

Enhancing Organizational Resilience: The Strategic Role of HRM In Fostering Employee Well-Being and Mental Health—A Systematic Review

¹Dr. Anuradha Sharma, ²Ravish Meena

¹Assistant Professor, Department of Business Administration, Swargiya P.N.K.S Govt. P.G. College, Dausa

²Research Scholar, Department of Business Administration, University of Rajasthan, Jaipur, ravishmeena27@gmail.com

Abstract: The research is a systematic review of academic literature examining Human Resource management (HRM) role in employee wellbeing and psychological health. The purpose of the review is to find out about the HRM practices that influence the wellbeing and mental conditions of employees and analyse their contribution to organisational performance. The results show that the HRM interventions such as flexible working conditions, support by managers and other employees, career growth opportunity, fairness in operations and pay, good and safe working conditions, job performance recognition and involvement in decision making contribute immensely to employee wellbeing and psychological health. These findings highlight the need to make wellness-based HRM practices to be a priority for firms to enhance overall business performance.

Key-Points: Human Resource Management, Employee Wellbeing, Psychological Health.

1. Introduction

The success of an organisation in the recent fast-growing global environment is neither reliant on the external factors like technological development and market forces, nor on the internal factors, but mostly, on the wellbeing and psychological health of workers. HRM is a key process in regulating these internal forces, which have a direct impact on the level of output, job satisfaction, and overall organizational performance. Therefore, the detailed knowledge of the impact of HRM on employee wellbeing

and mental conditions has gained even greater importance in the management of modern business.

The Human Resource Management (HRM) can be described as the planned process of managing the human resources of a company to realize business goals. HRM has gone through several phases since its inception in history to its present utilization integrating labour laws, theoretical bases, and incorporating knowledge resources (Oborina, 2021). HRM is concerned with recruiting, retaining, and developing employees using programs that improve the individual and organisational performance (Susalit, 2021). Though the HRM is a common term, a definition of HRM is ambiguous in nature and thus it is important to define this concept accurately in the field (Guest, 1987).

The comprehensive conceptualization of HRM incorporates the tasks of strategy formulation, coordination, direction, regulation, and integration of personnel activities to reach organisational goals (Susalit, 2021). HRM must consider both the supervisory and operations to achieve human resources maximum management (Susalit, 2021). Furthermore, HRM aims at leveraging the maximum utilization of human capital in terms of improved economic value and operational effectiveness, which is in accordance with the strategic goals of the firm (Wei, 2015).

SHRM has become central to organizational performance, connecting the HRM efforts to

the business performance (Sembiring et al., 2021). SHRM entails conscientious distribution of human resources and proactive approaches to support the organisations in the accomplishment of their goals (Li, 2014). Moreover, HRM has developed a strategic orientation with the understanding of the primary role of people in the success of business, and the necessity of the introduction of behavioural science into HRM activities (Soman, 2021). In short, HRM is characterized by a keen management of people in a way that aligns the performance of an individual with the objectives of the business. It cuts across several development stages, emphasises on effective utilisation of resources, and the need to focus on clear definitions and strategic perspectives in the management of human capital.

Human Resource Management (HRM) is a necessity that firms cannot do without managing the human resources in an efficient and productive manner. The HRM incorporates the activities of hiring, capacity building, motivation, and performance evaluation to achieve competitiveness and strategic goals (Sinha, 2021). It is the process of recognizing, recruiting, developing and encouraging competent people to achieve high levels of performance and business excellence (Sahrul et al., 2022). The coordinated and intentional nature of HRM guides the central resource of the firm that is people to propel the mission of the company (Popa et al., 2021).

Moreover, the HRM programs aim to attract, develop, motivate, and retain employees to make the business viable and maintainable in its progress towards strategic objectives (Almutairi and Arabiat, 2021). The greater involvement of females in the labour market through leveraging of HRM can promote the viability of business (Cattaneo et al., 1994). Furthermore, HRM plays a key role in the setting up of new businesses where a company depends on the quality and the commitment of its staff to survive (Boyle and Rao, 2019).

