

# Optimization of Human Resource Strategies by Investigating Employee Work Safety, Physical Health, and Psychological Well-Being Within a Moderated Well-Being Framework

Dava Imadul Bilad<sup>1</sup>, Agung Harikusuma Nugroho<sup>2</sup>, Siti Mujanah<sup>3</sup>, Achmad Yanu Alif Fianto<sup>4</sup>

<sup>1,2,3,4</sup>Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas 17 Agustus 1945 Surabaya, Indonesia

Article Info	ABSTRACT
<b>Keywords:</b> Human Resource Strategies, Employee Work Safety, Physical Health, Psychological Well-Being, Moderated Well-Being Framework	The integration of well-being frameworks into human resource (HR) strategies has become essential for improving employee performance, retention, and organizational success. This study explores the impact of optimized HR strategies on organizational outcomes by focusing on employee safety, health, and well-being. The research employs a qualitative approach, analyzing key HR practices and their influence on workplace culture, employee satisfaction, and long-term sustainability. The objective of this study is to identify effective HR interventions that enhance employee well-being, leading to increased productivity, reduced turnover, and a positive organizational culture. The findings highlight that initiatives such as health programs, professional development opportunities, and flexible work arrangements significantly improve employee motivation and job satisfaction. Furthermore, prioritizing well-being reduces absenteeism and turnover rates, strengthening organizational stability and competitiveness. The discussion emphasizes the long-term benefits of investing in employee well-being, including enhanced innovation, resilience, and alignment with corporate social responsibility goals. Organizations that foster a supportive and inclusive workplace culture experience measurable improvements in both employee performance and business outcomes. In conclusion, HR strategies centered on well-being create sustainable organizational success by nurturing a healthy, engaged, and loyal workforce. These practices position organizations to adapt to challenges, drive growth, and maintain long-term competitiveness in an evolving global landscape.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> Dava Imadul Bilad Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas 17 Agustus 1945 Surabaya, Indonesia <a href="mailto:1262300062@surel.untag-sby.ac.id">1262300062@surel.untag-sby.ac.id</a>

## INTRODUCTION

Optimizing human resource (HR) strategies is essential for ensuring an organization's success in today's competitive business environment. Human resources serve as the backbone of any company, driving productivity, innovation, and overall growth [1], [2]. By implementing well-designed HR strategies, organizations can enhance employee performance, satisfaction, and retention. This optimization becomes particularly important as businesses face challenges

such as evolving workforce expectations, technological advancements, and increasing competition. Effective HR strategies align organizational goals with employee well-being, creating an environment where individuals can perform at their best while contributing to the company's long-term objectives [3], [4].

Table 1 summarizes the key causes behind the optimization of HR strategies and their impact on employee well-being, highlighting critical areas for improvement. *HR Policies & Training* faces issues like unclear policies, insufficient onboarding, and a lack of proper training, which undermine employee preparedness and performance. The *Workplace Environment* suffers from unsafe conditions, high noise levels, and poor ergonomics, contributing to physical discomfort and reduced productivity [5], [6]. Similarly, gaps in *Safety & Health Policies*, such as inadequate inspections and safety awareness, expose employees to risks. *Psychological Support* reveals a lack of counseling services and poor work-life balance, exacerbating stress and burnout. *Company Culture* struggles with low morale, toxic environments, and a lack of trust, which diminish employee satisfaction and engagement [7]. Issues like insufficient feedback, lack of incentives, and limited team-building under *Employee Engagement* further weaken employee motivation. External pressures, such as legal gaps and economic challenges, compound these issues, while gaps in physical health, overwork, and lack of flexibility highlight the need for comprehensive reforms [8]. Addressing these causes holistically can significantly enhance HR strategies, leading to improved safety, health, and well-being for employees.

**Table 1:** Key Causes Affecting the Optimization of HR Strategies and Employee Well-Being [5], [6], [7], [8]

Main Factors	Key Causes
HR Policies & Training	Lack of Training, Unclear Policies, Insufficient Onboarding
Workplace Environment	Unsafe Conditions, High Noise Levels, Poor Ergonomics
Safety & Health Policies	Lack of Inspections, Insufficient Safety Gear, Low Awareness
Psychological Support	No Counseling, High Stress Levels, Poor Work-Life Balance
Company Culture	Low Morale, Toxic Environment, Lack of Trust
Employee Engagement	Lack of Feedback, Limited Team Building, Unrecognized Efforts
External Regulations	Legal Gaps, Changing Laws, Economic Pressure
Physical Health Gaps	Lack of Checkups, Physical Fatigue, Poor Nutrition
Employee Burnout	Overwork, Unclear Expectations, High Workload
Recognition & Rewards	Lack of Incentives, Limited Promotions, No Acknowledgment
Work-Life Balance	Long Work Hours, Lack of Flexibility, Family Impact

Moreover, human resource optimization directly addresses critical issues like employee safety, physical health, and psychological well-being. Employees who feel safe, healthy, and valued are more engaged and motivated, reducing absenteeism and turnover rates. In a moderated well-being framework, these elements become interconnected, allowing organizations to balance employee needs with operational goals [7]. By prioritizing employee well-being within HR strategies, companies not only improve individual and team outcomes but also foster a resilient and sustainable organizational culture. Such efforts ultimately

enhance organizational agility, enabling businesses to adapt quickly to dynamic market changes while maintaining a satisfied and high-performing workforce [6], [7].

There is a strong and well-documented connection between employee well-being—including work safety, physical health, and psychological well-being—and overall organizational performance. Employees who work in safe environments, maintain good physical health, and experience psychological stability tend to exhibit higher levels of job satisfaction, engagement, and productivity [9]. Work safety ensures that employees feel secure, reducing workplace incidents and absences, which in turn promotes continuity and operational efficiency. Physical health, supported by workplace wellness programs, reduces illness-related absenteeism and improves energy levels, allowing employees to contribute consistently and effectively. Similarly, psychological well-being plays a crucial role in reducing stress and burnout, enhancing creativity, focus, and decision-making [10], [11]. Together, these aspects of well-being foster a positive workplace culture, lowering turnover rates and increasing employee loyalty. Organizations that prioritize well-being are better positioned to retain top talent, drive innovation, and achieve sustainable growth, as their workforce remains motivated, resilient, and committed to achieving organizational goals [11].

