The paradox of employee psychological well-being practices: An integrative literature review and new directions for research

Mark Loon*
Bath Business School and College of Liberal Arts,
Bath Spa University
Newton St Loe, Bath BA2 9BN
Tel: 07592869272
Email: m.loon@bathspa.ac.uk

Lilian Otaye- Ebede
Liverpool Business School
Liverpool John Moores University
70 Mount Pleasant, Liverpool L3 5UA
Email: L.E.Otaye@ljmu.ac.uk

Jim Stewart
Liverpool Business School
Liverpool John Moores University
70 Mount Pleasant, Liverpool L3 5UA
Email: J.D.Stewart@ljmu.ac.uk

*corresponding author

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Abstract

It is well established that many HR practices aimed at increasing employees' psychological wellbeing (PWB) and organisational performance conflict and even contradict one another. We address this long-standing issue by undertaking an innovative integrative literature review using the paradox metatheory as a lens. Unlike the contingency approach, a paradox perspective deems real-world tensions as normal, which can also be harnessed, and benefit employees and the organisation. We make three contributions; firstly, we identify contradictory employee PWB and organisational performance HR practices; secondly, we offer a solution in addressing the inherent tension between PWB and organisational performance by developing a new sensemaking conceptual framework; and thirdly, we offer a more nuanced perspective of prevailing arguments by distinguishing endogenous factors that organisations can influence to enhance the synergies between employee PWB and organisational performance HR practices. The intended impact of this paper is to instigate a paradigm shift and shape a new trajectory of thinking about how employee PWB and organisational performance practices can exist side-by-side.

Key words: psychological wellbeing, performance, HR practices, paradox, metatheory

Introduction

Employee-centred HR practices, in particular those targeting an increase in their wellbeing, have gained much interest from scholars and practitioners, especially given their claimed benefits to both staff and the organisation (Guest, 1999). Traditionally, researchers have focused on three dimensions of employee wellbeing; physiological, psychological and social. We argue that the psychological dimension of the above construct is paramount, given the important and central role of mental processes such as perception, as identified by Chu, Thorne, and Guite (2004), that can ultimately impact on organisational outcomes (Danna & Griffin, 1999; Hardy, Woods, & Wall, 2003). For example, psychological distress can lead to physical exhaustion and social withdrawal from peers.

Research has also demonstrated that HRM practices broadly lead to positive organisational outcomes (Jackson, Schuler, & Jiang, 2014). However, scholars have recognised the competing, and at times even conflicting, nature of HR practices in supporting both PWB and organisational performance. For example, an emphasis on organisational performance through high-performance work systems (HPWS) (Aryee, Walumbwa, Seidu, & Otaye, 2012) leads to work intensification (Combs, Liu, Hall, & Ketchen, 2006). Similarly, organisational change involving the use of provisional practices (Brown, Ainsworth, & Grant, 2012) - such as the creation of project teams within matrix structures (for enacting change and for business-as-usual purposes) - can create role ambiguity (e.g. is the project or business-as-usual role a priority?). Organisational growth through performance may also lead to employee-versus-organisation tensions. For example, the introduction of HR practices such as pay-for-performance can lead to adverse effects on employee PWB (S. Park & Sturman, 2016) through increased feelings of rivalry and conflict among colleagues, and anxiety due to the lack of security in remuneration. Given the potential tensions between employee- vs organisational-centric HR practices, it is important to explore and identify employee PWB

practices that complement and compete with practices that support organisational performance. This in turn requires a fresh approach in helping HR professionals through this potentially confounding area of practice.

Therefore, the aim of this study is to synthesise existing literature on the paradoxical challenges posed by tensions that exist between employee PWB and organisational performance practices. This paper builds upon extant studies that have debated the balance between wellbeing and performance, and provides a synthesis between how each individual factor has influenced these debates. For example, Brown et al's (2009) study discusses the tensions between the HR roles of an 'employee champion' (for general employee wellbeing) and 'strategic partner' (for organisational performance), while Francis and Keegan's (2006) similar study focuses on the priorities of HR roles in relation to wellbeing and performance. While indebted to both approaches, this study's main point of departure lies in its focus on HR practices, rather than HR roles as of interest to Brown et al. and Francis and Keegan.

Boselie, Brewster and Pauwee (2009) provide a useful historical analysis of dualities in HR, in which they offer a range of different frameworks, e.g. institutional theory, as a lens in addressing challenges arising from tensions between PWB and organisational performance. Our study builds upon the work of Boselie et al. (2009) by arguing that paradox may be a more useful lens. Consequently, a paradox metatheory will be used to interrogate and integrate literature, and to differentiate between employee PWB practices that complement or compete with practices supporting organisational performance. The paradox metatheory is an appropriate lens, as scholars such as Smith and Lewis (2011) argue that paradoxes render the dominant management model of the contingency approach inadequate, because management are required to address opposites simultaneously, so circumventing the need to choose one over the other or make trade-offs. Unlike the contingency approach, a

paradox perspective views tensions as normal, which can be harnessed, and benefit employees and the organisation (Smith & Lewis, 2011).

This study makes three important contributions. Firstly, our study is the first to adopt a paradox lens to examine the tensions between PWB and performance-focused HR practices. The paradox lens has enabled us to comprehensively identify from extant research and literature, employee PWB and organisational-performance HR practices that are contradictory with one another. Our second contribution is in addressing the inherent tension between PWB and performance as we develop a new sensemaking conceptual framework that demonstrates how the PWB/ performance paradox can be addressed. The intention of this contribution is to instigate a paradigm shift and shape a new trajectory of thinking about how employee PWB and organisational performance practices can exist side-by-side. Finally, we build upon the work of Guest (2017), who adopted a symbiotic view of PWB practices with organisational performance. Specifically, he argued that the two should not pose a dilemma; as the adoption of PWB practices ultimately contribute to organisational performance. We adopt a more nuanced view, as we contend that such opportunities for synergy are context-dependent. For example, new firms can build-in employee PWB into firm performance practices early on, thereby imprinting and coalescing their PWB practices with organisational performance, and setting a strong precedent for future reference (Marquis & Tilcsik, 2013).

The next section is a literature review on the paradox metatheory. It also includes a review of extant research on the psychological dimension of wellbeing. This is followed by a discussion on the methodology employed in this integrated literature review. The findings of the review are then presented. A discussion follows that includes the development of a conceptual framework. Finally, emerging issues within this area are highlighted and directions for future research are outlined.

Underpinning Theory and Literature Review

Paradoxes

Schad, Lewis, Raisch, and Smith (2016) define paradox as, '*persistent contradiction between interdependent elements*' (p. 10). It is one of many related forms of organisational tensions, including dilemmas (McGrath, 1982), dualities (A. Smith & Graetz, 2006) and dialectics (Seo & Creed, 2002). Paradoxes are both inherent and socially constructed (Luscher & Lewis, 2008). Paradox is inherent due to the intrinsic nature of some systems - e.g. equality versus equitability - and is also socially constructed due to institutional actors' choice of cognitive frames, dialogical mixed messages (Argyris, 1988) and 'functional stupidity' as a consequence of a lack of reflexivity (Alvesson & Spicer (2012).