Research has revealed that HRM interventions

could generate positive outcomes in terms of knowledge management, organisational creativity, and culture, which leads to better business performance (Alustain and Elgaraihy, 2013). HRM is also useful in improving organisational resilience in various industries, even in government enterprises (Muzanenhano & Dlamini, 2022). HRM strategic focus is most crucial in enabling organisations to take the best advantage of their human resource in the competitive markets (Kydd & Oppenheim, 1990). Overall, it can be highlighted that HRM plays a central role in driving business performance, enhancing competitiveness, and achieving strategic objectives through skillful management of human capital. By the strong HRM programs, companies are able to recruit, develop, and keep talents, which ultimately leads to improved performance and long-term advancement.

2. Research Methods

The research utilizes a systematic literature review approach in order to collect and discuss various research works related to the role played by HRM in employee wellbeing and psychological health. The sources of data were found on the websites of respected academic databases such as PubMed, PsycINFO, Web of Science, and Google scholar. The use of these databases is a guarantee of the quality and topicality of the chosen articles in the fields of HRM and employee wellbeing.

Article selection was made in a systematic manner, only those having relevancy in the scope of the study were used. The first search terms were human resource management, employee wellbeing, mental health and other similar terms. Only publications written in the English language were considered and falling within a given timeframe of interest which was mostly in the years between 2010 and the latest year as possible to include the current data.

After the collection they underwent an

intensive screening procedure by reviewing the title, abstracts and key parts to determine relevancy to the topic. Articles falling out of the inclusion criteria, including those that omitted the role of HRM in the wellbeing and psychological health of employees or those that had methodological weakness were filtered out.

The literature written before 2001 was included in the structured literature review technique as it was required to be eligible to analyze it. Relevant data of every research study were outlined and integrated to give a comprehensive picture of the role of the HRM in the formation of employee wellbeing and psychological wellbeing.

In this way, it is aimed at creating a comprehensive and thorough literature review on the matter, which would bring valuable insights to HRM experts, researchers, and stakeholders in the development of the best strategies and guidelines to enhance employee wellbeing and psychological health.

3. Results and Discussions

3.1 Psychological health in the Workplace.

The issue of psychological health at the workplace is a very crucial issue that has a significant influence on the wellbeing of employees and the performance of organizations. Various studies have found out that psychological health in the workplace has a variety of factors. High workload, limited supervision, unequal work-reward relationships, role uncertainty, bullying, and a lack of community support have been associated with the high likelihood of common mental health issues (Harvey et al., 2017). The studies on decreasing the levels of workplace stigma have shown good results in increasing the awareness of mental disorders among employees, changing the attitude towards individuals with the disorder, and promoting the supportive behaviours (Hanisch et al., 2016). Besides, structural interventions that rely on workforce are suggested to promote medical staff psychological health and well-being (Gray et al., 2019).

Work-related harassment has been cited among

the most influential factors affecting psychological health, which highlights the need to understand how the latter mistreatment affects psychological problems (Verkuil et al., 2015). On the other hand, stable employment has been recognised to have mental health advantages and research has indicated positive results that come with job stability (Modini et al., 2016). An integrated strategy on workplace psychological health that can incorporate the medical, population health and psychological viewpoints has been suggested to help in eliminating refinement on mental health issues in the workplace (LaMontagne et al., 2014).

Also, workplace-based psychological health programs have been shown to be effective to increase mental health literacy, mental health actions, and to optimize perceptions of mental health (Gayed et al., 2018). The presence of a supportive work environment has been mentioned as one of the protective factors against psychological ill-health, and managerial behaviour is a critical factor in the psychological wellbeing of employees (Petrie et al., 2022). The strategies like training managers on how to deal with mental fitness problems at the workplace have been considered helpful in improving awareness, competence, and attitudes towards mental illnesses (Simola, 2019).

