

TAKING CARE OF EMPLOYEES' WELL-BEING AS A DIMENSION OF SOCIALLY-RESPONSIBLE HUMAN RESOURCE DEVELOPMENT. THE CONTEXT OF ORGANIZATIONAL SUSTAINABLE PERFORMANCE

Katarzyna PIWOWAR-SULEJ

Wroclaw University of Economics and Business; katarzyna.piwowar-sulej@ue.wroc.pl,
ORCID: 0000-0002-4627-4344

Purpose: This study aims to examine the relationship between well-being oriented human resource development (WB-HRD) and organizational sustainable performance.

Design/methodology/approach: This study uses data conducted among 400 mid-sized and large companies in Poland. The author used R programming (version 4.2.2) (R Core Team, 2021) to count the descriptive statistics, conduct confirmatory factor analysis and verify the linear regression model.

Findings: Statistical analyses revealed that WB-HRD is positively related to SP.

Research limitations/implications: This study has issue with generalization of empirical findings because of data collection from only companies located in Poland with the focus on mid-sized and large enterprises. Future research is needed to collect data from SMEs and in other countries. Second, many relationships between dependent and independent variables are mediated and moderated by additional factors. The introduction of potential mediators/moderators such as, e.g., sustainable leadership could result in bringing valuable results.

Practical implications: This study also demonstrates areas which must be improved in practice to make HRD more well-being oriented. The surveyed companies should intense HR training which increases employees' awareness and skills related to mental and physical health as well as combine HRD with economic well-being. This will help in achieving a higher level of WB-HRD and – in result – a higher level of SP.

Social implications: Companies that prioritize WB-HRD contribute to broader societal benefits by promoting health and well-being beyond the workplace. Healthier employees are more likely to engage in their communities, support social initiatives, and maintain a better quality of life.

Originality/value: Although extant literature shows the linkage between employees' well-being and organizational sustainable performance (SP) as well as between socially-oriented HRM practices and this performance, none of previous studies examined the relationship between well-being oriented human resource development (WB-HRD) and SP.

Keywords: corporate social responsibility, sustainable development, sustainability, socially-responsible HRM, socially-responsible HRD.

Category of the paper: Research paper.

1. Introduction

Recently many changes have occurred in different areas of the social-economic life. The transformation of manufacturing era into knowledge-based economy forced changes in the way people see the world. Traditional manufacturing factors (inputs) such as land, labor and capital are not the only determinants of companies' growth. One of the symptoms of the new economy is the increase of the role of human resources in companies. The so-called third wave by Toffler symbolizes a vast importance of knowledge and information assets. Companies need employees who are, i.a., courageous and entrepreneurial. During this third wave people are needed who are able to accomplish more tasks and quickly adapt to changing requirements (Beyer, 2012). Acquiring competencies needed by the employees now and in the future takes place in HR development processes.

Sims (2006) relates HR development to notions such as learning, efficiency and changes. The literature dedicated to human resource management presents different methods (ways, tools) of HR development. However, as Armstrong (2006) emphasized, HR development is mainly based on allowing employees to learn, planning and organizing training courses, and assessing the effectiveness of these processes. Therefore, it has been assumed that HRD takes place mainly in HR training processes.

As Penc (2007) rightly observed, HR training is not the aim itself but the mean to the implementation of changes in companies and the achievement of organizational goals. Essential changes related to the implementation of the idea of corporate social responsibility (CSR) are visible in modern companies. Bowen defined CSR as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 1953, p. 6). CSR may be implemented towards different groups of company stakeholders, including external and internal ones. Companies are required not only to concentrate on the profit and expense spreadsheet (requirements of owners and shareholders), but also measure their impact on the natural environment and the extent they are socially-responsible. Among the external company stakeholders the natural environment is placed (Haigh, Griffiths, 2009; Li et al., 2022), which causes that both concepts of CSR and sustainable development aim to fulfill the same goals (i.e., economic, environmental and social) (Aslaksen et al., 2021). However, many studies argue that employees are the most important company's stakeholders (de Bussy, Suprawan, 2012). Therefore, the concept of socially-responsible HRM and – consequently – socially-responsible HRD emerged.