While organisational tensions are ubiquitous, many are latent (Luscher & Lewis, 2008). However, as change intensifies, such as in today's environment, these dormant tensions start to manifest and organisations begin to face many paradoxical challenges. The multiplicity of enterprise goals inherently invites tension, as organisations strive to address competing and even opposing needs of stakeholders (Scherer, Palazzo, & Seidl, 2013). In addition, the need to 'do more with less' becomes proverbial, as scarcity is fueled by the need to satisfy multiple goals. Change, plurality and scarcity are potent alchemy that promotes paradoxes such as: cooperate and compete (Chung & Beamish, 2010); explore and exploit (Smith, Binns, & Tushman, 2010); and learn and perform (Dobrow, Smith, & Posner, 2011).

If paradoxes are not attended to, ambivalence, conflict, chaos and collapse ensue (Schad et al., 2016). Finding a balanced approach is key, as Sundaramurthy and Lewis (2003) argue: "*Stressing one polarity exacerbates the need for the other, often sparking defenses, impeding learning, and engendering counter-productive reinforcing cycles*" (p. 397). Although the dominant contingency approach offers one response to tensions, it is inherently about organisational choices, which may not be genuinely available when confronted with

paradoxes and dualities (Smith & Lewis, 2011). The paradox perspective is about attending to all competing demands at the same time; it views tensions as normal, and they can be functionally exploited (Smith & Lewis, 2011).

Metatheory

Tsoukas (1994) proposed that a metatheory is a theory of theories, while Ritzer (1990) states that a metatheory is "*an overarching theoretical perspective*" (p. 3), which is similar to Lewis and Smith's (2014) construal of metatheory as a 'theoretical framework'. Qiu, Donaldson, and Luo (2012) suggest that a metatheory is a paradigm, with Hesketh and Fleetwood (2006) arguing that a metatheory is an overriding assumption and that all theory employs metatheory. Tsoukas (1994) contends that a metatheory is particularly useful when there are no acceptable theories of a phenomenon. He further contended that a metatheory can be used as an organising instrument that i) guides the identification of ontological and epistemological principles of a phenomenon, which then ii) bring together divergent perspectives of a phenomenon, premised upon various applications. He argues that undertaking the two steps should elucidate the nature of a phenomenon by revealing the relationship between the various perspectives and the scope of its applications.

The metatheory approach has been used in a number of fields within management and organisation studies. For example, Poole and Van de Ven (1989) attempted to develop a metatheory of innovation, while Hesketh and Fleetwood (2006) adopted critical realism as a metatheory in examining the link between HRM and performance. In addition, Jarvensivu and Moller (2009) applied a metatheory of inter-organisational network management, while Chao and Moon (2005) used chaos, complexity, and network theories in building a metatheory to understand the complexity of culture from the perspective of a cultural mosaic.

Paradox as a Metatheory

Metatheories are effective in helping move beyond an 'either/ or' polarisation (Tsoukas, 1994). Schad et al. (2016) argue that the plurality and multiplicity in the application of paradox renders it as a metatheory. For example, paradox has been used as a tool for theorising, e.g. Dameron and Torset (2014). Others have used paradox as a lens to study relationships in phenomena e.g. Hahn, Preuss, Pinkse, and Figge (2014), with some framing paradox as theory, e.g. Smith and Lewis (2011).

Schad et al. (2016) claim that paradox as a metatheory offers a powerful lens as an *explanandum* of tensions, which are ubiquitous in organisations. Lewis and Smith (2014) support this view, as a metatheory lens uses the principles of paradox in bridging multiple constructs, theories, context and methodologies. They argue that "*...metatheory is unconstrained by particular contexts, variables or methods, rather delineating core elements, such as underlying assumptions and central concepts, for a scholarly community*" (p. 129). A paradox metatheory is appropriate here, given the complexities that are inherent in the relationship between employees' PWB and organisational performance. Such a claim is supported by scholars such as Tsoukas (2017), who argue that the 'complexification' of theory is needed to reflect the complexities in reality.

HR Practices: Psychological Wellbeing

Employee PWB is a multi-dimensional construct that has been conceptualised in various ways by scholars. For example, Ryff (1995) defines it as a representation of wellness, which is conceived as "*progressions of continued growth across the life course*" (p. 99). Schmutte and Ryff (1997) define it as "*a general feeling of happiness*" (p. 551). Similarly, Panaccio and Vandenberghe (2009) conceptualise PWB as being characterised by the presence of positive affect, the absence of negative affect and the joint presence of job and life

satisfaction. On the other hand, Warr (1990) operationalised PWB along the following three dimensions: satisfaction-dissatisfaction, enthusiasm-depression and comfort-anxiety. According to Diener and Suh (1997), PWB may appear in the form of thoughts or in the form of affect. This is consistent with Ryff and colleagues' model of PWB that encompasses six dimensions; self-acceptance, personal growth, purpose in life, positive relations with others, environment mastery, and autonomy (Ryff, 1989a, 1989b; Ryff & Keyes, 1995). In considering PWB, a distinction is often made between hedonic (positive emotions) and eudemonic (positive functioning) wellbeing (Guest, 2017). Hedonic wellbeing is typically represented by life/ job satisfaction and is seen as driven by the need for rewards/pleasure and the avoidance of negative experiences as found in the work of Ryan and Deci (2001). On the other hand, eudemonic wellbeing provides the opportunity for self-expression and is derived from the assessment that one's life situation is meaningful as found in the work of Ryff and Keyes (1995).

Scholars have found PWB to relate with a number of outcomes. For example, Cartwright and Cooper (2008) argued that people with higher levels of PWB at work are healthier, have happier lives and live longer. In their field of study, Wright and Cropanzano (2000) demonstrated that there was a positive relationship between PWB and job performance. Similar findings were reported by Robertson, Birch, and Cooper (2012), where PWB was found to have incremental value over and above that of positive job and work attitudes in predicting self-reported levels of performance. Antecedents of PWB have also been examined by scholars, some of which include: transformational leadership e.g. Arnold (2017); authentic leadership and attachment insecurity e.g. Rahimnia and Sharifirad (2015); perceived organisational support e.g. Panaccio and Vandenberghe (2009); meaningful work and perspective taking e.g. Arnold and Walsh (2015); employee perception of HR practices

e.g. Baluch (2017); emotional intelligence e.g. Carmeli, Yitzhak-Halevy, and Weisberg (2009); and HPWS e.g. Heffernan and Dundon (2016).

These results reflect the increasing interest in PWB in scholarly research. Recent arguments suggest that, given changes in working conditions such as the influx of information technology, financial unsettlement, economic, political and global upheavals etc., in order for organisations to increase their performance, they first have to take into consideration their employee wellbeing (c.f. Guest, 2017). Employers have therefore focused on implementing practices that could foster employee PWB. These practices, mainly within the remit of HR management, often pose paradoxical challenges to the organisation because of the contradictions that exist between those that positively influence PWB and those that focus on increasing organisational performance at the expense of PWB. Therefore, building on the work of Guest (2017) and as noted above, we aim to interrogate and synthesise literature to differentiate between HR employee PWB practices that complement or compete with practices supporting organisational performance and change using the paradox metatheory lens.