To sum up, mental health at the workplace requires a complex approach that involves stigma reduction, promotion of mental health literacy, community support, and establishment of supportive workplaces. Employers have a key position in the application of the policies and programs that can support the mental health of the employees and in the end, the healthier and more productive workforce.

3.2 Mental health and Wellbeing of the Employees.

The wellbeing of employees has been identified as a key factor in the determination

of the strategy and performance of various organizations (Turner and Gill, 2019). In recent research, the concept of perceived organizational support (POS) has been ranked as instrumental in promoting both the commitment of employees to the welfare and productivity performance of the organization (Eisenberger et al., 2001). There is empirical proof that employee wellbeing positively correlates with job satisfaction, performance, and corporate sustainability (Nusrat and Solaiman, 2016; Beloor, 2020; Alam et al., 2020). Therefore, it is imperative to focus on the welfare of employees to acquire and keep talent in competitive markets (Gu, 2021).

Employee wellbeing is not just about the traditional compensation and benefits anymore, but also about the balance between the work-related tasks and the personal life, the loyalty to the organization, and the involvement with the given tasks (Riyono and Rezki, 2022; Ngoc, 2019). Companies which introduce wellbeing programs tend to see a significant rise in satisfaction among workers and general health (Hariyono et al., 2017). Moreover, effective utilization of wellbeing interventions can be used to increase the morale and output efficacy of the workforce (Gumilar et al., 2021).

In the work of the state apparatus, the wellbeing of the employees plays a crucial role in stimulating the motivation of the staff, forming its loyalty, and improving the quality of the services provided (Kim et al., 2015; Hedegaard, 2020). Studies emphasize that communal support, the resources they have, and the organizational loyalty would be of great help in ensuring the health of the employees, especially in stressful areas like social services (Baldschun, 2015). Essentially, the employee wellbeing is a complex construct which incorporates benefits, environment, shared support and organizational commitment. Focusing on this construct enhances job satisfaction and job performance in addition to organisational success and resilience.

3.3 The Well-Being and Mental Health Significance to Productivity.

Psychological well-being is one of the determinants of individual performance and productivity in different environments. As empirical research shows, psychological well-being correlates with better problem-solving, acute skills in conflict-resolution, increased performance in complex tasks, and the overall health outcomes (Chan and Weich, 2020). In the case of healthcare, high mental health is a crucial requirement to endure in practice and operate effectively, as there is a high tension towards negative mental disorders predisposed by the specifics of the work environment (Lohmann et al., 2019). Besides, psychological good health is associated with better performance, performance, productivity in the workplace, and lower absenteeism, which leads to higher performance and efficiency (Campion, 2013).

Also, management has a great impact in psychological health and performance. The correlation between management, psychological health and performance outcomes is primarily pegged on positive psychological health factors including cognitive functioning and wellbeing (Montano et al., 2016). Also, the promotion of psychological wellbeing has not only been found to alleviate the development of mental disorders, but recovery has also been promoted, which highlights the importance of mental health programmes in increasing overall output and efficiency (Campion et al., 2012).

The World Health Organization states that the mental wellbeing of an individual is their capacity to cope with everyday stress, be productive, feel pleasure and fulfillment, and contribute to the society, which directly correlates the concept of wellbeing with the outcomes and efficiency (Silver et al., 2022). Guidelines and mental health programmes in the workplaces cannot be ignored when they support the mental health and wellbeing of employees, which in the long run influence the

performance of organisations (Albers et al., 2021).

To conclude, it is essential to focus on psychological wellbeing to increase output and efficiency in various areas. Individuals and organisations can enhance the performance results and efficiency levels significantly by promoting mental health programmes, wellbeing, as well as creating supporting environments.

4. The Influence of HRM Practices on Employee Well-Being and Mental Health

4.1 Opportunities of career development.

Career advancement opportunities are essential in promoting wellness and psychological well-being. A significant interdependence between career growth and psychological well-being has been found to exist (Tang et al., 2021), and emphasis on the need to combine profession and psychological health-related counseling is provided to cover these two aspects that interconnect with each other (Tang et al., 2021). Wellness risks have the potential to slow down the activities of a professional and their career advancement, which explains why it is essential to prioritize the issue of psychological health when making career choices (Hayden et al., 2021).