Socially-responsible HRM is one of the sustainability-oriented HRM concepts¹. It focuses on employees' needs and organizational efforts to encourage employees to implement CSR policies through the application of HRM policies (Zhao et al., 2021). Similarly, Bierema and D'Abundo (2004) defined socially-responsible HRD as serving an educative and supportive role to help organizations use their resources to benefit their stakeholders. Socially-responsible HR training has been defined as building employee competencies based on CSR principles such as transparency, objectivity and nondiscriminatory activities (Diaz-Carrion et al., 2019). Many authors emphasized that socially-responsible employer cares for their employees' well-being (Abdelmotaleb, Saha, 2020; El Akremi et al., 2018; Omid, Dal Zotto, 2022; Zhang et al., 2022) which refers to pleasure idea at work, work meaning, valuation, etc. (Amrani et al., 2020) as well as the combination of feeling good and functioning well (Ruggeri et al., 2020). Therefore, the care for well-being have been listed among dimensions of socially-responsible (and broader: sustainable) HRM/HRD (Piwowar-Sulej, 2021).

The aim of this study is to determine if the care for well-being reflected in HRD processes contribute to organizational sustainable performance (SP). This performance is treated as results of implementation of sustainability-oriented activities, a company's actual and observable output (measured against its intended outputs) (Sapta et al., 2021). Pranugrahaning et al. (2021) listed the set of SP indicators used by companies (e.g., company turnover – for economic performance, water consumption – for environmental performance, and contributions to society – for social performance).

2. The characteristics of well-being oriented HRD

The employers' care for employees' well-being means, i.a., psychological and physical recuperation (Ehnert, 2009). However, well-being covers also job security and individual employability. Job security is defined as an employee's subjective perception of having stable employment (Burchell, 2014). Employability is the ability to independently explore the labor market in order to use and develop one's potential through having employment (Hillage, Pollard, 1998). It is worth at this point mentioning that employers – within the sustainable HRM concept – are not obligated to secure employees with life-long employment, but to develop employees' employability treated as the ability to fulfill the employment expectations now and in the future (De Prins et al., 2014).

¹ The remaining sustainability-oriented concepts are green HRM, sustainable/triple bottom line HRM, and common good HRM. Sustainable HRM combines socially-responsible HRM with green HRM. The three concepts address sustainable development social and environmental challenges as less important than the firm's personal-good (financial results), whereas common good HRM emphasizes aligning HR practices with the broader societal interest, aiming to create value mainly for the community and society at large (Austen, Piwowar-Sulej, 2025).

Thanks to HR training employees may obtain various technical and interpersonal skills which will allow them to maintain the current employment or find a new job. HR training increases the sense of job security and employees' retention (Beynon et al., 2015; Kashyap, Rangnekar, 2014; Khan, 2018) defined as staying in an organization for the maximum amount of time or as long as the dispatched tasks require (Singh, Dixit, 2011).

During HR training employees may also learn how to care for themselves, fight with stress, deal with uncertainty and change (Mohan, Gomathi, 2015), manage a healthy diet and physical exercise, to recuperate after work. It is worth highlighting that physical activity may have a positive impact on cognitive ability (Hertzog et al., 2008). The latter is utmost important in the face of a need to adapt to continuous changes and incorporation of information coming from many sources (e.g., emails, tweets, videoconferences).

Beyond the above-characterized psychological and physical aspects of well-being, there are also social and economic dimensions. Social well-being is associated with a subjective assessment of experiences related to being a member of a society of employees, whereas economic well-being is connected with the level of earnings (Rath et al., 2014).

HR training may contribute to a friendly atmosphere at work, through promoting value of cooperation, as well as increase the material status of employees. A competent and healthy employee becomes for their employer a key employee and have a chance for long-time employment as well as an increase of their salary. Highly-developed competencies gain meaning in times of changes, including economic crises. Even if an employee is made redundant, they easily find a new job because of their up-graded skills. HRD – as emphasized numerously – is strictly related to the increase of employability (Blanco, 2014).

It is important to emphasize that the level of well-being experienced in the workplace will be reflected in the level of the overall life well-being. The professional life is one of the arenas of our existence and – simultaneously – one which we spend much time in (Piwowar-Sulej, 2018).