HR Practices: High Performance

While there is a claimed link between HR practices promoting PWB and its positive impact on organisation performance, there is a separate and distinct thread of research within what is referred to as Strategic HRM, which focuses on utilising HR practices to improve organisation performance (Combs et al., 2006). These performance-focused HR practices have been coined under various terminologies such as HPWS, high involvement management (HIM), and high commitment management (HCM), with scholars mostly examining relationships between what are referred to as HPWS and organisational outcomes (Kinnie,

Swart, & Purcell, 2005). HPWS research pays little attention to potential effects of identified practices on individual employees, including their PWB (Guest, 2017).

Organisational outcomes associated with HPWS include: increased job satisfaction; lower employee turnover; higher productivity; better decision-making; increased efficiency; and greater flexibility. These outcomes all help improve organisational performance (Combs et al., 2006). The main HR practices associated with HPWS include: training and development; incentive compensation; selection; employee participation: and flexible work arrangements (Combs et al., 2006). Each of these outcomes has some potential for impacting PWB either positively, negatively, or both. For example, employee participation can have a positive impact on PWB. However, the effects may vary across different occupational groups (Kinnie, et al., 2005), with members of some groups experiencing participation as empowering, while others experience anxiety. It is reasonable to assume that there will also be individual differences within occupational groups. Similarly, incentive compensation may be experienced as both positive and negative by different groups and individuals. Negative experience of incentive compensation is likely to lead to anxiety and have a negative impact on PWB. It is therefore clear that HR practices associated with HPWS may be detrimental to employees' PWB and, through that effect, have negative consequences for organisation performance.

Methodology

We used two of the most commonly used databases in management studies; Scopus and Web of Science (Klang, Wallnöfer, & Hacklin, 2014). The search process first involved the primary topic of the study, using the Boolean terms 'health' OR 'well-being'. Using the databases' inbuilt filters, we then limited the articles to those in English in the field of psychology and business management. By selecting only journal articles we adopted the

viewpoint of Podsakoff, Mackenzie, Bacharach, and Podsakoff (2005), who argued that such periodicals represent validated knowledge. We then progressively searched within each return set with the Boolean terms 'Employee' OR 'Workplace', followed by 'Organi*ational Performance' and 'Human Resource *', using wildcards to broaden the search. Scopus had 106 returns, while Web of Science recorded 54. Sixty-eight articles were used for the study. Table 1 shows the steps taken in the literature search and selection process.

[Table 1 near here]

To ensure that the articles were relevant and contributed to the attainment of the study's aim, we screened the articles for relevance and suitability. For example, articles were excluded for five primary reasons: i) themes involved examining HR practices in improving organisational performance in healthcare organisations; ii) focus on PWB with cursory or no mention of HR practices; iii) focus on HR practices with little or no relevance to PWB; or, in relation to performance: iv) articles emphasised related constructs e.g. organisational commitment, but with only cursory reference to PWB; and v) articles focused on detriments on employee PWB in the context of personality and personal factors e.g. ethnicities. Table 2 shows that most of the papers reviewed were quantitative studies.

[Table 2 near here]

The articles were reviewed and evaluated using the paradox metatheory lens. While an analytical framework was developed prior to the analysis, we adopted a reflexive approach and adapted the framework to fit with the data as new perspectives emerged. The synthesis that then follows from the literature review offers a new conceptual framework (Torraco, 2016) and perspective of employee PWB and organisational performance practices.

Findings

The findings are organised into four parts. The first highlights the variability in the conceptualisation of employee PWB. The second identifies the PWB practices that are paradoxical to organisational performance, while the third highlights the 'mutual-gains' PWB practices with organisational performance i.e. a 'win-win' scenario. Finally, the fourth outlines the contexts for the mutual-gains model of PWB practices on organisational performance.

Conceptualising Employee PWB

Our analysis of the literature revealed that authors conceptualised PWB broadly, including elements such as: job satisfaction, e.g. Boxall and Macky (2014); diversity management e.g. Guillaume, Dawson, Otaye-Ebede, Woods, and West (2017); happiness and job involvement e.g. Huang, Ahlstrom, Lee, Chen, and Hsieh (2016); as the inverse of emotional exhaustion e.g. Shantz, Arevshatian, Alfes, and Bailey (2016); as a degree of depressiveness e.g. Stengård, Bernhard-Oettel, Näswall, Ishäll, and Berntson (2015); as the inverse of burnout e.g. van Mierlo, Rutte, Vermunt, Kompier, and Doorewaard (2006); and as within the continuum anxiety-contentment e.g. Wood and de Menezes (2011). Given the broad conceptualisation of PWB, many HR practices can be construed as directly or indirectly supporting employee PWB. For example, although 'challenging jobs' is usually part of performance-enhancing initiatives, it may be conceived as an employee PWB practice in enhancing job satisfaction, although challenging job assignments in turn may also be perceived as stressful and cause self-doubt (Šarotar-Žižek, Treven, & Čančer, 2015). Some jobs are inherently stressful: for instance, customer-facing staff, performing emotional labour can experience distress, as they feel estranged from their true self (Sloan, 2008).

Paradoxical PWB Practices

Some authors found that, although HPWS may instigate higher levels of employee

satisfaction and greater intrinsic rewards from their work, employees, at the same time, may

experience greater anxiety and more intense work rhythms, increased workloads and strains

that ultimately act as a barrier to high performance (Decramer et al., 2015; Van De Voorde &

Beijer, 2015). An unintended consequence of the introduction and on-going demands of high

involvement management (HIM) - which rather than create an increased sense of coherence

or a feeling of being valued by the organisation (therefore increasing PWB) (Wood & de

Menezes, 2011) - instead led workers to question the organisation's valuation of staff and the

comprehensibility and meaningfulness of what surrounds them (Wood, Van Veldhoven,

Croon, & de Menezes, 2012). Our research shows a nuanced picture, in that performance-

related practices involving enriched jobs can be complementary with employee PWB, but at

the same time their performance-related practices, i.e. HIM, are counter-effective to

employee PWB (Fan et al., 2014). Such inconsistent results extend to the practice of

performance appraisal, as it can be either motivating or demotivating. Its effectiveness is

highly contextual, and dependent on how it is designed and implemented e.g. de Koeijer,

Paauwe, and Huijsman (2014). Additionally, participative management has been shown to be

negatively associated with employee social wellbeing (Boreham, Povey, & Tomaszewski,

2016), while, remarkably, empowering leadership practices have no significant impact on

PWB (J. G. Park, Kim, Yoon, & Joo, 2017) (see Appendix 1 for summary of findings).

Job resources, e.g. autonomy and discretion, are paradoxical with high efficiency

practices and business models such as just-in-time (JIT) and total quality management

(TQM), as they may impede productivity (Schabracq & Cooper, 1997). Other practices, such

as quantitative flexibility, which is generally advantageous for organisations, is detrimental to

employees in terms of job security (Schabracq & Cooper, 1997). Although it is not surprising

that practices that support work systems, such as lean, may enhance organisational

performance but may be detrimental to employees' PWB e.g. Townsend & Wilkinson (2010), it is nonetheless counter intuitive that enhancing employees' job resources to enable them to better cope with such work systems can also lead to employee psychological detriment. There are elements in job design to build-in autonomy to enhance PWB (R. Park & Searcy, 2012), such as flexible working arrangements (FWA). FWA not only increases job autonomy, but it can also increases work life balance (WLB) (Rudolph & Baltes, 2017) and therefore PWB (Boreham et al., 2016). However, other research revealed that FWA could lead to insecurity (Lange, 2013), with some scholars identifying more nuanced relationship necessitating FWA/ WLB practices that need to be coupled with effective team design in order to be effective (Liu & Wang, 2011). Figure 1 illustrates the paradoxical PWB practices with practices supporting organisational performance.

