schedule
   - – Casual work schedule
   - – Other:

6. What does the company do where you work for?

7. In your opinion, how important is the employee well-being in your company? (Scale of 5: 1: Not at all, 2: Rather not, 3: Yes and no, 4: Yes, 5: Completely yes)

8. Do you know if the company has an employee well-being strategy? (you can choose more):
   - – The company has an employee well-being strategy
   - – It is included in the annual budget
   - – It is included in the annual strategic goals
   - – It is part of the HR strategy
   - – It is included in the training and development policy
   - – There is none and there is no need
   - – No, but it would be important
   - – I do not know
   - – Other:

9. In your opinion, which organizational unit primarily deals with the topic of employee well-being?
   - – HR department
   - – Training and development area
   - – Occupational health and safety / EHS
   - – Management
   - – External expert
   - – There is no dedicated organizational unit, responsible

- I do not know
- Other:

10. In your opinion, why should a company improve employee well-being? (you can choose more)
    - Fewer terminations
    - Fewer absences
    - Greater commitment
    - Higher satisfaction
    - Higher profit, revenue, market share
    - Higher productivity
    - Acquisition of new business/market, expansion
    - Attractive employer image
    - Acquisition of talents in the labor market
    - Attracting workforce in the labor market
    - Better relationship between employer and employees
    - Better relationship between employer and employee representation
    - Make employees feel better
    - Better health status of employees
    - Better mental state of employees
    - Better relations between employees
    - Better financial situation of employees
    - I do not know
    - Other:

11. At your company, how employees are involved into the development of activities and programs related to well-being? (you can choose more)
    - Satisfaction survey
    - Case-by-case proposals and suggestions from employees
    - Assessment of employee needs
    - Employee expression of opinion
    - Conversation with managers
    - Employee portal
    - With the involvement of employee representation
    - Idea program
    - During strategic planning
    - During business planning
    - I do not know
    - Employees are not involved
    - Other

12. Which of the following does the company provide for employees and what do you use? (1: I use it and it is useful - 2: I use it, but it is not useful - 3: There is such, but I don't use it - 4: There is no such, but it would be important - 5: There is no such and it is not needed - 6: I don't know)
    - Performance based wage
    - Performance bonus
    - 13th monthly salary
    - Loyalty bonus
    - Salary advance payment
    - Social and funeral support
    - Utility allowance
    - Cafeteria

- Széchenyi Holiday card
- Employee stock bonus program
- Support for sharp vision glasses
- Christmas, Women's Day gift
- Voluntary pension fund
- Health fund support
- Health insurance
- Company bus service
- Commuting support
- Employee company car use, car sharing, parking support
- Workplace meals, meal support
- Vitamin package, nutritional supplements, fruit day
- Employee discount on own product
- Employee discount at partner companies
- A gift for the birth of a child
- Kindergarten and daycare support, reimbursement of fees
- School start support
- Overhead allowance to support working at home
- Use of company phone for private purposes
- Workers' hostel
- Rental contribution, housing support
- Settlement support, employer housing loan, non-refundable housing support
- Study grant
- Entry support to cultural services and sports events
- Company gym
- Support for sports opportunities
- Rest area within the company
- Support for holidays and rest
- Dog friendly office

13. Which of the following does the company provide for employees and what do you use? (1: I use it and it is useful - 2: I use it, but it is not useful - 3: There is such, but I don't use it - 4: There is no such, but it would be important - 5: There is no such and it is not needed - 6: I don't know)
    - Occupational health examinations
    - Medical examinations
    - Provision of vaccinations
    - Dental treatment
    - Medical gymnastics, physical therapy, musculoskeletal treatments
    - Massage
    - Health screening tests
    - Mental and psychological counseling
    - Financial advice
    - Legal advice

14. What health promotion programs are available at the company and which ones do you participate in? (1: I participate and it is useful - 2: I participate, but it is not useful - 3: There is such, but I do not participate - 4: There is no such, but it would be important - 5: There is no such and it is not necessary - 6: I do not know)
    - Healthy lifestyle, nutrition
    - Quitting smoking