3. Hypothesis and research methodology

Extant literature shows that employees' well-being contributes to company' s performance (Kundi et al., 2021), including sustainable performance (Amrani et al., 2020; Jackson Preston, 2022). Furthermore, research shows that socially-responsible HRM practices lead to higher financial and non-financial firm performance (Barrena-Martínez et al., 2017; Tongo, 2015). Therefore it is expected that promotion of well-being within HRD processes will also contribute to organizational sustainable performance. This has been reflected in the following hypothesis: H: Well-being oriented HRD positively contributes to organizational sustainable performance.

The above characteristics of well-being oriented HRD (abbreviated as WB-HRD) have been reflected in a measurement scale designed by Piwowar-Sulej and validated in the book titled “Sustainable human resource development through training” (Piwowar-Sulej, 2022). This scale has been used in this paper. In turn, organizational sustainable performance (SP) was measured with the use of the 15-item scale adopted from (Yong et al., 2020). SP consists of three components such as environmental performance (ENP), economic performance (ECP) and social performance (SCP). In both above-presented measurement scales the five-point Likert scale ranging from 1 – fully disagree to 5 – fully agree was used.

The method used was CATI (computer-assisted telephone interviewing). The author employed a research agency to collect data among mid-sized and large companies – with one respondent from each company. The author focused on larger companies because they have more developed HRM practices than smaller ones. They employ larger HR teams and have larger budgets to invest in modern HRM tools. Their executives are also often more aware of the valuable role HRM plays in building and maintaining positive corporate culture (Singh, 2022). According to the results obtained with the use of a sample size calculator (Naukowiec.org, 2022), the minimum required sample size was 380. The agency contacted in total 424 respondents, of which 400 delivered valid questionnaires.

Diversity among the sample group in terms of the businesses and location was achieved, which is a necessary condition that ensures the validity of the research (Kirchherr, Charles, 2018). The most represented were large manufacturing enterprises ($n = 32$) and mid-sized service companies ($n = 32$). All voivodeships were represented in this study. Out of 400 respondents, 182 people worked on managerial positions, and the rest ($n = 218$) – on non-managerial ones. They worked mainly in administrative departments. 202 respondents were female, whereas 198 – male. As many as 154 respondents had more than 10 years of job tenure, 104 – more than 5 years but less than 10 years, 111 – more than 1 year but less than 5 years and only 31 – less than 1 year. The latter is important, taking into account that the longer people work in a given company, the more they become familiar with the company's developmental policies and practices.

The author used R programming (version 4.2.2) (R Core Team, 2021) to count the descriptive statistics, conduct confirmatory factor analysis and verify the linear regression model.

4. Results

A general overview of the data is provided below. Descriptive statistics for all measured constructs, including central tendency and dispersion indicators, are presented in Table 1.

Table 1.
Descriptive statistics

Construct	N	Mean	SD	Median	Min	Max	Q1	Q3
WB	400	3.17	0.64	3.21	0.92	4.58	2.75	3.58
SP	400	2.76	0.6	2.83	0.83	4.17	2.44	3.17
ECP	400	2.98	0.65	3	0.83	4.17	2.62	3.33
ENP	400	2.65	0.73	2.67	0.83	4.17	2.17	3.17
SCP	400	2.66	0.68	2.67	0.83	4.17	2.33	3.17

SD – standard deviation, Q1 – lower quadrant, Q3 - upper quadrant.

Source: own work.

As above-explained, the WB-HRD scale was positively validated by Piwowar-Sulej (2022). In turn, for the purpose of this paper the author validated the SP scale. For 3-factor structure of SP the author obtained a satisfactory fit indices: RMSEA, CFI, TLI and SRMR (Table 2). As Hu and Bentler (1999) stated, a model is fit when $RMSEA < 0,06$, CFI and TLI $> 0,95$ and $SRMR < 0,08$. However, they indicated that the fulfilment of all four requirements is often too restrictive. So, they proposed a two-index strategy which argues that a model is fit when $SRMR < 0,09$ and additionally when one of the following requirements is met: CFI $> 0,96$, TLI $> 0,96$ or $RMSEA < 0,06$.