[Figure 1 near here]

Other PWB practices that may have a counter impact are employee communication practices enabling participation and involvement. The positive impact of such practices is limited as, through the passage of time, staff may feel the practices become invasive and stressful (Cañibano, 2013). The need to accommodate 'more' communication may also impede the speed of decision-making (Boxall & Macky, 2010). Further PWB practices aimed at enhancing collegial relationships with co-workers can be undermined by a competitive organisational climate being supported by individual-based competitive reward schemes (Reio & Ghosh, 2009), which confuses staff at best and causes frustration, and withdrawal of extra-role behaviours at worst. The impact of some PWB practices may need further research, as some practices do not result in the envisaged impact e.g. health and wellness practices on mitigating turnover (Caillier, 2016) or enhancing WLB (Bui, Liu, & Footner, 2016).

Mutual Gains PWB-Performance Practices

Our literature review also shows practices that generally provide a win-win scenario for employee PWB and organisational performance. Learning and development (L&D) practices tend to have an overall positive impact (Reio & Ghosh, 2009), especially if they cater for employees' professional and personal development (Kira & Balkin, 2014). While most L&D practices are directed at maximising employees' abilities (e.g. talent management) to increase job involvement and ultimately performance (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005), such practices can also help improve performance by enabling employees to better cope with stress, such as enhancing emotional intelligence e.g. (Karimi, Cheng, Bartram, Leggat, & Sarkeshik, 2015), while van Mierlo et al. (2006) found that practices that stimulate learning mitigate the effects of work intensification. L&D practices that stimulate individuals through task design can reduce emotional exhaustion and thereby increase PWB (Rudolph & Baltes, 2017).

Other 'functional' HR practices include: recruitment and selection, which involves hiring staff with spiritual vitality and ethical character; tailoring compensation and benefits packages to provide equitable pay scales (Wright, 2010); and widening and improving employee engagement and voice practices to understand employees' PWB needs, as well as to convey organisational performance requirements that ultimately allow the discovery of mutual gains thresholds e.g. Conway, Fu, Monks, Alfes, & Bailey (2016). PWB schemes, including occupational health and safety, such as counselling to improve PWB, can reduce absenteeism and therefore improve performance and general wellbeing e.g. Ogunyomi & Bruning (2016). Tsai and Wu (2010) argue that such interventions help create a climate that promotes organisational citizenship behaviours as employees become more satisfied with their job. HR practices that enrich jobs through the creative design of tasks stimulate employees and thereby increase commitment and performance e.g. Mihail & Kloutsiniotis (2016). Other PWB practices to enhance the work environment include investing in physical

infrastructure (ergonomics, safety) (Sadatsafavi & Walewski, 2013) and 'situational engineering', which involves techniques designed to alter physical work environments (Wright, 2010).

Context for Mutual Gains

Clearly there are many contingent factors that enable PWB and organisational performance practices to exist in harmony (Ogbonnaya, Daniels, Connolly, & van Veldhoven, 2017), such as age of employees (Kooij et al., 2013) and national culture (Malek, Mearns, & Flin, 2010). In addition to these exogenous factors that organisations may not be able to influence, there are however endogenous factors that can be shaped, such as focusing on innovation and creating a positive organisational climate without using work intensification practices (Heffernan & Dundon, 2016), and establishing selection practices aimed at recruiting employees that have high organisation and/or job-person fit (Mostafa, 2016).

Employee perceptions are a strong antecedent of the impact of HR practices for PWB and performance e.g. Shantz et al. (2016). For example, change in organisational logics e.g. public service to for-profit enterprise, may cause employees to perceive changes in HR practices with suspicion e.g. Townsend & Wilkinson (2010). Such a situation is typified in many universities where financial performance is highly prized (including surrogates such as student recruitment and research funding) above other social goals. Employees' perception of organisational support is also crucial. For example, Zhang, Zhu, Dowling, and Bartram (2013) found that employees who perceive the relationship with their employers as an economic exchange will in turn view HR practices for high performance as exploitive, whereas employees that perceive the relationship as a social exchange will in turn view HR practices for high performance as a win-win situation in favour of both employees' well-being and organisational performance. Employees' perception of organisational justice

(distributive, procedural and interactional) also has a strong impact on the effects of PWB and organisational performance practices. Toh, Morgeson, and Campion (2008) showed that paradoxes may not emerge if HR practices are consistent with organisational values, in particular when organisational values view employees' PWB as synonymous with organisational performance e.g. Sadatsafavi & Walewski, (2013).

Many 'progressive' organisations will claim that a host of PWB practices are inscribed in policy. However, it is how the practices are introduced and implemented that counts e.g. Woodrow & Guest (2014). The implementation of practices can be improved with effective communication focusing on the manner in which HR policy and intended outcomes of HR practices are shared (Sparks et al., 2001). Van De Voorde and Beijer (2015) suggest that line managers need to effectively convey the purpose of HPWS practices to improve employees' attribution of the practice. Wood and de Menezes (2011) propose that organisations communicate clear-cut outcomes, in particular related to enriching jobs, by enhancing consultation and improving information sharing. In addition, there are some practices that line managers can implement to buffer the impact of performance attributions, such as implementing stress management programmes. Line managers therefore play an important role in how well they adopt and balance HR-related roles, i.e. 'Employee Champion' and 'Strategic Partner' (Shipton, Sanders, Atkinson, & Frenkel, 2016). It is equally crucial that managers are well trained to implement participative leadership e.g. Metz, Brown, Cregan, and Kulik (2014).

Discussion

The findings show that, while PWB-performance practices can be symbiotic and can lead to mutual gains, and organisations can influence their context to some extent, PWB-performance practices can and do however lead to tensions. How can organisations then deal

with situations where PWB-performance practices are paradoxical? The notion that some PWB practices may conflict with organisational performance may not be new, as the fabric of modern organisations themselves are counter to employee PWB (O'Donohue & Nelson, 2014). Nonetheless, it is important that organisations are equipped to deal with paradoxes as they occur, as no one organisation will have a set of 'perfect' circumstances that will allow both PWB and organisational performance to be simultaneously prioritised with no conflict. Smith and Lewis (2011) argue that a paradoxical perspective requires management to address opposites simultaneously, thereby circumventing the need to choose one over the other or to make trade-offs. Ultimately they suggest that the solution to paradoxes demands *"...creative sensemaking..."* (p. 395). This section discusses how management is able to address paradoxical issues due to PWB and organisational performance practices through sensemaking.

