



Wellbeing Management: Designing and Explaining a Wellbeing Model in Organization

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Abstract: *In today's organizational environment, wellbeing management plays an essential role in creating a productive work environment. This concept could be a primary consideration at all stages of policy development of an organization. In order to be able to exploit the labor force as much as possible, a manager should also put special emphasis on what the employees want, more precisely on what makes them happy. This article aims to present a comprehensive wellbeing model designed for organizations that includes five key dimensions the authors considered essential: Physical Wellbeing, Emotional Wellbeing, Social Wellbeing, Financial Wellbeing and Psychological Wellbeing. This proposed model is drawn from the analysis of other wellbeing models established in the specialized literature and it aims to enhance employee health and satisfaction, ultimately driving organizational success. The implementation of a structured wellbeing management model would only bring benefits to both the employer and the employees.*

1. INTRODUCTION

In an era of continuous development, the importance of wellbeing management cannot be contested (Vakkayil et al., 2017). As the organizations focus on enhancing productivity and employee satisfaction, well-being becomes a central element in achieving these goals (Uribe Fiallega et al., 2024). Wellbeing at work has been defined as the creation of an environment that promotes “a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation” (Chartered Institute of Personnel and Development, 2022). It has been proved that organisations distinguished by their commitment to their workforce's health, safety, and wellbeing outperform in the marketplace (Fabius & Phares, 2021). This article aims to present a comprehensive wellbeing model that organizations can adopt to improve their general management, having effects on the elements of employee wellbeing. By focusing on the five key dimensions of wellbeing—Physical, Emotional, Social, Financial and Psychological—organizations can use this model to satisfy both parties: they, as employers and the employees, as the most important resource in achieving their goals.

Seligman (2011) defines wellbeing as a state that involves positive emotions, engagement, relationships, meaning and accomplishment.

Recognizing the importance of employee wellbeing (Kowalski & Loretto, 2017) not only for individual health and satisfaction but also for organizational success, various models of wellbeing management have been conceived in the specialized literature.

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For example, The PERMA Model, which was developed by psychologist [Seligman \(2011\)](#), focuses on five key elements: positive emotions (positive people perform better than others), engagement (applying the best individual strengths, cultivating passion, engaging in personal fulfillment), relationships (it is about developing and keeping positive and constructive relationships that bring knowledge and drive teams to achieve their goals), meaning and purpose (giving meaning to the projects and activities which are developed) and accomplishment (it is the establishment of common achievable goals, based on discipline, pursuing success at all times through self-control).

Wellbeing management focuses on the employee as a central element, as there is a causal link between the employee's wellbeing and the employer's wellbeing. The wellbeing of the employee determines the wellbeing of the employer ([Treven et al., 2015](#)).

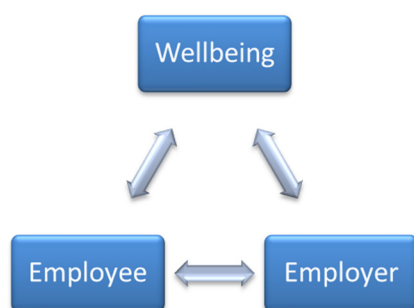


Figure 1. The beneficiaries of wellbeing model

Source: Own processing

From the point of view of the evolution of the concept of wellbeing, it has evolved from the basic measures of health and safety at work ([Maamri et al., 2019](#)), which an employer is obliged by law to respect, (at least in Romania), to a more modern vision, which includes various aspects of the employee's life and which also influences his work productivity ([Bennett et al., 2017](#)).

This contribution includes a detailed exploration from specialized literature ([Goetzel et al., 2008](#)) of each dimension of wellbeing the authors consider them essential, providing specific components and implementation examples. In this way, Physical Wellbeing covers health and safety programs, fitness and nutrition initiatives, Emotional wellbeing involves the ability to manage emotions and cope with stress, Social wellbeing emphasizes the importance of relationships within the workplace, Financial Wellbeing refers to the ability to manage finances effectively and achieve financial security and Psychological wellbeing involves promoting a sense of purpose, autonomy and self-fulfillment in the workplace.

A wellbeing model, in order to apply as best as possible to a large sample of employees, should have several dimensions and address various aspects of employee health and satisfaction ([Bennett et al., 2017](#)). By focusing on the five key dimensions of wellbeing – physical, emotional, social, financial and psychological – organizations can create a more engaged and goal-focused workforce.

2. THE FIVE DIMENSIONS OF WELLBEING

2.1. Physical Wellbeing

Physical wellbeing is one of the most commonly referred to, next to psychological and social wellbeing ([Kowalski & Loretto, 2017](#)). Positive people perform better than others. Learning how to cultivate this improves the handling of negative situations ([Lari, 2023](#)). It includes factors such as nutrition,

exercise and access to healthcare. Organizations can promote physical wellbeing by offering health programs and gym memberships (Hall & Noonan, 2023). Research shows that a healthy workforce is less prone to illness, leading to reduced absenteeism and higher productivity (Bennett et al., 2017).