Table 2.
Fit indices for SP

Model	Chi-square test			RMSEA	CFI	TLI	SRMR
	χ^2	df	p				
I	88.371	87	0.439	0.006	>0,999	>0,999	0.051

Source: own work.

In the current study, the loadings of subsequent items are in the range of 0,546 and 0,913 and are statistically significant ($p < 0,05$) (Table 3). Loadings associated with CFA-implied item-total correlations should be interpreted as correlations of items with a subscale to which they belong to. Their significance means that all items significantly correlate with the value of their subscale.

Table 3.
The loadings of items

Construct	Item	Loading	p
ECP	ECP1	0.641	$p < 0.001$
	ECP2	0.604	$p < 0.001$
	ECP3	0.619	$p < 0.001$
	ECP4	0.725	$p < 0.001$
	ECP5	0.721	$p < 0.001$
ENP	ENP1	0.655	$p < 0.001$
	ENP2	0.730	$p < 0.001$
	ENP3	0.751	$p < 0.001$
	ENP4	0.711	$p < 0.001$
	ENP5	0.718	$p < 0.001$

Cont. table 3.

SCP	SCP1	0.587	$p < 0.001$
	SCP2	0.546	$p < 0.001$
	SCP3	0.668	$p < 0.001$
	SCP4	0.793	$p < 0.001$
	SCP5	0.709	$p < 0.001$
SP	ECP	0.913	$p < 0.001$
	ENP	0.845	$p < 0.001$
	SCP	0.858	$p < 0.001$

Source: own work.

Alpha Cronbach value for SP is 0,908. So, this scale is reliable. In other words, the results of using this scale are repetitive and not influenced by coincidence. It is assumed that Alpha above 0.7 is an indicator of a reliable scale (Nunnally, Bernstein, 1994). Moreover, all the items have positive discriminant indicates which means that they positively correlate with other items included in a scale. The latter is a very desired effect. Finally, after excluding any item, the Alpha Cronbach value did not increase. Therefore, it can be ascertained that both scales are appropriately designed and do not demand an improvement.

WB-HRD correlates significantly ($p < 0,05$) and positively ($r > 0$) with SP as well as with each of SP's subdimensions (Table 4). Moreover, WB-HRD significantly positively impacts SP and each of its subdimension in the form of ECP, ENP and SCP, which allows for the confirmation of hypothesis H.

Table 4.

Values for Spearman's Rank correlation between WB-HRD and SP (including its subconstructs)

Construct	WB-HRD
	Spearman's Rank correlation coefficient
SP	$r = 0.734, p < 0.001 *$
ECP	$r = 0.686, p < 0.001 *$
ENP	$r = 0.588, p < 0.001 *$
SCP	$r = 0.631, p < 0.001 *$

* statistically significant relationship ($p < 0,05$).

Source: own work.

Table 5.

Results of the verification of the one factor linear regression model

Dependent variable	Independent variable	Parameter **	95% CI		p
SP	WB	0.72	0.659	0.782	$< 0.001 *$
ECP	WB	0.726	0.655	0.797	$< 0.001 *$
ENP	WB	0.735	0.647	0.822	$< 0.001 *$
SCP	WB	0.701	0.621	0.78	$< 0.001 *$

* statistically significant relationship ($p < 0,05$).

** univariate linear regression.

Source: own work.

Since WB-HRD significantly influences SP, it is worth highlighting the areas of WB-HRD which should be improved. Figure 1 presents medians for all items included in the WB-HRD scale. Out of 11 items most obtained a median value of 4. One item, however, has a median

value of only 2.5 (WB-HRD2 – employer offers training on how to maintain good physical health). In turn, responses to questions WB-HRD1, WB-HRD3, WB-HRD4 and WB-HRD9 confirmed that employers rarely offer training which promotes psychological health. Moreover, the organized training does not have a clearly positive impact on the employees' psychological, physical and economic well-being.