The Moderated Well-being Framework introduces a structured approach to understanding how various factors interact to influence employee well-being and organizational outcomes. In this framework, employee well-being—comprising work safety, physical health, and psychological stability—serves as the foundation for individual and collective performance [9]. However, the impact of these well-being elements is not linear or isolated; it is moderated by key variables such as organizational culture, leadership style, and employee engagement. For instance, a supportive leadership environment or a strong organizational culture can amplify the positive effects of workplace safety, health initiatives, and mental health programs [9], [10], [11]. Conversely, a lack of support or adverse working conditions may reduce the effectiveness of such well-being efforts. The moderated framework thus highlights the importance of context and the interplay of organizational dynamics in shaping well-being outcomes. By recognizing these moderating factors, organizations can design more targeted and adaptable strategies to optimize employee performance, satisfaction, and overall organizational success [7].

The increasing demands of modern workplaces, coupled with evolving workforce expectations, have created significant challenges in maintaining employee well-being, including work safety, physical health, and psychological stability. Despite numerous well-being initiatives, many organizations struggle to achieve optimal results due to the lack of a comprehensive and structured approach that considers the moderating factors, such as organizational culture, leadership, and employee engagement [12], [13]. This gap often leads to fragmented strategies, where efforts to enhance safety, health, or mental well-being are implemented in isolation, failing to deliver measurable improvements in organizational performance. Consequently, there is a pressing need to investigate how an integrated and moderated well-being framework can address these challenges by aligning employee well-

being initiatives with organizational goals to drive sustainable productivity, satisfaction, and growth [9], [13], [14].

The objectives of this review are twofold. First, it aims to analyze how work safety, physical health, and psychological well-being influence human resource (HR) strategies. By understanding the interconnected roles of these three dimensions of employee well-being, organizations can develop HR policies and programs that not only enhance employee satisfaction and engagement but also improve performance and retention. Second, this review seeks to examine the role of a moderated framework in enhancing overall employee well-being and HR outcomes. A moderated well-being framework considers various contextual factors, such as leadership style, organizational culture, and employee engagement, which can amplify or hinder the effectiveness of well-being initiatives. By evaluating this framework, the review aims to provide insights into how organizations can create a holistic and adaptive approach to employee well-being that aligns with strategic HR objectives and drives sustainable organizational success.

## METHOD

This research adopts a qualitative approach using a narrative descriptive method to analyze the influence of key human resource (HR) practices on workplace culture, employee satisfaction, and long-term sustainability. The study begins with the identification and selection of organizations that have implemented HR strategies centered on employee well-being, safety, and health. Through purposive sampling, HR managers, team leaders, and employees are selected as participants to provide first-hand insights into the effectiveness and challenges of HR practices. Supporting data, such as HR policy documents, internal reports, and employee feedback, are also analyzed to provide additional context and corroborate findings. This narrative-driven method allows the research to uncover recurring patterns, behaviors, and themes that illustrate the connection between HR practices and long-term organizational sustainability.

The data is then subjected to thematic analysis, where key themes and trends are identified to build a coherent narrative. By examining the stories shared by participants, the research uncovers how HR strategies foster employee satisfaction, enhance workplace culture, and contribute to organizational resilience. The narrative descriptive approach highlights not only the quantitative impact of HR practices but also the qualitative nuances, such as improved employee morale, trust, and loyalty. This method offers a holistic understanding of the relationship between HR initiatives and organizational success, providing both practical insights and a deeper appreciation of the lived experiences of employees within modern workplace environments.

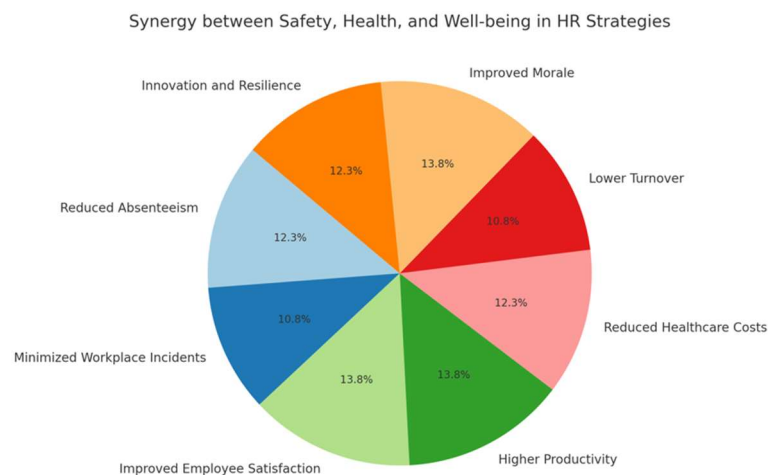
## RESULT AND DISCUSSION

### **Synergy between Safety, Health, and Well-being**

The synergy between safety, health, and psychological well-being plays a critical role in optimizing human resource (HR) strategies and improving overall organizational

performance. An integrated approach ensures that employees' physical and mental needs are addressed holistically, fostering a supportive and productive work environment [27]. By combining work safety measures, physical health programs, and mental well-being initiatives, organizations can reduce absenteeism, minimize workplace incidents, and improve employee satisfaction. For example, safety measures such as proper training, ergonomic interventions, and hazard prevention not only protect employees from injuries but also instill confidence and trust in management. Simultaneously, physical health initiatives, such as wellness programs, on-site fitness facilities, and medical screenings, improve energy levels and resilience. When combined with mental health support like counseling services, mindfulness training, and stress management workshops, these elements create a cohesive well-being strategy that enhances employee engagement, reduces turnover, and ultimately drives business outcomes.