- Sleep health
- First aid
- Psychologically themed
- Mental resilience
- Self-awareness
- Stress management
- Time management
- Covid

15. What training and development opportunities do you participate in at the company? (1: I participate and it is useful - 2: I participate, but it is not useful - 3: There is such, but I do not participate - 4: There is no such, but it would be important - 5: There is no such and it is not necessary - 6: I do not know)
    - Professional
    - Language
    - IT, computer
    - Skill, Soft skill development
    - Leadership development
    - Coaching
    - Mentoring
    - Teambuilding training
    - Training related to mental health
    - Training related to physical health
    - Study contract
    - Obtaining a higher and secondary education
    - Knowledge sharing
    - Career planning

16. On what basis do you think training needs are determined at the company? (you can choose more)
    - Legal requirements
    - Employee needs
    - Performance evaluation
    - Determined by leaders
    - Determined by HR
    - Career plan
    - There are no organized trainings
    - I do not know
    - Other

17. What social events do you participate in at the company? (1: I participate and it is useful - 2: I participate, but it is not useful - 3: There is such, but I do not participate - 4: There is no such, but it would be important - 5: There is no such and it is not necessary - 6: I do not know)
    - Team building opportunities
    - Family day
    - Christmas dinner, party
    - Santa's celebration
    - Employee anniversaries, retirement
    - Blood donation
    - Donations
    - Volunteering
    - Company trip

- Events related to world days
- Employee classified ads, social ads
- Joint sports activity, event

18. How many days do you work in home office?
    - I can decide
    - 1 day a week
    - 2-3 days a week
    - 4 days a week
    - I have to visit the company 1-2 times a month
    - The home office is permanent, I have to visit the company occasionally
    - I don't work in a home office

19. How useful is the feedback received during the performance evaluation for you? (1: Not at all, 2: Rather not, 3: Maybe, 4: Rather yes, 5: Fully yes, 6: There is no such)
    - Self-evaluation
    - Leader evaluation
    - 360-degree assessment

20. In your opinion, what is employee well-being?

21. In your opinion, are there any topics, programs, or tools related to employee well-being that the company does not yet deal with, but which you would consider important and why?

22. Please read the questions below and mark the point on the scale that best expresses your feelings and experiences at work!

(Scale of 10: 0: never, 10: always)
23. How often do you feel that you are making progress towards achieving your work-related goals?
24. When working, how often do you immerse yourself in what you are doing?
25. How often do you feel joy during your work?
26. How often do you feel anxious at work?
27. How often do you achieve the important work-related goals you set for yourself?
28. How would you rate your health in general? (scale of 10: 0: terrible, 10: excellent)

(Scale of 10: 0: not at all, 10: completely)
29. How purposeful and meaningful is your work?
30. To what extent do you receive help and support from your colleagues when you need it?
31. In general, how valuable and worthwhile do you feel what you do at work?
32. How exciting and interesting do you find your work?
33. How lonely do you feel at work?
34. How satisfied are you with your current physical health?

(Scale of 10: 0: never, 10: always)
35. How often do you feel positive at work?
36. How often do you feel angry at work?
37. How often can you perform your work-related tasks?
38. How often do you feel sad at work?
39. At work, how often do you lose track of time while doing something you enjoy?

40. Compared to people of the same age and gender as you, how is your health? (Scale of 10: 0: terrible, 10: excellent)

(Scale of 10: 0: not at all, 10: completely)
41. How much do you feel that you are respected by your colleagues?
42. In general, how much do you feel that your work has a purpose?
43. How satisfied are you with your professional relationships?
44. How satisfied do you feel at your workplace?
45. Overall, how happy would you say you are about your job?

Thank you for your cooperation!

Appendix 8.