It has been demonstrated that growth in career objectives has a positive effect on cognitive wellness (Rahim and Siti-Rohaida, 2015). They suggest re-conceptualizing crisis, like the COVID 19 outbreak, as a chance to make the staff healthy by providing them with career development programs (Autin et al., 2020). Quality work has a positive moderating relationship with wellness, and the mediating impact of career outlooks on psychological health (Wan and Duffy, 2022).

Career development opportunities are essential in specific areas like psychological health nursing. The arguments demand the reconsideration of the psychological health nursing training to offer better career development opportunities and optimize the care provision (Stuhlmiller, 2005). Experiences can arouse the interest of learners to pursue the career path of a psychological health

nurse, where the role of early exposure is crucial in career choice (Slemon et al., 2019). Essentially, these sources bring out the close relationship between the prospects of career growth opportunities and the psychological health. Provision of career growth opportunities does not only boost individual wellbeing but also boosts professional practice and decision making, especially in areas like psychological health nursing.

4.2 Compensation Policies and Organizational Justice.

It has been identified that operational fairness is one of the determining factors of staff wellness and psychological health (Sharma and Kumra, 2020). The investigations indicate that the attitude towards high operational fairness is linked to a variety of positive consequences including role satisfaction, loyalty, and better physical and psychological health (Lonnqvist et al., 2021). Besides, operational fairness perceptions are regarded as foretellers of health and wellness (Eib et al., 2018).

Studies have found that operational fairness does not only determine individual wellness, but also role satisfaction and performance outcomes (Prilleltensky, 2011). Besides, operational fairness has been associated with improved work-related outcomes, health, and wellness in certified nurses (Alonso & Elovainio, 2022). Operational unfairness may impact negatively on health and wellness (Le et al., 2016).

Research emphasizes on the role of operational fairness in the promotion of psychological wellness and health in workplace (Ndjaboue et al., 2012). Future research must be conducted to determine the longitudinal impact of increased exposure to the effects of operational fairness on the staff psychological wellbeing (Ndjaboue et al., 2012). Furthermore, the interactive impacts between the operational actions and public guidelines have been

demonstrated to have a positive influence on the psychological health of the workplace (Hosie et al., 2017).

To sum up, operational fairness is an important factor in the development of staff wellness and psychological well-being. Promoting equity and fairness is an activity that can lead to high levels of role satisfaction, commitment, and health outcomes of employees.

4.3 Working Time Flexibility

Flexible working hours have been widely investigated concerning the wellbeing and mental health of staff. Empirical evidence indicates that work adaptability is not only a structural, but also a mental resource and improves personal wellness perceptions, relieves pressures and promotes efficiencies (Kim et al., 2019). Mental adaptability is found to be a determinant of critical influence on psychological health and work conduct efficacy (Bond et al., 2013). It has been shown that an increased degree of mental adaptability is linked to more positive psychological health outcomes, especially during the difficult times, like in the COVID-19 restrictions, which highlights the importance of mental adaptability in promoting the notion of wellness (Landi et al., 2020).

Even though not all studies can find the positive influence of work-hour flexibility on health, some of the studies suggest that work-hour adaptability, especially the chronological adaptability in hours, can produce some positive effect on psychological health as well as the work-personal life harmony (Leineweber et al., 2018; Nijp et al., 2012). Flexibility in work schedules and locations, which include the flexibility of times and places of work, have suggested the possibility of enhancing psychological health and wellness (Kirwin and Ettinger, 2022). Besides, the positive health and wellness results have been linked to the flexible forms of work that give the staff more choices and freedom (Graham, 2014).

Additionally, flexible work arrangements have

been associated with increased life satisfaction, better psychological well-being, and increased ability to balance work and home requirements, thus highlighting the benefits of flexible work arrangements towards work sustainability in general (Morelock et al., 2016). Overall, studies suggest that the work-hour flexibility (both mental and flexible work arrangements) is a significant factor in improving employee wellness and psychological well being, which leads to a healthier and more productive work force.