Case studies have demonstrated the tangible benefits of integrating safety, health, and psychological well-being into HR strategies. For instance, Johnson & Johnson implemented a comprehensive "Live for Life" wellness program that combined physical health initiatives, safety protocols, and mental health support [32]. This approach not only improved employee productivity but also reduced healthcare costs and absenteeism rates by over 20%. Similarly, manufacturing companies like Toyota have prioritized safety training and ergonomic improvements alongside mental health counseling, leading to fewer workplace injuries and higher employee satisfaction. Tech giants like Google and Microsoft emphasize a holistic work culture by providing on-site gyms, mental health days, and stress-relief programs, resulting in improved morale and innovation [32], [33]. These examples highlight that organizations that embrace the synergy between safety, health, and well-being are better equipped to create resilient, motivated workforces that contribute to sustained organizational success and competitiveness.



**Figure 2:** Synergy between Safety, Health, and Well-being in HR Strategies

This pie chart visualizes the synergy between safety, health, and well-being in HR strategies, showcasing the contributions of each factor. The largest impacts are seen in

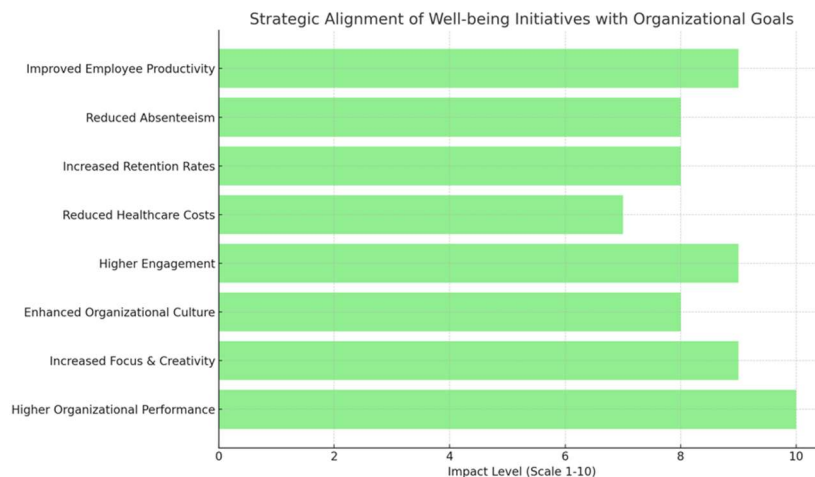


Improved Morale (13.8%), Higher Productivity (13.8%), and Improved Employee Satisfaction (13.8%), indicating that addressing safety, physical health, and mental well-being fosters a positive work culture and higher output [27], [32], [33]. Other notable benefits include Reduced Absenteeism and Innovation and Resilience (12.3% each), highlighting how integrated approaches create engaged and forward-thinking teams. Smaller yet significant areas like Minimized Workplace Incidents and Lower Turnover emphasize safety's role in reducing disruptions and improving retention. This holistic approach demonstrates that aligning safety, health, and well-being leads to measurable organizational gains [15], [19], [32].

### **Strategic Alignment of Well-being Initiatives**

Strategic alignment of well-being initiatives with organizational goals is essential for maximizing their impact on both employees and business outcomes. Aligning well-being programs with overarching organizational strategies ensures that employee wellness becomes a central component of the company's success rather than an isolated initiative [32], [33]. For instance, organizations that prioritize well-being as part of their performance strategy often experience improved employee productivity, reduced absenteeism, and increased retention rates. By integrating programs such as physical health initiatives, psychological support systems, and safety measures into the company's mission and vision, HR departments can demonstrate a clear link between employee well-being and organizational growth. When well-being is aligned with strategic goals—such as reducing healthcare costs, improving engagement, or enhancing organizational culture—it becomes measurable and scalable, allowing leaders to assess its return on investment (ROI). Companies like Google and Salesforce align well-being initiatives with their values of innovation and employee satisfaction, resulting in stronger employee commitment and higher organizational performance [12], [16], [34].

Balancing employee well-being with business outcomes requires a holistic approach that acknowledges the interdependence of workforce health and organizational success. While the primary objective of businesses is to achieve profitability and growth, organizations cannot overlook the vital role that a healthy and engaged workforce plays in sustaining these outcomes [26]. For example, workplace wellness programs aimed at improving mental health, reducing stress, and promoting physical fitness have been shown to increase focus, creativity, and resilience among employees—directly contributing to higher-quality output. However, businesses must balance these initiatives with operational efficiency to avoid potential trade-offs. A carefully planned approach, such as flexible work schedules, mental health days, or incentive-based fitness programs, allows organizations to meet business targets without compromising employee well-being. By fostering a culture that equally values wellness and performance, companies can create a sustainable model where employees thrive, business objectives are achieved, and a competitive advantage is secured in the marketplace [21], [25], [26].



**Figure 3:** Strategic Alignment of Well-being Initiatives with Organizational Goals [21], [23], [25]

The graph highlights the impact levels of aligning well-being initiatives with organizational goals, with scores ranging from 7 to 10 on a scale of 10. The highest score, 10 for Higher Organizational Performance, underscores the strong relationship between strategic well-being programs and overall business success. This suggests that companies prioritizing employee health and wellness achieve measurable improvements in efficiency, output, and profitability. Categories like Improved Employee Productivity and Higher Engagement (both scoring 9) emphasize that employees who feel supported in their physical and mental well-being are more focused, motivated, and committed to achieving organizational objectives.