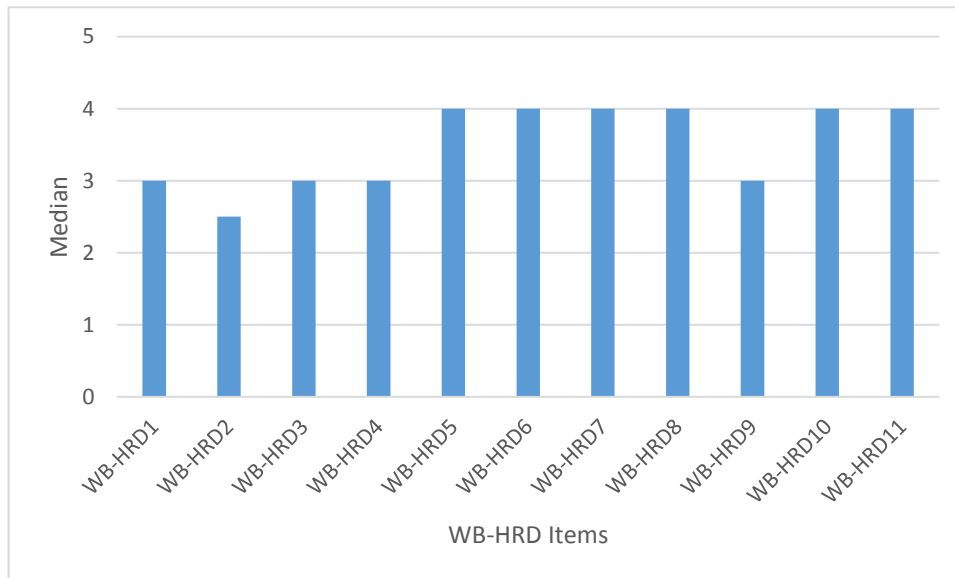


Figure 1. Medians calculated for items assigned to WB-HRD.

5. Discussion

This study confirmed a hypothesis that well-being oriented HRD contributes to organizational sustainable performance. In this way it extended studies which focused on the link between employees' well-being and firm performance (e.g., (Amrani et al., 2020)) as well as socially-responsible HRM practices and firm performance (e.g., (Tongo, 2015)).

Furthermore, this study identified areas that need improvement to achieve higher levels of WB-HRD in the surveyed companies, such as the infrequent organization of training focused on both employees' psychological and physical health. This finding is in line with the data of The Main Polish Statistical Office (GUS, 2017), according to which companies care mainly for the development of employees' technical skills, as well as results of research conducted in Poland twice (in 2015 and 2017), presented by Puchalski and Korzeniowska (2016, 2019). The cited research covered 1000 companies hiring more than 50 employees and focused on not mandatory employers' activities in the area of promoting health. In 2015 only 3.7% of surveyed companies organized training on how to cope with stress. The education in occupational health and safety (OHS) issue which goes beyond the legal requirements took place in 1.3% of companies (Puchalski, Korzeniowska, 2016). In turn, in 2017 stress-related training was

organized in 2.8% of surveyed companies while the not mandatory OHS education was implemented in 2.3% of companies (Puchalski, Korzeniowska, 2019).

This study also showed that despite the provision of HR training, its impact on employees' psychological, physical, and economic well-being appears limited. This may be due to several factors. First, the training content may not fully align with employees' actual needs or daily work demands, reducing its practical relevance. Second, low engagement or poorly structured delivery can hinder learning and application. Third, training alone cannot address broader organizational conditions such as workload, culture, or resource constraints, which are crucial for transferring skills into meaningful well-being improvements. Finally, economic benefits from training, such as promotions or pay increases, may be indirect or delayed, limiting immediate effects on employees' financial well-being. Together, these factors suggest that while training is valuable, it must be complemented by supportive organizational practices to produce a clearly positive impact on overall employee well-being.

It is important to note that the study was conducted during the COVID-19 pandemic, which may have influenced the observed results. During this period, many organizations shifted to remote work, reduced in-person interactions, and faced financial and operational constraints. As a result, employers may have been less able or less motivated to organize training programs, particularly those aimed at promoting psychological and physical health. Additionally, employees' well-being may have been affected by pandemic-related stress, uncertainty, and work-life balance challenges (Hamouche, 2020), potentially limiting the perceived effectiveness of any training offered.

6. Conclusions

The aim of this study was to examine the link between well-being oriented HRD processes (as a symptom of socially-responsible HRD) and organizational sustainable performance. This relationship has been confirmed based on the research conducted in 2020 in Poland among 400 mid-sized and large companies.