4.4 Supervisor and Peer support

Managerial and peer support plays a central role in promoting psychological wellness and wellness at the workplace. Research has shown that high career readiness has positive relationship with psychological health of new staff especially when there are positive relationships between the new staff and their managers and or peers (Kawai and Yamazaki, 2006). Besides, investigations illustrate that peer support can be more effective in protecting psychological health than managerial support (Saijo et al., 2014). Moreover, enhanced peer support and the ability to perform tasks independently may positively influence the cognitive wellness of the staff (Marco et al., 2018).

On the other hand, the lack of managerial assistance has been closely associated with psychological and mental issues among the employees (Park et al., 2020). It is noted that building a stronger connection with managers and fellow employees, as well as eliminating mental stress, can significantly decrease illness-related leaves (Bala et al., 2021). In addition, peer and managerial support have been observed to moderate the connection between psychological health and work harassment (Warszewska-Makuch et al., 2015).

To conclude, fostering positive relationships

with managers and colleagues is a critical way of promoting mental wellness in the workplace. These relationships do not only contribute to positive working environment, but greatly assist in alleviating psychological health problems, and staff turnover.

4.5 Healthy and safe working environment:

A healthy and supportive working environment is core in enhancing the wellness and psychological wellbeing of the staff. A study has established a safe working environment that nurses can enjoy with protection, empowerment, and role fulfillment (Wei et al., 2018). Research has demonstrated that positive working environment can be associated with good results in terms of better patient safety and less nurse burnout (Tomey, 2009; Laschinger and Leiter, 2006). Teamwork, appreciation, staff involvement, autonomy, development, nurturing, direction, staffing and administration are the essential aspects of building a safe working environment (Lindberg and Vingard, 2012).

Creating and maintaining positive working environments plays a vital role in promoting quality of care and the best patient and health team outcomes (Ulrich et al., 2022). Authentic direction has been identified in stimulating good behaviours and creation of safe working environments (Shirey, 2006). Also, a safe workplace environment entails the employees being physically and emotionally secure, treated fairly and with respect and having unhindered communication and cross-disciplinary collaboration (Stichler, 2009).

Research highlights the importance of safe working environments in improving the health and organisational outcomes of staff (Lowe et al., 2003). It is crucial to offer a safe and conducive working environment as a key to a long-term growth and as a way to ensure the maximum possible outputs in different contexts (Kabir et al., 2018; Jaskiewicz and Tulenko, 2012). Moreover, a safe work environment enhances health and wellbeing of the staff and it has

various effects on people (Grawitch et al., 2006).

To conclude, a safe and supportive working environment not only ensures the well-being and psychological wellness of the staff but also has a positive impact on the outcomes of business and patient care. By focusing on factors like protection, empowerment, collaboration and fostering guidance, organisations can create environments that can promote personnel health and well-being.

4.6 Participation and Decision -Making Opportunities

Joint decision-making on psychological health care has been considered as one of the critical aspects of improving the engagement and optimal outcome of those with psychological health problems. Research indicates that an interdisciplinary decision-making process has the potential to boost participation in psychological health care, even among non-whites cultural groups (Curtis et al., 2010). Patients with anxiety and depression have preferences regarding their engagement in decision-making, which accounts to a high level of inclination toward collaboration (Patel and Bakken, 2010). This is in line with the current practices that focus on giving opportunities to collaborate in decision-making in a bid to empower the psychologically challenged individuals (Kuek et al., 2022).

No matter how, proactive involvement in decision-making has been associated with increased satisfaction with psychological health care and better outcomes (Martin et al., 2015). Moreover, further improvement of the patient involvement and activation in collaborative decision-making is also potential to improve the psychological health outcomes, particularly within minority groups (Eliacin et al., 2021). The participation of the user in the decision making is critical to the realm of recovery-oriented psychological health care

(Dahlqvist-Jonsson et al., 2015). The need of adolescents to engage and decide together during their psychological care has resulted in the necessity to change the work ethos to offer personalized care to adolescents (Bjonness et al., 2020).