Sensemaking is homologous to 'organising' in that it aims at restoring cognitive order (Sandberg & Tsoukas, 2015). Sensemaking occurs in both immanent conditions and times of crisis. The genesis of sensemaking varies: it occurs when reality simply does not match 'theory-in-use' (Schwandt, 2005); when an individual 'feels' something is not right (Weick, 2006); there is a presence of disruptive ambiguities, crisis and disasters (Weick, Sutcliffe, & Obstfeld, 2005); or where there are threats to identity, epiphanies and even planned changes (Maitlis & Lawrence, 2007). Our conceptual framework (see Figure 2) uses sensemaking as an approach in addressing the PWB-performance paradox by specifically building upon Luscher and Lewis's (2008) work that demonstrates how effective managerial sensemaking helped firms to address paradoxical challenges in times of change. The framework has five stages; (1) mess, (2) problem, (3) dilemma, (4) paradox, and (5) achieving. Organisations move through the stages via four activities; (a) evidence-based enquiry, (b) multiple perspective taking, (c) double loop learning, and (d) reframing.

A mess is a complicated situation and may occur when organisations attempt to balance a firm-wide performance-orientated approach by employing PWB policies without consideration of existing policies; for example, when WLB policies contradict performance management indicators (Ackoff, 1993). A difficult situation may deteriorate into a 'mess' (1) as HR are unable to reconcile policies to reflect senior management's intentions, resulting in line managers implementing the policies inconsistently. Confusion therefore sets in. To gain clarity, (a) evidence-based enquiry is used as it encourages the specification of outcomes (symptoms) and potential root causes that contribute to the problematic situation (Rousseau & McCarthy, 2007). This approach helps to verify that the issues are genuine and not mere misunderstandings. For example, line managers may point out where the inconsistencies lie in written policies providing opportunities for employee autonomy but at the same time their having to adhere to strict standard operating procedures.

As the situation becomes clearer, people are able to identify the discrete problems (2). Problems are difficulties that a person or one party faces (D'Zurilla, Nezu, & Maydeu-Olivares, 2004). However, when aggregated and viewed collectively, the problematic situation appears severe. A technical approach to problem-solving is inadequate, as solving one problem may exacerbate another i.e. 'shifting the burden'. For example, line managers may adopt a contingent 'if-then' approach, but this may in fact undermine the reason for the PWB policies, as employees feel there is a lack of procedural justice. To address this situation, (b) multiple perspective taking must be adopted, involving eliciting and understanding the viewpoint of others (Grant & Berry, 2011). This approach helps in gaining a more complete picture of the situation; i.e. 'connecting the dots', which identifies that there are competing and even contradictory views. For example, while employees acknowledge that some wellbeing policies, such as FWA, may not always be for altruistic reasons, they

believe that the policy in itself has benefits even though its 'returns' are long-term orientated. This is in contrast to management's view, who may believe that wellbeing is important, but for short-term, instrumental reasons.

Dilemma (3) sets in as employees in an organisation feel 'stuck' as the options available (e.g. remedies o conflict) are polarities that have both advantages and disadvantages (Aguinis, Gottfredson, & Joo, 2013). When one polarity is favoured, adverse outcomes transpire. For example, with a conviction that challenging jobs lead to learning for performance, management are intent on 'challenging' employees to learn. However this stresses employees, as they may not be able to cope with the challenges and feel that they have to constantly show that they have 'learned', which is not always demonstrable. Double loop learning (c) is a helpful aid in this situation, as it involves questioning one's own beliefs and way of thinking (Argyris, 2002). Questions that arise from a double loop learning process may include: 'why is there a dilemma in the first place?' and 'is this dilemma self-imposed as we take things for granted?' For example, through double loop learning, management may appreciate that psychological safety is crucial, as employees tend to be vulnerable when they learn, especially when stretched doing challenging jobs, and that 'learning' is not always a predictable process (Abubakar & Arasli, 2016).

Ultimately, organisations then find themselves in a paradoxical situation. A paradox (4) occurs when there are persistent contradictory interdependent elements (Schad et al., 2016). For example, performance-orientated practices - such as performance-based compensation packages - create competitive environments that strain relationships between colleagues and invite conflict, which undermine efforts to enhance employee communication and collaboration. In addition, managers may view that an emphasis on wellbeing practices - such as WLB - undermine performance-related initiatives, as they give employees excuses for not 'seeing out the work', even after completing their mandatory working hours for that day.

Reframing (d) allows organisations to address paradoxes, as it helps to change one's interpretive framework (Maitlis, 2005), which provides a coherent configuration of assumptions, rules, and boundaries (Bartunek, 1984). For example, the reframing of a paradoxical situation allows managers to view such a situation not as one that is debilitating, but as a catalyst for new ways of creatively doing things. Reframing enables managers and employees to accept that paradoxes do not go away but workarounds nevertheless can be identified and developed (e.g. such as adopting this sensemaking framework) in achieving (5) the organisation's intended goals.

Conclusion and Future Research

By adopting a specific focus on paradoxes between PWB and performance HR practices, we make our first contribution by comprehensively identifying employee PWB and organisational-performance HR practices that are contradictory with one another. Recent research has established that HR practices have varying effects on different occupational groups, and also an unpredictable impact through inconsistent implementation by line managers (Kinnie, et al., 2005). There is also the potential for confusion, and contradiction, across HR practices. While it is well established that HR practices in relation to organisational performance are more likely to have a positive impact when 'bundled', there is still a tendency to introduce a single practice for a single purpose. One example is FWA to support PWB. This can ignore the impact in other areas, especially organisational-performance. This is, in part, a cause of confusion through contradictory objectives; e.g. is FWA primarily to promote PWB at the expense of performance? Or, if FWA is introduced to promote organisational-performance by reducing employment costs, is this at the expense of PWB? These questions lead to our first contention here, which is that such questions will be

at the heart of future research and concern in professional practice (Guest, 2017), and the focus will be on how to reconcile the apparent contradictions.

In addressing this issue, we offer our second contribution by developing a new sensemaking conceptual framework that demonstrates how the PWB-performance paradox can be addressed. The underlying contention is that there is a need to reframe the apparent contradiction as a paradox. Contradictions are conceived as problems. In contrast, paradoxes are conceived as natural occurrences in social systems, and as opportunities for positive learning and change. Our central argument is that future research needs to adopt the concept of paradox as a metatheory to analyse and understand how HR practices can complement, rather than contradict, each other. The conceptual framework in Figure 2 is our contribution to enabling and supporting future research into HR practice that promotes both PWB and high performance.

Finally, we offer our third contribution by identifying contexts for mutual gains as we build upon the work of Guest (2017), who adopted a symbiotic view of PWB practices with organisational performance. Specifically, we complement his work by adopting a more nuanced perspective in identifying endogenous factors that organisations can influence to enhance the synergies put forth by Guest (2017). Our contribution chimes with the work of some authors, e.g. Torre (2012), who have suggested that empirical studies on the effects of HPWS on PWB is mixed, and therefore a 'sceptical view' is appropriate given the paradoxical nature of the relationship and the near-impossibility in categorically attributing the impact of HPWS on PWB. For example, workers involved in HPWS may register higher levels of satisfaction and greater intrinsic rewards from their work, but at the same time they may experience greater anxiety and more intense work rhythms. Authors suggest a causal chain approach be adopted as an analytical approach, as the impact of HR practices is complex, with many latent and mediating factors e.g. Ang et al. (2017). Torre (2012) argues

that a more tailored approach is required, as the context in which the practices are introduced and the needs of the individual must be considered. The conclusion of the study is also consistent with other findings related to communication and perceptions of employees on HR practices e.g. Shuck and Reio (2014).