This study contributes to the better understanding of the role of HRD processes in companies sustainable performance and enriches previous studies which focused on the relationships between socially-responsible HRM and firm performance as well as workplace well-being and firm performance. It also brings numerous implications for the surveyed companies. At this point it is worth emphasizing that Bombiak and Marciniuk-Kluska (2019) argued that socially-responsible HRM practices provide a path for the sustainable development of organizations, which finally result in increasing societal well-being. This emphasizes that though well-being oriented HRD processes companies may develop general – in life – well-being of their employees.

Based on the findings of this study, public institutions and industry regulators can play a crucial role in promoting well-being oriented HRD processes. They could provide incentives, such as recognition programs, to encourage organizations to implement structured employee well-being initiatives. Developing and disseminating guidelines or best practices for effective HRD programs, alongside offering training and certification for HR professionals, would support capacity building. Additionally, requiring transparent reporting on WB-HRD and establishing awards or certifications for organizations demonstrating excellence in this area could enhance adoption and visibility. Finally, funding longitudinal research on the impact of these practices would provide evidence-based insights, helping to align organizational HRD efforts with sustainable performance and societal well-being.

This study possesses some limitations which may work as future research avenues. First, this study has issue with generalization of empirical findings because of data collection from only companies located in Poland with the focus on mid-sized and large enterprises. Future research is needed to collect data from SMEs and in other countries. Second, many relationships between dependent and independent variables are mediated and moderated by additional factors. The introduction of potential mediators/moderators such as, e.g., sustainable leadership could result in bringing valuable results. Comparative studies using pandemic and post-pandemic data could also help isolate the impact of COVID-19 on the study results.

References

1. Abdelmotaleb, M., Saha, S.K. (2020). Socially Responsible Human Resources Management, Perceived Organizational Morality, and Employee Well-being. *Public Organ. Rev.*, 20, 385-399. <https://doi.org/10.1007/s11115-019-00447-3>
2. Amrani, M., Rachid, C., Azzedine, B., Verzea, I. (2020). Well-being at work: a lever for sustainable performance in workplace. *Min. Science*, 27. <https://doi.org/10.37190/msc202707>
3. Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*. Kogan Page, London and Philadelphia.
4. Aslaksen, H.M., Hildebrandt, C., Johnsen, H.C.G. (2021). The long-term transformation of the concept of CSR: towards a more comprehensive emphasis on sustainability. *Int. J. Corp. Soc. Responsib.*, 6, 11. <https://doi.org/10.1186/s40991-021-00063-9>
5. Austen, A., Piwowar-Sulej, K. (2025). An Integrative Literature Review on Sustainability-Oriented HRM: How Multilevel Thinking May Help to Extend the State of the Art. *J. Chang. Manag.*, 25, 229-259. <https://doi.org/10.1080/14697017.2025.2526367>
6. Barrena-Martínez, J., López-Fernández, M., Romero-Fernández, P.M. (2017). Socially