Recommended organizational use of Workplace PERMA Profiler results

Feedback for employees	•Raising awareness, feedback on strengths and opportunities for change •Better use of resources for stronger organizational role, positive work-experience
Feedback for leaders	•Based on inputs of loyalty and commitment, leaders might influence organizational climate, absenteeism, turnover, workplace conflicts
Organizational diagnosis	•Feedback on the healthy and employee-oriented functioning of the organization •Possibility to develop and change employee well-being strategy
Employee satisfaction	•Feedback on employee satisfaction •Better quality feedback vs other surveys
Feedback re. eustress vs. distress	•The positive focus of measuring tool supports eustress versus distress
Work-motivation	•Helps to set personal development goals •Based on the employee's strengths and effort
Energizing the organization	•Positive relationships, emotions, meaning of work •Can measured output indicators: e.g. fluctuation
Career planning	•Feedback on individual needs to define development and career paths

Source: Own editing based on Kun et al., (2017). Development of the work-related well-being questionnaire based on Seligman's PERMA model. *Periodica Polytechnica Social and Management Sciences*, *25*(1), 56-63.

Appendix 9.

Code book of categories and code groups

Categories	Environment	Organization	Strategy		Expected outcomes of employee well-being	HRM practices supporting employee well-being			Employee
Code Groups	*Enviroment of organization*	*Organizational characteristics*	*Organizational strategy & planning*	*Organizational approach to well-being: positive*	*Organizational outputs*	*Compensation*	*Benefits*	*Finanical well-being*	*Employee feelings: positive*
Codes	Digitalization & Technology Economic situation Fast-paced world Location Market Market decline Migration Stability Trends Uncertainty	Company history Company rules and regulations Company size Complexity Compliance Innovation Modernization Organizational challenges Organizational changes Organizational Structure Organizational well-being Performance management Resource management Roles and responsibilities	Business management Business metrics & KPIs Change management Company initiatives Continuous improvement Data management Implementation Management philosophy Measurement Monitoring Organizational goals Organizational strategy Strategic planning	Adaptability Fair compensation Simplicity	Competitiveness Customer satisfaction Efficiency Employer branding Environmental sustainability Financial appreciation Growth Performance Improvement Productivity Success Sustainability	Compensation Rewards and recognition	Animal companionship Benefits Employee assistance program Food and nutrition Gifts Home office Programs for children Retirement planning	Financial wellbeing	Belonging Commitment Engagement Enthusiasm Feels good Gratitude Independence Motivation Pride Satisfaction Security Self-reflection Trust
Code Groups	*COVID*	*Organizational culture and values*	*Organizational strategy: Financials*	*Organizational approach to well-being: negative*	*Employee related outputs*	*Physical well-being*	*Mental well-being*	*Social well-being*	*Employee feelings: negative*
Codes	COVID-19 Crisis management	Company culture Corporate social responsibility Diversity & Inclusion Ethics Organizational values Positive atmosphere	Budget Cost management Financial concerns Financials	Inefficiency Inequality Lack of benefits Lack of clarity Lack of experience Lack of focus Lack of information Lack of mental health training Lack of resources Lack of structure Lack of support Lack of systematic approach Occasional approach	Absenteeism Employee performance Employee retention Fluctuation	Physical health & well-being Recreation Sports and physical activities	Burnout Burnout prevention Mental well-being Mobbing Psychological counseling Stress Stress management Work-life balance	Collaboration Community building Company events Employee relationship Social wellbeing Team building Team cohesion Teamwork	Disappointment Dissatisfaction Financial insecurity Frustration Health concern Impatience Insecurity Mobbing Overwhelmed Social isolation
Code Groups		*Leadership*	*Organizational approach to employees*	*Methods of employee involvement*		*Work conditions*	*Health*	*Learning & development*	*Employee charachteristics*
Codes		Decision-making Lack of shared experience Leadership Leadership development Leadership recommendation	Empathy Employee empowerment Family-oriented Partnership Support Transparency Worker's rights	Autonomous communities/teams Employee feedback Employee representation Employee survey Employee voice Initiatives		Flexibility in working time & job Outdoor space Time management Work conditions Workload Workplace Environment	Diseases Health and well-being programs Occupational health and safety Prevention Risk assessment	Career development Coaching Continuous learning Knowledge Knowledge sharing Mentoring Organizational development Personal growth Professional development Remote learning Self-directed learning Skill development Training	Aging Competence Employee Experience Employee loyalty Financial literacy Parenthood Self-promotion Skilled labor Unskilled labor
Code Groups		*Communication*	*HR*			*Well-being*	*Well-being tools*		
Codes		Communication	HR management			Employee well-being	Flexibility Well-being programs		

Source: Own editing

Appendix 10.