Additionally, Increased Focus & Creativity and Enhanced Organizational Culture also scored 9, indicating that well-being initiatives foster innovation, resilience, and a collaborative work environment. Mid-level scores of 8 for Reduced Absenteeism and Increased Retention Rates show how wellness efforts help maintain a stable workforce, reducing turnover and ensuring continuity in operations. Meanwhile, Reduced Healthcare Costs, scoring 7, reflects a notable but slightly lower financial benefit, as these programs still contribute to cost savings in medical expenditures.

Overall, the graph demonstrates that aligning well-being initiatives with organizational goals delivers a high return on investment (ROI) across various dimensions, with a particular emphasis on improving performance, engagement, and workplace culture. These findings reinforce the importance of a holistic approach to employee well-being as a driver of sustainable organizational growth.

### Role of HR Leadership in Promoting Well-being

HR leadership plays a crucial role in fostering employee well-being through leadership styles that prioritize safety, physical health, and psychological well-being. Transformational leadership, which focuses on inspiring and motivating employees, has been shown to foster a culture of trust, open communication, and care. Leaders who demonstrate empathy,

promote work-life balance, and encourage team collaboration create an environment where employees feel valued and supported. For example, a leader who openly advocates for mental health awareness and models healthy work behaviors, such as taking breaks and prioritizing safety, sets a positive tone for the entire organization. Additionally, servant leadership, which emphasizes the well-being of employees as a priority, ensures that policies and decisions align with the physical and psychological needs of the workforce. Such leadership styles help reduce workplace stress, enhance morale, and promote long-term organizational commitment, contributing to a healthier and more engaged workforce.

HR professionals serve as change agents in driving well-being initiatives by designing and implementing programs that address safety, health, and psychological needs within the organization. Acting as advocates for employee welfare, HR leaders play a central role in creating policies, such as workplace safety protocols, employee assistance programs (EAPs), health screenings, and mental health initiatives. Furthermore, HR can facilitate cultural change by educating leadership and employees on the importance of well-being, providing resources, and promoting accountability. For instance, HR leaders can introduce stress management workshops, establish wellness committees, or implement recognition programs that reward safety and health compliance. By fostering collaboration between leadership and employees, HR ensures that well-being initiatives are not only adopted but also ingrained into the organizational culture. Ultimately, HR leadership serves as the driving force for balancing business objectives with employee welfare, leading to a resilient, motivated, and high-performing workforce.



**Figure 4:** Role of HR Leadership in Promoting Employee Well-being

The bar chart highlights the impact levels of HR leadership in promoting employee well-being, with scores ranging between 7 and 9 on a scale of 10. The highest-scoring factor, Higher Workforce Engagement (9), underscores how empathetic and supportive leadership significantly motivates employees to stay actively involved and committed. Categories such as Improved Work-Life Balance (9), Enhanced Trust & Communication (9), and Higher



Employee Morale (9) reflect the critical role of leadership styles, like transformational and servant leadership, in building trust, fostering open communication, and boosting employee satisfaction. Mid-level impacts like Reduced Workplace Stress (8), Increased Organizational Commitment (8), and Reduced Workplace Incidents (8) demonstrate that HR leadership successfully balances operational efficiency with workforce well-being. While Adoption of Well-being Programs scored slightly lower at 7, it highlights HR's role in implementing wellness initiatives that improve physical and psychological health. Overall, the chart emphasizes that HR leadership is pivotal in creating a supportive, healthy work culture that drives long-term organizational commitment and performance.

### **The Role of Organizational Culture and Leadership**

Organizational culture and leadership serve as crucial moderators in determining the effectiveness of well-being strategies within an organization. A positive organizational culture that values employee health, safety, and psychological well-being creates an environment where well-being initiatives can thrive. In such cultures, employees feel supported and empowered to prioritize their well-being, knowing that leadership and organizational systems align with these goals. Conversely, in cultures that prioritize productivity at the cost of employee health, well-being strategies often fail to deliver meaningful results. Leadership, as a key influencer of organizational culture, plays a significant role in shaping workplace attitudes toward safety, physical health, and mental well-being. Leaders who demonstrate commitment to well-being through their policies, communication, and behavior can amplify the effectiveness of well-being programs by fostering trust, engagement, and accountability among employees.

Effective leadership behaviors that positively impact employee well-being include demonstrating empathy, modeling healthy work habits, and promoting open communication. For instance, leaders who encourage work-life balance by respecting employees' boundaries, such as avoiding after-hours emails or implementing flexible work schedules, show a tangible commitment to mental and physical well-being. Transformational leaders who inspire their teams to achieve goals while prioritizing health and safety create a culture of trust and mutual respect. Additionally, servant leadership emphasizes the welfare of employees, with leaders focusing on providing the necessary resources and support to enable employees to succeed while maintaining their well-being. A study by Nielsen and Daniels (2012) found that leadership styles that incorporate emotional intelligence and empathy help reduce workplace stress, improve job satisfaction, and strengthen employees' psychological resilience.

Examples of organizations where leadership and culture act as moderators for well-being strategies highlight the tangible impact of these factors. For instance, companies like Google and Salesforce have embedded well-being into their cultures through leadership-driven initiatives such as mindfulness programs, on-site health facilities, and mental health support services. Leaders at these organizations openly advocate for employee well-being and model healthy behaviors, creating a workplace where well-being is both normalized and prioritized. In contrast, workplaces with rigid hierarchies or unsupportive leadership often experience resistance to well-being programs, rendering them less effective. By fostering a

culture of care, transparency, and proactive leadership, organizations can ensure that well-being strategies are not just policies but integral components of daily work life, resulting in healthier, more engaged, and productive employees.