2.2. Emotional Wellbeing

It refers to the ability to understand and manage the emotions. Emotional wellbeing also implies very good management of emotions so that the employee can cope with stress (Laine & Rinne, 2015). Organizations can promote emotional wellbeing by creating a conducive work environment, as well as through a less authoritarian management style of the employer, leaning towards the employee and their lives. This can be achieved, for example, through programs such as counseling services and stress management meetings (Treven et al., 2015).

2.3. Social wellbeing

Social wellbeing emphasizes the importance of relationships and the created community within the workplace. Strong social connections can increase job satisfaction and employee morale, making them not feel as strongly the pressure from the employer or the negative emotions that certain practical situations could create (Pagán-Castaño et al., 2020). So, it focuses on positive relationships and a sense of belonging among employees. It includes initiatives such as team-building activities, social events, and mentoring programs. By prioritizing social wellbeing, organizations aim to strengthen interpersonal connections, improving teamwork and cohesion (Biggio & Cortese, 2013).

2.4. Financial Wellbeing

Financial stress is the main cause of stress in today's society, being able to have a decisive impact on the general wellbeing of an employee (Chakraborty & Mahanta, 2019). In an organisation that seeks greater financial performance, employees may experience increased levels of work intensification and job strain (Pagán-Castaño et al., 2020).

In this way, an organization should help the employee to manage this stress through various programs in order to achieve financial security. For example, stress management, such as budgeting, saving, investing and planning for future financial goals and emergencies could be effective ways of managing financial stress (Chakraborty & Mahanta, 2019).

2.5. Psychological Wellbeing

Psychological wellbeing necessarily involves the employee's mental health (Dollard & Bailey, 2021). Psychological wellbeing involves promoting an employee's purpose, autonomy and self-fulfillment at work (Weziak-Bialowolska et al., 2023). It includes initiatives such as career development opportunities, goal-setting workshops and mindfulness training. In this way, organizations aim to increase employee motivation, satisfaction and performance. A psychologically healthy workforce is not only more productive but also more innovative and engaged (Weziak-Bialowolska et al., 2023).

3. IMPLEMENTING THE WELLBEING MODEL

For the wellbeing model to be effective, it must be integrated into the organizational culture and supported by leadership (Bennett et al., 2017). Here (Table 1) are the key steps to successful implementation:

Table 1. Key steps to successful implementation of the model

1. Leadership Commitment	2. Assess Current Wellbeing Status	3. Implement the Wellbeing Model	4. Monitor and Evaluate
Objective: -Top management support and commitment to wellbeing initiatives	Objective: -Understand the current state of employee wellbeing and identify areas for improvement	Objective: -Implement a comprehensive wellbeing strategy aligned with organizational goals	Objective: -Continuously assess the effectiveness of wellbeing initiatives and make improvements
Actions: -Educate leaders on the importance and benefits of employee wellbeing -Allocate resources and budget for wellbeing programs	Actions: -Conduct employee surveys and focus groups -Analyze absenteeism and productivity data	Actions: -Develop policies that support Physical Wellbeing, Emotional Wellbeing, Social Wellbeing, Financial Wellbeing and Psychological Wellbeing	Actions: -Regularly review employee feedback -Adjust strategies and programs based on data and evolving employee needs

Source: Own processing

For organizations to successfully implement this comprehensive wellbeing model, it is essential to integrate these dimensions into every stage of policy development.

While implementing a wellbeing management model offers numerous benefits, organizations may also face challenges (Bennett et al., 2017). These could reflect resistance to change, budget constraints and a lack of understanding of wellbeing initiatives.

To overcome these challenges, organizations should promote a management based on communication between employer and employee, addressing the identified problems and explaining the necessity and benefits of implementing a wellbeing management. Moreover, the managers should allocate resources to prioritize wellness initiatives and they should also educate employees about the benefits of wellbeing programs to encourage participation (Treven et al., 2015).

4. FUTURE RESEARCH DIRECTIONS

Considering the fact that society is in a continuous evolution, organizations will have to adapt to some changes that this evolution implies, which will undoubtedly lead to the influence of wellbeing management. Current trends such as remote working, flexible working hours and the integration of technology into wellbeing initiatives are constantly changing the way organizations support their employees. For example, wellness apps and telehealth services are becoming increasingly popular, providing employees with convenient access to health resources (Poulsen & Ipsen, 2017).

Additionally, organizations recognize the importance of tailoring wellness programs to meet the diverse needs of the workforce (Treven et al., 2015). This includes considering factors such as age, cultural background and individual preferences when designing wellbeing initiatives.

5. CONCLUSION

In conclusion, the proposed wellbeing model provides organizations with a structured approach to improving employee health and satisfaction. By focusing on the five essential dimensions of wellbeing – physical, emotional, social, financial and psychological – organizations can create a workforce that is more engaged, more productive and more resilient to everyday stress (Goetzel et al., 2008).

The benefits of implementing such a model are multiple, with both parties benefiting from the implementation of it. Of course, organizations can benefit from integrating just some elements from the model, elements that they would consider suitable for their management. Organizations also need to find out if the programs are addressing the concerns of the employees (Chakraborty & Mahanta, 2019).

As organizations adopt modern wellbeing management practices, prioritizing this management will be crucial to a thriving work environment (Salas-Vallina et al., 2020).

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