Correlations

			Positive emotions						Negative emotions			
			P-P1: How often do you feel joy during your work?	P-P2: How often do you feel positive at work?	P-E2: How exciting and interesting do you find your work?	P-M1: How purposeful and meaningful is your work?	P-M2: In general, how valuable and worthwhile do you feel what you do at work?	P-A2: How often do you achieve the important work-related goals you set for yourself?	N-N1: How often do you feel anxious at work?	N-N2: How often do you feel angry at work?	N-N3: How often do you feel sad at work?	N-Loneliness: How lonely do you feel at work?
Positive emotions	P-P1: How often do you feel joy during your work?	Pearson Correlation	1	,723**	,614**	,582**	,600**	,485**	-,322**	-,399**	-,423**	-,222**
		Sig. (2-tailed)		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,001
		N	222	222	222	222	222	222	222	222	222	222
	P-P2: How often do you feel positive at work?	Pearson Correlation	,723**	1	,555**	,585**	,525**	,476**	-,389**	-,526**	-,523**	-,263**
		Sig. (2-tailed)	0,000		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
		N	222	222	222	222	222	222	222	222	222	222
	P-E2: How exciting and interesting do you find your work?	Pearson Correlation	,614**	,555**	1	,695**	,725**	,390**	-0,127	-,293**	-,307**	-0,084
		Sig. (2-tailed)	0,000	0,000		0,000	0,000	0,000	0,059	0,000	0,000	0,214
		N	222	222	222	222	222	222	222	222	222	222
	P-M1: How purposeful and meaningful is your work?	Pearson Correlation	,582**	,585**	,695**	1	,668**	,589**	-0,084	-,321**	-,375**	-0,091
		Sig. (2-tailed)	0,000	0,000	0,000		0,000	0,000	0,215	0,000	0,000	0,177
		N	222	222	222	222	222	222	222	222	222	222
	P-M2: In general, how valuable and worthwhile do you feel what you do at work?	Pearson Correlation	,600**	,525**	,725**	,668**	1	,501**	-,169*	-,232**	-,249**	-,141*
		Sig. (2-tailed)	0,000	0,000	0,000	0,000		0,000	0,012	0,000	0,000	0,036
		N	222	222	222	222	222	222	222	222	222	222
	P-A2: How often do you achieve the important work-related goals you set for yourself?	Pearson Correlation	,485**	,476**	,390**	,589**	,501**	1	-,146*	-,237**	-,310**	-0,058
		Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000		0,029	0,000	0,000	0,392
		N	222	222	222	222	222	222	222	222	222	222
Negative emotions	N-N1: How often do you feel anxious at work?	Pearson Correlation	-,322**	-,389**	-0,127	-0,084	-,169*	-,146*	1	,451**	,462**	,388**
		Sig. (2-tailed)	0,000	0,000	0,059	0,215	0,012	0,029		0,000	0,000	0,000
		N	222	222	222	222	222	222	222	222	222	222
	N-N2: How often do you feel angry at work?	Pearson Correlation	-,399**	-,526**	-,293**	-,321**	-,232**	-,237**	,451**	1	,624**	,390**
		Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000	0,000
		N	222	222	222	222	222	222	222	222	222	222
	N-N3: How often do you feel sad at work?	Pearson Correlation	-,423**	-,523**	-,307**	-,375**	-,249**	-,310**	,462**	,624**	1	,466**
		Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000
		N	222	222	222	222	222	222	222	222	222	222
	N-Loneliness: How lonely do you feel at work?	Pearson Correlation	-,222**	-,263**	-0,084	-0,091	-,141*	-0,058	,388**	,390**	,466**	1
		Sig. (2-tailed)	0,001	0,000	0,214	0,177	0,036	0,392	0,000	0,000	0,000	
		N	222	222	222	222	222	222	222	222	222	222

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Own editing