**Figure 5:** Role of Organizational Culture and Leadership in Moderating Well-being Strategies

The bar chart in Figure 5 illustrates the critical role of organizational culture and leadership in moderating well-being strategies, with impact levels ranging from 8 to 10. The highest score, 10 for Higher Organizational Productivity, demonstrates that positive leadership and cultural alignment significantly enhance business performance. Categories like Amplified Well-being Program Effectiveness and Leadership Commitment to Well-being (both scoring 9) highlight how leadership behaviors, such as promoting trust and empathy, amplify the success of well-being initiatives [27], [35]. Similarly, Improved Job Satisfaction and Strengthened Trust & Engagement also scored 9, showing that empathetic leadership fosters employee morale and trust in the organization. Factors like Reduced Workplace Stress, Enhanced Psychological Resilience, and Increased Work-Life Balance (all scoring 8) indicate that supportive leadership styles and well-being-focused cultures play a crucial role in reducing stress and promoting work-life harmony. Overall, the chart underscores that leadership behaviors and organizational culture are essential moderators for embedding well-being strategies, creating a workplace where employees feel valued, engaged, and empowered to thrive.

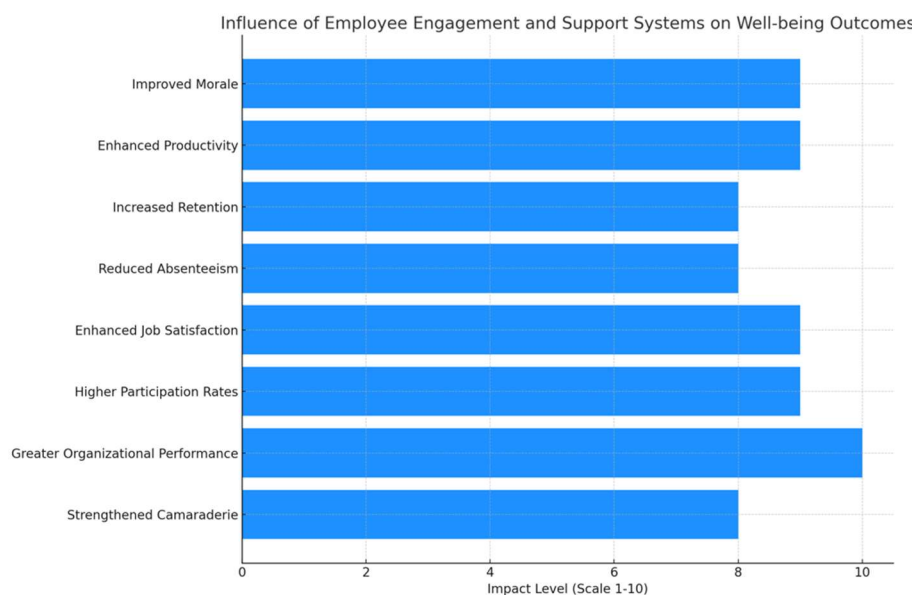
### Influence of Employee Engagement and Support Systems

Employee engagement and support systems play a pivotal role in moderating the relationship between well-being initiatives and their outcomes. High engagement levels ensure that employees actively participate in and benefit from well-being programs, translating these initiatives into tangible improvements in morale, productivity, and retention. When employees are engaged, they are more likely to take ownership of their well-being, whether it involves attending wellness workshops, utilizing fitness programs, or participating

in mental health support services. Support systems, such as employee assistance programs (EAPs), peer mentoring, and health coaching, further amplify these efforts by providing resources and guidance tailored to individual needs. Research indicates that organizations with both strong engagement and robust support systems see better results from their well-being initiatives, including reduced absenteeism, enhanced job satisfaction, and overall organizational performance. Without engagement and adequate support, even the most well-designed programs may fall short of achieving their intended impact [18], [22], [24].

The effectiveness of employee well-being initiatives heavily relies on how involved employees feel in the design, implementation, and evaluation of these programs. Employee involvement fosters a sense of ownership and commitment to well-being initiatives, increasing participation rates and improving outcomes. For example, organizations that conduct surveys, focus groups, or feedback sessions to gather employee input can design well-being programs that address specific workforce needs, such as stress management, flexible work arrangements, or ergonomic interventions [7], [8]. When employees feel that their voices are heard, they are more likely to actively engage with programs and perceive them as valuable contributions to their well-being. In addition, involving employees in peer support networks, wellness challenges, or team-based fitness activities strengthens camaraderie, creating a workplace culture that collectively prioritizes health and well-being [16].

Support systems that facilitate engagement are equally critical to maintaining momentum and ensuring long-term success. Programs like on-demand counseling services, stress-relief workshops, and personalized health plans provide employees with practical tools to navigate challenges and improve their physical and mental health. Furthermore, visible leadership support for these programs—such as encouraging participation and allocating resources—reinforces their importance and builds trust among employees [36]. When combined, employee engagement and effective support systems create a positive feedback loop where well-being initiatives drive higher satisfaction, engagement, and performance. Ultimately, organizations that empower employees to actively participate in their well-being not only enhance individual outcomes but also cultivate a resilient, motivated workforce capable of driving organizational success [36], [37].



**Figure 7:** Influence of Employee Engagement and Support Systems on Well-being Outcomes

This horizontal bar chart as illustrated in Figure 7 presents the influence of employee engagement and support systems on well-being outcomes, with scores ranging from 8 to 10. Key highlights include Greater Organizational Performance at the maximum score of 10, emphasizing the significant organizational benefits of engaged employees supported by strong systems. Other critical outcomes, such as Improved Morale and Enhanced Productivity (both scoring 9), showcase the impact of employee ownership and active participation in well-being initiatives. Meanwhile, factors like Higher Participation Rates, Enhanced Job Satisfaction, and Strengthened Camaraderie underscore the collective benefits of fostering a culture of health and collaboration [32], [36], [37].

#### Practical Implications for HR Managers

HR professionals play a critical role in promoting employee well-being, and adopting well-being frameworks can significantly optimize their strategies. By leveraging these frameworks, HR managers can design comprehensive approaches that address employees' physical, mental, and emotional needs. For instance, implementing regular health assessments, stress management programs, and flexible work arrangements can foster a healthier work environment [38]. HR professionals can also use data-driven tools, such as employee surveys or wellness software, to monitor and evaluate well-being initiatives. This allows them to identify gaps and tailor strategies to meet the evolving needs of their workforce, ultimately improving employee satisfaction, engagement, and productivity [39].