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*part of sample reviewed

Tables and Figures

Table 1: Literature search and screening steps

Steps	Database	
	Scopus	**Web of Science**
Terms used: Health OR Wellbeing	3,858,734	1,557,881
Limit to fields: Psychology and Business Management, and English and Articles only	217,234	34,744
Terms used: Employee OR Workplace	18,507	30,092
Term used to search within previous search result set 'Organi*ational Performance'	778	139
Term used to search within previous search result set: 'Human Resource *'	106	54
Merged set	160	
Duplicates removed	140	
Review of abstracts to determine relevance of articles	93	
Final number of articles used in analysis	68	

Table 2: Type of paper reviewed

Field of study		% of 68 articles
Empirical	Quantitative	67.6
	Qualitative	2.9
	Multi-method	4.4
Conceptual/ Review		17
Total		**100%**

Figure 1: Illustration of the paradox between HR PWB and HR performance-orientated practices

HR Practices

PWB practices:

- Increasing job-resources e.g. job autonomy/ discretion

- FWA reduce work/ family conflict

- Challenging jobs increases motivation

- Employee communication to enhance sharing of ideas and reduce uncertainty

Paradox and tensions

Increasing discretion reduces efficiency

FWA distracts employees from their jobs

Challenging jobs perceived to be exploitive and employees withdraw extra-role behaviours

Information asymmetry occurs due to pay-for-performance and causes poor organisational performance

HR performance-orientated practices:

- High efficiency practices e.g. JIT requires standard operating procedures

- High involvement management to increase work centrality

- HPWS e.g. supporting TQM, requires high citizenship behaviours

- Appraisal system and pay-for-performance increase employee performance

Organisational performance

Positive (Intended)
Negative (Unintended)

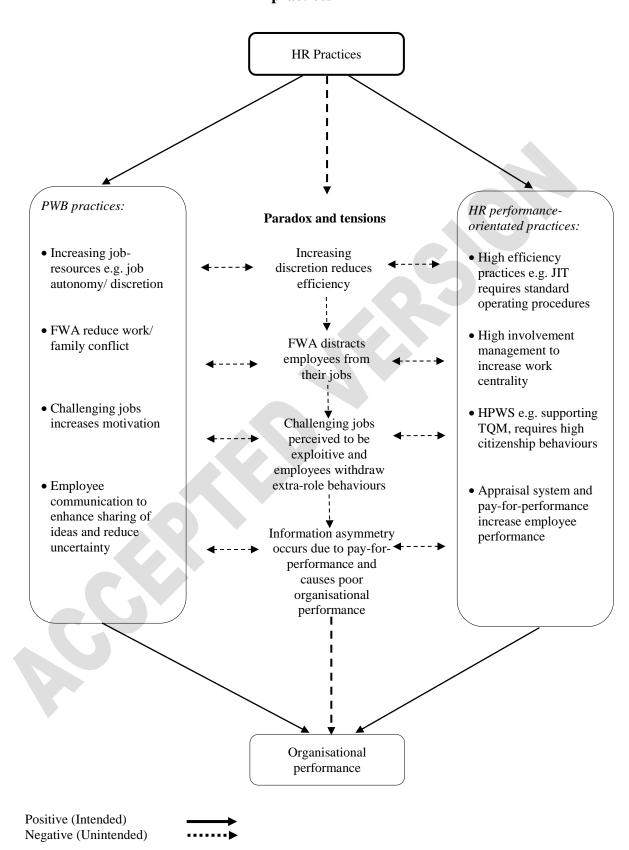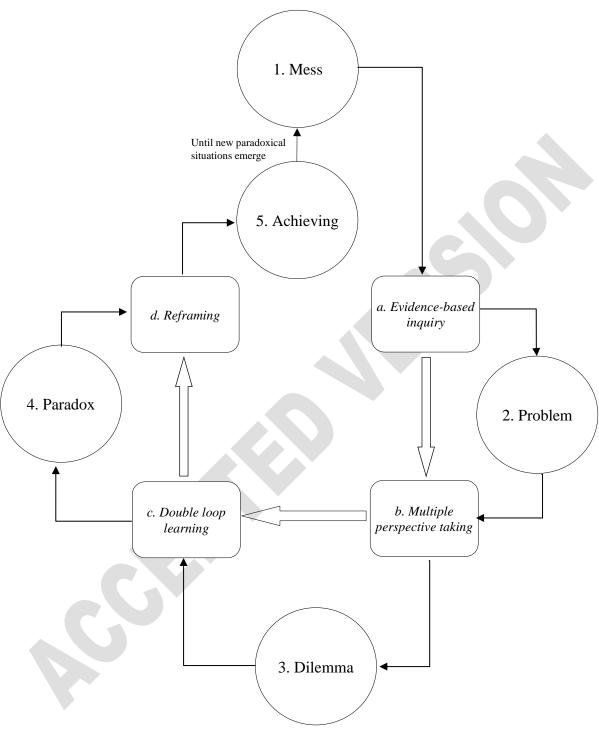**Figure 2: Conceptual framework: Sensemaking approach in addressing PWB-performance HR practices paradoxes**

Until new paradoxical situations emerge

1. Mess

5. Achieving

d. Reframing

a. Evidence-based inquiry

4. Paradox

2. Problem

c. Double loop learning

b. Multiple perspective taking

3. Dilemma

*Adapted from Luscher and Lewis (2008)

Appendix: Summary of findings[1]

Study	Method	Organisational performance practices	Psychological wellbeing (PWB) dimension
Alfes et al. (2012)	Quantitative. 613 employees and their line managers in a service sector organisation in the UK	Perceived HRM practices	The General Health Questionnaire was used in measuring employee wellbeing but there was no specific conceptualisation of the term in the study
Ang et al. (2017)	Hypotheses testing study with 193 employee and 58 manager respondents across occupational groups in an Australian health care organisation	HPWS which included recruitment and selection; performance management; L&D; equal opportunities; and employee participation	Indirect focus on any aspect of wellbeing
Böckerman, Bryson, and Ilmakunnas (2012)	Quantitative. 4300 participants from the Finnish Quality of Work Life Survey of 2008	Innovative work practices (HPWS): self-managed teams, information sharing, employer provided training, and incentive pay	Inverse of sickness absence and accidents at work
Boreham et al. (2016)	Quantitative. 1653 respondents from the Study of Social Wellbeing in Queensland, Australia	HPWS: Participative management, flexible work hours, employment insecurity	Social wellbeing measure: Health, Family relationships, Ability to afford essential items, Housing or accommodation, Income, Savings and other financial assets, Personal security, Natural environment, Leisure opportunities, Respect accorded by others, Job or work, and Level of stress you normally feel.
Boxall et al. (2015)	Quantitative. 285 respondents from a large New Zealand distribution service organisation	High-involvement work processes: (P)Power/autonomy (I)Information/voice (R)Reward (K)Training and development	Inverse of stress
Boxall and Macky (2014)	Hypotheses testing study with 1016 telephone interviews in New Zealand across industries and occupations	HPWS generally but specifically High Involvement (autonomy and participation in decision making) with related measures of the power, information, rewards and knowledge (PIRK) framework	Job satisfaction; job related stress; and fatigue
Bui et al. (2016)	Quantitative. 709 workers in UK residential care	Recognition, fair rewards, empowerment and	Job satisfaction, organisational commitment and