- responsible human resource policies and practices: Academic and professional validation. *Eur. Res. Manag. Bus. Econ.*, 23, 55-61. <https://doi.org/10.1016/j.iedeen.2016.05.001>
7. Belousova, E. (2023). Economic well-being: Semantic environment and research contexts at a municipal level. *J. New Econ.*, 23, 46-68. <https://doi.org/10.29141/2658-5081-2022-23-4-3>
 8. Beyer, K. (2012). Od epoki agrarnej po gospodarkę opartą na wiedzy. *Stud. i Pr. Wydz. Nauk Ekon. i Zarządzania Uniw. Szczecińskiego*, 30, 11-21.
 9. Bierema, L.L., D'Abundo, M.L. (2004). HRD with a conscience: practicing socially responsible HRD. *Int. J. Lifelong Educ.*, 23, 443-458. <https://doi.org/10.1080/026037042000293416>
 10. Bombiak, E., Marciniuk-Kluska, A. (2019). Socially responsible human resource management as a concept of fostering sustainable organization-building: Experiences of young Polish companies. *Sustain.*, 11. <https://doi.org/10.3390/su11041044>
 11. Bowen, H. (1953). *The Social Responsibilities of Buisnessman*. New York: Harper.
 12. de Bussy, N.M., Suprawan, L. (2012). Most valuable stakeholders: The impact of employee orientation on corporate financial performance. *Public Relat. Rev.* 38, 280-287. <https://doi.org/10.1016/j.pubrev.2011.11.006>
 13. Diaz-Carrion, R., López-Fernández, M., Romero-Fernandez, P. (2019). Evidence of different models of socially responsible HRM in Europe. *Bus. Ethics*, 28, 1-18. <https://doi.org/10.1111/beer.12203>
 14. El Akremi, A., Gond, J.-P., Swaen, V., De Roeck, K., Igalens, J. (2018). How Do Employees Perceive Corporate Responsibility? Development and Validation of a Multidimensional Corporate Stakeholder Responsibility Scale. *J. Manage.*, 44, 619-657. <https://doi.org/10.1177/0149206315569311>
 15. GUS (2017). *Charakterystyka ustawicznego szkolenia zawodowego w przedsiębiorstwach w 2015 r.* Warszawa.
 16. Haigh, N., Griffiths, A. (2009). The natural environment as a primary stakeholder: the case of climate change. *Bus. Strateg. Environ.*, 18, 347-359. <https://doi.org/10.1002/bse.602>
 17. Hamouche, S. (2020). COVID-19 and employees' mental health: stressors, moderators and agenda for organizational actions. *Emerald Open Res.*, 2, 15. <https://doi.org/10.35241/emeraldopenres.13550.1>
 18. Hu, L., Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Struct. Equ. Model. a Multidiscip. J.* 6, 1-55.
 19. Jackson Preston, P. (2022). We must practice what we preach: a framework to promote well-being and sustainable performance in the public health workforce in the United States. *J. Public Health Policy*, 43, 140-148. <https://doi.org/10.1057/s41271-021-00335-5>
 20. Kirchherr, J., Charles, K. (2018). Enhancing the sample diversity of snowball samples: Recommendations from a research project on anti-dam movements in Southeast Asia. *PLoS One*, 13, e0201710. <https://doi.org/10.1371/journal.pone.0201710>

21. Kundi, Y.M., Aboramadan, M., Elhamalawi, E.M.I., Shahid, S. (2021). Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. *Int. J. Organ. Anal.*, 29, 736-754. <https://doi.org/10.1108/IJOA-05-2020-2204>
22. Li, H., Kuo, Y.K., Mir, M.M., Omar, M. (2022). Corporate social responsibility and environmental sustainability: achieving firms sustainable performance supported by plant capability. *Econ. Res. Istraživanja*, 1-23. <https://doi.org/10.1080/1331677X.2021.2015612>
23. Naukowiec.org (2022). *Kalkulator doboru próby*, <https://www.naukowiec.org/dobor.html>
24. Nunnally, J., Bernstein, I. (1994). *Psychometric theory (3rd ed.)*. New York: McGraw- Hill.
25. Omidi, A., Dal Zotto, C. (2022). Socially Responsible Human Resource Management: A Systematic Literature Review and Research Agenda. *Sustainability*, 14, 2116. <https://doi.org/10.3390/su14042116>
26. Park, S., Jeong, S., Chai, D.S. (2021). Remote e-Workers' Psychological Well-being and Career Development in the Era of COVID-19: Challenges, Success Factors, and the Roles of HRD Professionals. *Adv. Dev. Hum. Resour.*, 23, 222-236. <https://doi.org/10.1177/15234223211017849>
27. Penc, J. (2007). *Nowoczesne kierowanie ludźmi. Wywieranie wpływu i współdziałanie w organizacji*. Warszawa: Difin.
28. Piwowar-Sulej, K. (2022). *Sustainable human resource development through training*. Wrocław: Wrocław University of Economics and Business.
29. Piwowar-Sulej, K. (2021). Human resources development as an element of sustainable HRM – with the focus on production engineers. *J. Clean. Prod.*, 278, 124008. <https://doi.org/10.1016/j.jclepro.2020.124008>
30. Pranugrahaning, A., Donovan, J.D., Topple, C., Masli, E.K. (2021). Corporate sustainability assessments: A systematic literature review and conceptual framework. *J. Clean. Prod.*, 295, 126385. <https://doi.org/10.1016/j.jclepro.2021.126385>
31. Pressman, S.D., Kraft, T., Bowlin, S. (2020). *Well-Being: Physical, Psychological, and Social*, in: *Encyclopedia of Behavioral Medicine*. Cham: Springer International Publishing, pp. 2334-2339. https://doi.org/10.1007/978-3-030-39903-0_75
32. Puchalski, K., Korzeniowska, E. (2019). Health promotion in medium-sized and large companies in Poland in 2017 – activities, implementation, effects and difficulties. *Med. Pr.* 70, 275-294. <https://doi.org/10.13075/mp.5893.00802>
33. Puchalski, K., Korzeniowska, E. (2016). Workplace health promotion in Poland in 2015 – Diagnosis based on a representative survey of companies employing more than 50 employees. *Med. Pr.* <https://doi.org/10.13075/mp.5893.00532>
34. R Core Team (2021). *R: A language and environment for statistical computing*. Vienna: R Foundation for Statistical Computing.
35. Roy, B.D. (2020). *Biggest Challenges of HR Professionals in COVID-19 Pandemic*. <https://blog.vantagecircle.com/challenges-of-hr/>, 10.10.20.
36. Ruggeri, K., Garcia-Garzon, E., Maguire, Á., Matz, S., Huppert, F.A. (2020). Well-being is