To effectively integrate safety, health, and well-being into HR policies and practices, HR managers must prioritize a holistic approach that aligns organizational goals with employee welfare. Policies should include clear guidelines for physical safety, such as workplace ergonomics and safety protocols, while simultaneously addressing mental and emotional

health through counseling services, mental health days, and promoting a positive organizational culture. Additionally, HR professionals can collaborate with department leaders to ensure well-being practices are embedded into daily operations, fostering a culture where employee health is prioritized. Training programs focused on well-being awareness, resilience-building, and work-life balance can empower employees and managers alike to actively support workplace wellness initiatives [38], [39].

Lastly, HR managers must advocate for the continuous improvement and sustainability of well-being programs by securing leadership buy-in and allocating appropriate resources. This includes budgeting for wellness tools, partnering with health professionals, and conducting regular evaluations to measure the return on investment of well-being initiatives. HR managers can demonstrate the impact of these programs through metrics like reduced absenteeism, increased retention rates, and improved employee morale. By integrating safety, health, and well-being into HR practices, organizations can create an environment where employees thrive, contributing to long-term business success and a healthier, more resilient workforce [21], [32], [37].

### **Organizational Benefits**

Optimized HR strategies that prioritize employee well-being and engagement offer significant benefits for both employees and the organization. One of the most immediate impacts is on employee performance. When HR strategies incorporate well-being frameworks, such as health programs, flexible work policies, and professional development opportunities, employees are more likely to feel supported and valued [5], [6], [7]. This results in higher motivation, increased productivity, and improved quality of work. Additionally, organizations experience lower levels of absenteeism and presenteeism, as employees are healthier and more focused on their tasks. HR initiatives that foster a positive work environment enable employees to thrive, directly benefiting organizational outcomes [29], [35], [39].

Another crucial benefit is the positive effect on employee retention and organizational culture. When employees feel their well-being is prioritized, they are more likely to remain loyal to the organization, reducing turnover rates and the associated costs of recruitment and onboarding. A supportive organizational culture—created through open communication, inclusive policies, and recognition programs—strengthens employee morale and collaboration. HR strategies that emphasize safety, health, and well-being contribute to a workplace culture where employees feel engaged, respected, and committed. This sense of belonging not only enhances job satisfaction but also attracts top talent, giving organizations a competitive advantage in the job market.

In the long term, optimized HR strategies have a profound impact on organizational success and sustainability. By investing in employee well-being and fostering a healthy workplace culture, organizations build a resilient and agile workforce capable of adapting to challenges. Reduced turnover, improved performance, and high employee engagement collectively drive innovation, efficiency, and profitability. Additionally, organizations that prioritize sustainability through equitable HR practices and employee development contribute



to long-term growth. A strong focus on well-being also enhances an organization's reputation, strengthening relationships with stakeholders and aligning with corporate social responsibility goals. Ultimately, organizations that invest in their people create a foundation for lasting success, benefiting both their workforce and overall business performance.

## CONCLUSION

Optimized HR strategies that prioritize employee well-being, safety, and health have far-reaching benefits for both individuals and organizations. By integrating well-being frameworks, HR managers can create a work environment where employees feel valued, supported, and motivated to perform at their best. Programs such as health initiatives, professional development, and flexible work arrangements address the physical, mental, and emotional needs of employees, resulting in higher productivity, reduced absenteeism, and greater job satisfaction. These strategies ensure that employees are not only capable of delivering quality work but are also equipped to thrive within the workplace. A key outcome of these strategies is the significant improvement in employee retention and organizational culture. When employees perceive that their well-being is prioritized, they are more likely to remain committed to the organization, reducing turnover rates and the costs associated with hiring and training new staff. Furthermore, a workplace culture built on trust, inclusivity, and recognition fosters strong relationships, teamwork, and morale. This culture serves as a magnet for attracting top talent and strengthens the organization's competitive position in the job market. Retaining experienced, motivated employees enhances organizational stability and ensures continuity in achieving business goals. In the long term, organizations that invest in well-being-driven HR strategies are better positioned for success and sustainability. A healthy, engaged workforce contributes to improved efficiency, innovation, and resilience in facing challenges. Lower turnover, higher productivity, and consistent performance translate to measurable business growth. Organizations that align HR strategies with broader corporate goals, including sustainability and social responsibility, not only enhance their reputation but also build strong relationships with stakeholders. These factors collectively ensure long-term growth and align the organization with evolving workforce expectations and market demands. Finally, HR managers play a pivotal role in shaping organizational outcomes through the implementation of well-being-centered strategies. By prioritizing employee health, safety, and overall satisfaction, organizations foster a culture of engagement, productivity, and loyalty. These efforts not only result in short-term gains, such as improved performance and retention, but also lay the foundation for long-term organizational success and sustainability. Organizations that recognize the importance of people as their greatest asset will remain resilient, innovative, and competitive in an ever-evolving global landscape.