[1] The articles are organised alphabetically, as many contain discussions that relate to all four parts in the findings section i.e. definitions, paradoxical practices, mutual gains and contextual practices for mutual gains

Study	Method	Organisational performance practices	Psychological wellbeing (PWB) dimension
	organisations	competence development	perceived organisational support
Caillier (2016)	Quantitative. The authors used panel data derived from two sources: Federal Employee Viewpoint Survey and the FedScope	Flexible work programs (telework and alternative work schedule)	Family friendly programs: elder care programs, employee assistance programs, dependent care programs and health and wellness programs
Cañibano (2013)	Qualitative data collected from an in-depth case study via document analysis and 50 semi-structured interviews with HR practitioners and employees	Innovative HRM practices (also called high commitment, high involvement or high performance work practices)	People's self-described happiness, including positive states such as enthusiasm or cheerfulness, as well as negative states like depression, distress or anxiety
Carvalho and Chambel (2014)	Quantitative. 1390 employees from a Portuguese bank	Perceptions of HPWS	Satisfaction of life and health perceptions
Chan and Mak (2012)	Quantitative. 227 HRM professionals in Hong Kong, the People's Republic of China	High performance HR practices: job security, enlarged jobs, internal promotion, selection, high remuneration, training, information sharing, performance feedback, occupational safety and health	Organisational safety and health (measured using perceived safety climate)
Conway et al. (2016)	Quantitative. 2348 respondents from a large public-sector organisation in Ireland	Performance management, employee voice	Emotional exhaustion and engagement
de Koeijer et al. (2014)	Conceptual paper	Training and development, performance appraisal and rewards, team working and autonomy, participation and job design, recruitment and selection, employment security, WLB	Happiness, health and trusting relationships
Decramer et al. (2015)	140 nurses from a Flemish hospital	Perception of performance management systems: performance planning, performance evaluation and vertical alignment	Affective wellbeing: job satisfaction and affective commitment
Downey, van der Werff, Thomas, and Plaut (2015)	Quantitative. 4,597 health sector employees	Diversity practices	Engagement
Edgar et al. (2015)	Quantitative. 215 professionals in New Zealand	Commitment-oriented HRM practices	Employees' happiness and health: work intensification and WLB
Fan et al. (2014)	Quantitative. 1488 physicians and nurses in 25 Chinese hospitals	HPWS	Subjective wellbeing (i.e. happiness) and workplace burnout
Giebels and Janssen (2005)	Hypotheses testing with 108 respondents from Dutch social workers	Third party intervention/ mediation in conflict at work	Stress and emotional exhaustion

Study	Method	Organisational performance practices	Psychological wellbeing (PWB) dimension
Grant et al. (2007)	Review article	Job redesign; incentives/compensation; team building; and safety practices	Encompasses all elements of wellbeing. Specific aspects related to PWB include job satisfaction, stress and fatigue
Guest (2017)	Conceptual article	Most having positive (for employers) and negative (for employees) impact. For example, focus on flexible working leading to insecure forms of employment; talent management leading to growing inequality in pay and reward; HPWS leading to work intensification	Follows Grant et al (2007) in applying physical, psychological and social categories of wellbeing - accepts the psychological conditions of job satisfaction and stress
Guillaume et al. (2017)	Meta-analysis	Diversity management related practices; e.g. diversity training	Indirectly focused on PWB. Rather, a generalised conception of wellbeing is applied
Heffernan and Dundon (2016)	Hypothesis testing, cross level study with 187 respondents from 3 employers in Ireland	HPWS practices	Focus on general wellbeing but with results related to PWB indicators of happiness, job satisfaction and stress
Holland et al. (2013)	A hypotheses testing study with 762 respondents from Australian nurses	Employee voice and management responsiveness	Stress and burnout
Huang et al. (2016)	Hypotheses testing study with 500 respondents in Taiwan. Examined the relationship between HPWS, PWB (conceptualised and operationalised here as 'happiness'), and job involvement	HPWS scale	Utilised the Oxford Happiness Questonnaire
Ilies et al. (2007)	Conceptual paper	Indirectly examined	Job satisfaction
Joo, Park, and Lim (2016)	Hypotheses testing study with 334 respondents among knowledge workers in South Korea	Leadership development; job design for empowerment	The Ryff and Keyes (1995) PWB model
Karimi et al. (2015)	Hypotheses testing study of 312 nurses in Australia	None in research design but implication supporting training for emotional intelligence	Stress caused by presenteeism
Kira and Balkin (2014)	Mainly conceptual with some empirical, qualitative data	Job design	Introduces the concepts of thriving and withering
Kooij et al. (2013)	Hypotheses testing study of 6,400 employees in 3 UK public sector organisations	Developmental and maintenance bundles of HPWS practices	Job satisfaction and organisation commitment
Lange (2013)	Hypotheses testing study using secondary analysis of a large dataset; 3,411 employees from 17 countries across the EU	Not explicitly included. Main focus was on perceived job (in)security	Job satisfaction
Liu and Wang	Questionnaire survey of 204 companies in	Work/ family practices and work/ team design	Via work/family balance

Study	Method	Organisational performance practices	Psychological wellbeing (PWB) dimension
(2011)	Taiwan		
Malek et al. (2010)	Hypotheses testing study with 617 Malaysian and 436 UK firefighters	Training and support; e.g. counselling for stress coping strategies	Job satisfaction. Anxiety; stress; depression
Metz et al. (2014)	Semi-structured interviews with 19 HR Managers in Australia	Stress management mechanisms (among a wide range of non-HR support practices)	Stress and emotional exhaustion
Michie and West (2004)	Review and conceptual paper focused on health care sector	All HR and people management practices	Health and stress; satisfaction and commitment
Mihail and Kloutsiniotis (2016)	Hypotheses testing study with 297 medical professional respondents in Greece	HPWS	Job satisfaction and affective commitment linked to experienced wellbeing
Mostafa (2016)	Hypotheses testing study with 340 health care professionals in Egypt	HPWS Practices; specifically training and development, job security, promotion, work autonomy and communication	Job/work stress
O'Donohue and Nelson (2014)	Conceptual paper	Generally, HPWS	Alienation as defined in existential psychology
Ogbonnaya et al. (2017)	Hypotheses testing study using secondary analysis of large datasets; 22,451 employees in one and 164,916 employees in the second.	Integrated HPWS and analysis of some isolated (single practice) effects	Job satisfaction; commitment; (low) anxiety
Ogunyomi and Bruning (2016)	Hypotheses testing study with 236 respondents in Nigeria	A range of HRM practices encompassed by resourcing; reward; development; performance management and occupational health and safety	The focus was on direct and indirect impacts of the practices on non-financial and financial organisation performance
J. G. Park et al. (2017)	Hypotheses testing study with 285 respondents in South Korea	None specifically. The focus was on empowering leadership practices	Adapted from Rhyff and Keys (1995)
R. Park and Searcy (2012)	Hypotheses testing study using secondary analysis of a large dataset; 14,026 UK respondents	Job design (i.e. job autonomy)	War's (1990) anxiety-contentment measure
Pas et al. (2011)	Hypotheses testing study with 1070 respondents in Holland. Examined the relationships between family friendly/WLB HR practices offered and taken up on working hours of female medical professionals	Reduced Participation Arrangements (e.g. part time working); and Full Participation Arrangements (e.g. flexible working; child care provision)	No direct or specific focus on aspects of wellbeing. Interesting focus on employee perceptions of respondents of 'workforce philosophy' as a mediating factor/variable
Reio and Ghosh (2009)	Cross-sectional, correlational study (N = 402) examined the relationships among workplace	Learning and development	Part of the 'employee affect' construct based on a number of emotions, such as feeling uneasy,