- more than happiness and life satisfaction: a multidimensional analysis of 21 countries. *Health Qual. Life Outcomes*, 18, 192. <https://doi.org/10.1186/s12955-020-01423-y>
37. Sapta, I., Sudja, I.N., Landra, I.N., Rustiarini, N.W. (2021). Sustainability performance of organization: mediating role of knowledge management. *Economies*, 9, 97.
38. Sims, R.R. (2006). *Human Resource Development: Today and Tomorrow*. Greenwich: Information Age Publishing Inc.
39. Singh, U. (2022). *How is HR in small businesses different from large companies?* <https://www.peoplehum.com/blog/how-is-hr-in-small-businesses-different-from-large-companies>
40. Tongo, C.I. (2015). Social Responsibility, Quality of Work Life and Motivation to Contribute in the Nigerian Society. *J. Bus. Ethics*, 126, 219-233.
41. Yong, J.Y., Yusliza, M.-Y., Ramayah, H., Jabbour, C.J.C., Sehnem, S., Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Bus. Strateg. Environ.*, 29, 212-228. <https://doi.org/10.1002/bse.2359>
42. Zhang, Z., Wang, J., Jia, M. (2022). Multilevel Examination of How and When Socially Responsible Human Resource Management Improves the Well-Being of Employees. *J. Bus. Ethics*, 176, 55-71. <https://doi.org/10.1007/s10551-020-04700-4>
43. Zhao, H., Zhou, Q., He, P., Jiang, C. (2021). How and When Does Socially Responsible HRM Affect Employees' Organizational Citizenship Behaviors Toward the Environment? *J. Bus. Ethics*, 169, 371-385. <https://doi.org/10.1007/s10551-019-04285-7>

Appendix

Table A1.
Measurement scale for WB-HRD

WB-HRD1	The employer organizes training on mental health (e.g., stress management, burnout prevention, work-life balance).
WB-HRD2	The employer organizes training on physical health (e.g., principles of healthy eating, spine care).
WB-HRD3	The training provided positively impacts employees' mental well-being (by increasing competencies in this area).
WB-HRD4	The training provided positively impacts employees' physical well-being (by increasing competencies in this area).
WB-HRD5	The training sessions have a pleasant atmosphere.
WB-HRD6	The training has a positive effect on the work environment.
WB-HRD7	The intensity of the training does not cause physical overload.
WB-HRD8	The intensity of training on various topics does not cause mental overload.
WB-HRD9	The training provided positively impacts employees' economic well-being (by linking salary increases with skill development).
WB-HRD10	I believe that the training offered by my employer enhances my chances of long-term employment at my current workplace.
WB-HRD11	I believe that the training offered by my employer enhances my chances of finding employment in another organization.

Source: own work.