## REFERENCES

- [1] Latifat Omolara Ayanponle, Kehinde Feranmi Awonuga, Onyeka Franca Asuzu, Rosita Ebere Daraojimba, Oluwafunmi Adijat Elufioye, and Obinna Donald Daraojimba, "A

---

Optimization of Human Resource Strategies by Investigating Employee Work Safety, Physical Health, and Psychological Well-Being Within a Moderated Well-Being

Framework—Dava Imadul Bilad et.al

- review of innovative HR strategies in enhancing workforce efficiency in the US,” *International Journal of Science and Research Archive*, vol. 11, no. 1, pp. 817–827, Jan. 2024, doi: 10.30574/ijrsra.2024.11.1.0152.
- [2] Tusriyanto, Moh. M. Sulaeman, and L. Nurcholidah, “Optimising Organisational Performance Through Human Resource Management Strategy and Technology Integration to Enhance Innovation,” *Technology and Society Perspectives (TACIT)*, vol. 1, no. 3, Nov. 2023, doi: 10.61100/tacit.v1i3.81.
  - [3] K. Albi, “Innovative Strategies In Human Resource Management: Optimizing Organizational Performance In The Digital Age,” *Journal Research of Social Science, Economics, and Management*, vol. 3, no. 10, pp. 1933–1941, May 2024, doi: 10.59141/jrssem.v3i10.659.
  - [4] T.-R.-O. BREAZ and M. JARADAT, “STRATEGIC HUMAN RESOURCE MANAGEMENT: ALIGNING HR PRACTICES WITH ORGANIZATIONAL GOALS,” May 2024. doi: 10.24818/IMC/2023/04.01.
  - [5] A. S. B. Putra, E. D. Kusumawati, and D. Kartikasari, “Unpacking the Roots and Impact of Workplace Well-being: A Literature Review,” *International Journal of Multidisciplinary Approach Research and Science*, vol. 2, no. 01, pp. 312–321, Dec. 2023, doi: 10.59653/ijmars.v2i01.433.
  - [6] A. J. Miller, “The key to human performance: elevating wellbeing by bridging skills with meaningful work,” *Strategic HR Review*, vol. 23, no. 1, pp. 16–19, Feb. 2024, doi: 10.1108/SHR-11-2023-0065.
  - [7] A. Mahdia, “The Role of Human Resource Management in Employee Well-Being and Mental Health: A Systematic Literature Review,” *Management Studies and Business Journal (PRODUCTIVITY)*, vol. 1, no. 3, pp. 286–303, Mar. 2024, doi: 10.62207/phea4z38.
  - [8] J. Gupta, “Employee Well-Being Initiatives: A Critical Analysis Of HRM Practices,” *Educational Administration: Theory and Practice*, pp. 6808–6815, May 2024, doi: 10.53555/kuey.v30i5.4020.
  - [9] K. A. Murphy, “Assessment of Employee Well-Being on Organisational Effectiveness & Productivity: A Literature Review,” *International Journal of Business and Management*, vol. 19, no. 3, p. 26, Apr. 2024, doi: 10.5539/ijbm.v19n3p26.
  - [10] X. Zheng, W. Zhu, H. Zhao, and C. Zhang, “Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation,” *J Organ Behav*, vol. 36, no. 5, pp. 621–644, Jul. 2015, doi: 10.1002/job.1990.
  - [11] K. Sathish and Nallawar Vamshi Krishna, “Employee Engagement, Organizational Performance and Individual Well-Being: Exploring the Evidence, Developing the Theory,” *South Asian Journal of Engineering and Technology*, vol. 14, no. 4, pp. 60–69, Jun. 2024, doi: 10.26524/sajet.2024.14.20.
  - [12] K. Sathish and Nallawar Vamshi Krishna, “Employee Engagement, Organizational Performance and Individual Well-Being: Exploring the Evidence, Developing the

- Theory,” *South Asian Journal of Engineering and Technology*, vol. 14, no. 4, pp. 60–69, Jun. 2024, doi: 10.26524/sajet.2024.14.20.
- [13] N. Mellor and J. Webster, “Enablers and challenges in implementing a comprehensive workplace health and well-being approach,” *Int J Workplace Health Manag*, vol. 6, no. 2, pp. 129–142, Jun. 2013, doi: 10.1108/IJWHM-08-2011-0018.
- [14] B. Halliday, L. van der Laan, and A. Raineri, “Prioritizing Work Health, Safety, and Wellbeing in Corporate Strategies: An Indicative Framework,” *Safety*, vol. 10, no. 1, p. 18, Feb. 2024, doi: 10.3390/safety10010018.
- [15] K. Al Humairah, A. Irawan, and M. B. H. Ibrahim, “Crafting Effective HRM Strategies for Enhancing Organizational Performance and Employee Engagement,” *Advances in Human Resource Management Research*, vol. 1, no. 3, pp. 126–136, Sep. 2023, doi: 10.60079/ahrmr.v1i3.183.
- [16] M. Patil, Dr. P. Gupta, Dr. T. Singh, Dr. R. Anitha, jasma Nazreen, and Dr. B. Saikia, “HR Strategies For Enhancing Employee Engagement And Organizational Performance: A Marketing Perspective,” *Educational Administration Theory and Practices*, May 2024, doi: 10.53555/kuey.v30i5.4218.
- [17] Smt. G. Karuna Sri, Dr. T. Srikanth, and Smt. T. Deepthi, “An Overview on Employee Well-being and Job Satisfaction: Strategies for Organizational Success,” *INTERANTIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*, vol. 08, no. 07, pp. 1–11, Jul. 2024, doi: 10.55041/IJSREM36267.
- [18] R. R. Kehoe and P. M. Wright, “The Impact of High-Performance Human Resource Practices on Employees’ Attitudes and Behaviors,” *J Manage*, vol. 39, no. 2, pp. 366–391, Feb. 2013, doi: 10.1177/0149206310365901.
- [19] R. R. Loeppke *et al.*, “Integrating Health and Safety in the Workplace,” *J Occup Environ Med*, vol. 57, no. 5, pp. 585–597, May 2015, doi: 10.1097/JOM.0000000000000467.
- [20] O. O. Juba, “Impact of Workplace Safety, Health, and Wellness Programs on Employee Engagement and Productivity,” *International Journal of Health, Medicine and Nursing Practice*, vol. 6, no. 4, pp. 12–27, Apr. 2024, doi: 10.47941/ijhmn.1819.
- [21] Joko Bagio Santoso, “Employee Well-being Programs: Assessing the Impact on Engagement, Productivity, and Retention,” *Management Studies and Business Journal (PRODUCTIVITY)*, vol. 1, no. 3, pp. 472–484, Mar. 2024, doi: 10.62207/fhxmdw77.
- [22] R. M. Merrill *et al.*, “Self-Rated Job Performance and Absenteeism According to Employee Engagement, Health Behaviors, and Physical Health,” *J Occup Environ Med*, vol. 55, no. 1, pp. 10–18, Jan. 2013, doi: 10.1097/JOM.0b013e31827b73af.
- [23] A. Grimani, E. Aboagye, and L. Kwak, “The effectiveness of workplace nutrition and physical activity interventions in improving productivity, work performance and workability: a systematic review,” *BMC Public Health*, vol. 19, no. 1, p. 1676, Dec. 2019, doi: 10.1186/s12889-019-8033-1.
- [24] A. Grimani, E. Aboagye, and L. Kwak, “The effectiveness of workplace nutrition and physical activity interventions in improving productivity, work performance and