The patient must not only be involved in the process of collaborative decision-making but also take a leading role in influencing the process of decision-making within the context of psychological care, which is why a more profound insight into the collaborative decision-making process in the sphere of psychological health is necessary (Beyene et al., 2018). Treatment choices in the context of psychological health can produce positive results on self-confidence and self-worth and equip individuals with informed decisions (Gray and Wood, 2017). Moreover, participation of the user in the decision-making processes improves recovery-oriented ideals of psychological health care (Cleary et al., 2018).

Collaborative decision making is becoming a sense of psychological health delivery with the research taking the lead and advocating its importance and usefulness in psychological health care environment (Schauer et al., 2007). Customers have shown more preference to greater participation in psychological health treatment decisions, which is an important area of engagement of individuals in the decision-making processes (Adams et al., 2007). The desire by older adults to be included in the treatment decisions involving psychological health has also been voiced, and it is indicated that balanced information should be provided to empower their help-seeking behavior (Reynolds et al., 2022).

To sum up, the promotion of collaborative decision-making in psychological health care may yield an increase in engagement, improved outcomes and wellness amongst individuals with psychological health conditions. The active participation in decision-making processes and empowering people is critical in providing

patient-centered care and promoting psychological health recovery.

5. Important Findings from the Literature Review

Staff wellness and psychological health go hand in hand with Human Resource Management (HRM) programs that are necessary in the sector. Studies show that HRM programs related to wellness have a positive influence on the outputs of the staff (Cooper et al., 2018). In addition, the combination of developmental HRM efforts and efficient guidance may tune the employee well-being and work performance (Marescaux et al., 2018). Emphasis has been placed on the fact that managing the psychological wellbeing of the managers in the medical field must balance the advantages and drawbacks (Gilbert, 2021).

The literature emphasizes the significant contribution of HRM towards the development and safeguarding of the mental health of the employees, particularly in the challenging times such as economic crises (Yacoub et al., 2022). The HRM, together with responsible guidance, has been observed to significantly influence the wellness of the staff and output of the tasks within the hospitality sector (He et al., 2019). Ethical guidance as well as the HRM programs have been associated with cultivated employee health and a supportive culture in organizations (Kalshoven and Boon, 2012).

Management support is one of the crucial factors that affect the mental well-being and health of the staff, particularly in stressful industries such as emergency services (Petrie et al., 2018). Moreover, HRM plays a vital role in enhancing resilience and wellness in the existing workplaces, especially given the nature of shifting workforce and the changing staff expectations (Cavanagh et al., 2021).

In brief, recent research highlights the primary role of the HRM in fostering the wellness and

psychological health of the staff in any industry or business environment. With the implementation of wellness-related HRM measures, the company can refine the staff outputs and create the supportive work environment that favors the overall wellness.

6. Conclusion

Based on the literature review of the impact of HR programs on the wellness and psychological health of the staff, it remains clear that there is a positive relationship between the two. The implementation of HRM programs such as flexible time schedules, management and co-worker support, career advancement opportunities, organizational equity and compensation systems, safe and healthy work environments, recognition of achievements, and involvement in decision-making processes are significantly helpful in improving the well-being and mental status of staff.

Within such an environment, the HRM initiatives in support of the staff wellness, including work flexibility and community support of managers and colleagues, have been proven to reduce the pressure and increase the role satisfaction and optimize the staff psychological well-being. Outside of that, the career development opportunities, operational equity, adequate compensation structures and stable working environments also help in improving personal wellness perceptions and employee wellness.

Therefore, this summary shows the urgency of implementing wellness-related HRM plans in the construction of a supporting and enabling working environment, which eventually has positive effects on employee wellness and mental health, as well as overall business performances. Therefore, it is encouraged that companies should pay more attention and integrate wellness-oriented HRM programs as a part of their management strategies.

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