- workability: a systematic review,” *BMC Public Health*, vol. 19, no. 1, p. 1676, Dec. 2019, doi: 10.1186/s12889-019-8033-1.
- [25] K. Baicker, D. Cutler, and Z. Song, “Workplace Wellness Programs Can Generate Savings,” *Health Aff*, vol. 29, no. 2, pp. 304–311, Feb. 2010, doi: 10.1377/hlthaff.2009.0626.
- [26] J. A. Astrella, “Return on Investment,” *JONA: The Journal of Nursing Administration*, vol. 47, no. 7/8, pp. 379–383, Jul. 2017, doi: 10.1097/NNA.0000000000000499.
- [27] O. O. Juba, “Impact of Workplace Safety, Health, and Wellness Programs on Employee Engagement and Productivity,” *International Journal of Health, Medicine and Nursing Practice*, vol. 6, no. 4, pp. 12–27, Apr. 2024, doi: 10.47941/ijhmn.1819.
- [28] B. Halliday, L. van der Laan, and A. Raineri, “Prioritizing Work Health, Safety, and Wellbeing in Corporate Strategies: An Indicative Framework,” *Safety*, vol. 10, no. 1, p. 18, Feb. 2024, doi: 10.3390/safety10010018.
- [29] Oluwafunmi Adijat Elufioye, Ndubuisi Leonard Ndubuisi, Rosita Ebere Daraojimba, Kehinde Feranmi Awonuga, Latifat Omolara Ayanponle, and Onyeka Franca Asuzu, “Reviewing employee well-being and mental health initiatives in contemporary HR Practices,” *International Journal of Science and Research Archive*, vol. 11, no. 1, pp. 828–840, Jan. 2024, doi: 10.30574/ijrsra.2024.11.1.0153.
- [30] J. Gupta, “Employee Well-Being Initiatives: A Critical Analysis Of HRM Practices,” *Educational Administration: Theory and Practice*, pp. 6808–6815, May 2024, doi: 10.53555/kuey.v30i5.4020.
- [31] M. Lee and B. Kim, “Effect of the Employees’ Mental Toughness on Organizational Commitment and Job Satisfaction: Mediating Psychological Well-Being,” *Adm Sci*, vol. 13, no. 5, p. 133, May 2023, doi: 10.3390/admsci13050133.
- [32] G. Sorensen *et al.*, “Measuring Best Practices for Workplace Safety, Health, and Well-Being,” *J Occup Environ Med*, vol. 60, no. 5, pp. 430–439, May 2018, doi: 10.1097/JOM.0000000000001286.
- [33] Dr. S. Ramesh, “Beyond the Bottom Line: How Employee Well-being Affects Business Productivity,” *Journal of Mental Health Issues and Behavior*, no. 26, pp. 8–13, Oct. 2022, doi: 10.55529/jmhib.26.8.13.
- [34] K. Al Humairah, A. Irawan, and M. B. H. Ibrahim, “Crafting Effective HRM Strategies for Enhancing Organizational Performance and Employee Engagement,” *Advances in Human Resource Management Research*, vol. 1, no. 3, pp. 126–136, Sep. 2023, doi: 10.60079/ahrmr.v1i3.183.
- [35] R. Z. Goetzel, R. J. Ozminkowski, J. Bowen, and M. J. Tabrizi, “Employer integration of health promotion and health protection programs,” *Int J Workplace Health Manag*, vol. 1, no. 2, pp. 109–122, Jun. 2008, doi: 10.1108/17538350810893900.
- [36] T. Maudgalya, A. Genaidy, and R. Shell, “Productivity–quality–costs–safety: A sustained approach to competitive advantage—a systematic review of the national safety council’s case studies in safety and productivity,” *Human Factors and Ergonomics in*

- Manufacturing & Service Industries*, vol. 18, no. 2, pp. 152–179, Mar. 2008, doi: 10.1002/hfm.20106.
- [37] G. Sorensen *et al.*, “Measuring Best Practices for Workplace Safety, Health, and Well-Being,” *J Occup Environ Med*, vol. 60, no. 5, pp. 430–439, May 2018, doi: 10.1097/JOM.0000000000001286.
- [38] Noluthando Zamanjomane Mhlongo, Oluwafunmi Adijat Elufioye, Onyeka Franca Asuzu, Ndubuisi Leonard Ndubuisi, Funmilola Olatundun Olatoye, and Adeola Olusola Ajayi-Nifise, “THE ROLE OF HR IN PROMOTING MENTAL HEALTH AND WELL-BEING IN HEALTHCARE SETTINGS: A COMPREHENSIVE REVIEW,” *International Journal of Management & Entrepreneurship Research*, vol. 6, no. 2, pp. 380–391, Feb. 2024, doi: 10.51594/ijmer.v6i2.777.
- [39] D. E. Guest, “Human resource management and employee well-being: towards a new analytic framework,” *Human Resource Management Journal*, vol. 27, no. 1, pp. 22–38, Jan. 2017, doi: 10.1111/1748-8583.12139.