Study	Method	Organisational performance practices	Psychological wellbeing (PWB) dimension
	adaptation, employee affect, and incivility and physical health and job satisfaction		depressed, relaxed, tense, frustrated, nervous, inspired, fearful, thrilled, strained, tired, distressed, angry, sleepless, and stressed
Rudolph and Baltes (2017)	Two quantitative studies involving 838 participants. Study 1 investigated how FWAs influence work engagement, while Study 2 investigated the role of health and age as joint moderators of this relationship.	FWAs	FWAs (i.e., job resources in the form of formal policies that allow employees the latitude to manage when, where, and how they work), and work engagement practices as an antecedent to wellbeing
Sadatsafavi and Walewski (2013)	Conceptual, propositional paper framework that links built environment with HRM system of healthcare organisations.	Physcial and built environment, ergonomics	Practices that enhance perceived organisational support e.g. providing appropriate physcial environment in signalling that the organisation cares for employees well-being in reducing job anxiety and stress
Šarotar-Žižek et al. (2015)	Developing an indigenous Slovenian psychological wellbeing scale based on 20 interviews to develop the measure, which was tested using surveys from 470 participants	Autonomy/ discretion, challenging work/ stretch assignments	Includes positive relationship with others, autonomy and self-acceptance
Schabracq and Cooper (1997)	A discussion paper that reviews the notion of qualitative and quantitative flexibility	Qualitative flexibility involves practices that invest in human capital e.g. training and development, job redesign, autonomy. Quantitative flexibility is usually from the perspective of the organisation, such as cost-cutting, and other efficiency-orientated practices	PWB is experienced by employees who enjour qualitative flexibility as they have more control over the work and therefore their lives (spillover).
Shantz et al. (2016)	A quantitative study using panel data of 148 individuals surveyed on two periods over 12 months, testing HRM attributions and emotional exhaustion model	Practices in maximising employee potential, and cost cutting practices	PWB represented by a degree of emotional exhaustion
Shipton et al. (2016)	A quantitative, multi-actor study involving 509 employees and 67 line managers in four Dutch hospitals	Communication of practices	PWB includes understanding the needs and aspirations of staff
Shuck and Reio (2014)	Quantitative study of 216 health care employees from the United States, Canada, and Japan	Employee engagement, practices that create a positive workplace climate	PWB was measured using the Schwartz Outcome Scale. An example includes "I am hopeful about my future"
Sloan (2008)	A quantitative study of 369 university employees	Practices targeted in supporting staff who	Antithesis of psychological distress measured by

Study	Method	Organisational performance practices	Psychological wellbeing (PWB) dimension
		experience high emotional labour	items related to participants' identification of symptoms related to anxiety, depression, fearfulness, worry and restlessness
Sparks et al. (2001)	A discussion paper that examines the impact of job insecurity, work hours, control at work, and managerial style	PWB schemes e.g. stress reduction, management development, employee feedback and participation	Although the paper discusses employee PWB in general, a major area of discussion is the psychological impact of the four main issues discussed
Spreitzer et al. (2005)	A discussion paper on the concept of thriving at work, and comparing it to related constructs of resilience, flourishing, wellbeing, flow, and self-actualisation	Learning and development	PWB is how people gauge their overall emotional condition and satisfaction with their (working) lives. PWB adopts a hedonic perspective and does not involve vitality and learning
Stengård et al. (2015)	A hypotheses-testing study of 129 Swedish workers in a plant undergoing closure	Effective communication, learning and development	PWB was measured using a person's rating of the degree of depressive symptoms e.g. 'How much during the last week have you been troubled by worrying too much?'
Stormer (2008)	A discussion paper that explores the PWB from the perspective of a market logic	Changing organisational values and aligning HR practices with those values	Specifically on the issues of contingent work and overwork
Toh et al. (2008)	A quantitative study involving two-phases of a sample of 661 organisations which showed that firms use 1 of 5 HR bundles: cost minimisers, contingent motivators, competitive motivators, resource makers, and commitment maximisers	Learning and development, practices involving organisational justice	PWB is indirectly shaped by organisations' people-orientated values related to collaboration, supportiveness, information sharing, respect, and tolerance
Torre (2012)	A discussion paper that explores the impact of high performance work systems from an ethical/ moral perspective (e.g. employee PWB)	HPWS that increases satisfaction and greater intrinsic rewards, but at the same time causes greater anxiety intensification of work	Stress, job satisfaction, control and discretion
Townsend and Wilkinson (2010)	A discussion paper that argues for a better HR function and practices in the overstretched health-care sector	FWAs, learning and development (for career progression)	Pressures for efficiency have increased staff turnover in the sector, which is characterised by an older nursing workforce
Tsai and Wu (2010)	Quantitative research involving 237 nurses from 1 medical centre, 3 regional hospitals and 7 district hospitals	Flexibility in working hours, fairness in the assignment of work, practices that enhance organisational citizenship behaviours	PWB (welfare) as part of job-satisfaction, includes indicators such flexibility in scheduling work hours, and fairness of assignment of work (i.e. distributive and procedural justice)
Van De Voorde and Beijer (2015)	A hypotheses-testing study using multilevel data from 1,065 employees nested within 150 work	HPWS i.e. skill-enhancing, motivation-enhancing and opportunity-enhancing practice	Participants rated 26 HPWS items grouped into skill-enhancing, motivation-enhancing and

Study	Method	Organisational performance practices	Psychological wellbeing (PWB) dimension
	units obtained from both line managers and employees	bundles, PWB schemes	opportunity-enhancing bundles as either promoting employee wellbeing or performance. HPWS items were not provided
Van De Voorde et al. (2012)	A review paper covering 36 quantitative studies on the relationship between employee wellbeing and HRM-organisational performance published from 1995 to May 2010	HR practices related to resourcing and development, and reward and relations, commitment and satisfaction	Three dimensions of employee PWB; happiness, health and relationship. Both happiness (e.g. subjective experiences in functioning at work) and health (e.g. stress) have a psychological aspect to them
van Mierlo et al. (2006)	A multi-level mediation analyses of data from 733 members of 76 healthcare teams	Autonomy, stimulating task designs, practices that stimulate learning	PWB was measured using psychological strain as a proxy. The 5-item Maslach Burnout Inventory that measures 'emotional exhaustion' was used. An example of an item is 'I feel mentally exhausted by my work'
Wood and de Menezes (2011)	This multi-method study used data from Britain's Workplace Employment Relations Survey of 2004. Interviews were conducted with managers in a total of 2,295 workplaces, while quantitative data was obtained from 22,451 employees	HPWS, high involvement work practices, job enrichment, practices that improve information sharing and consultation with employees	Employee PWB was measured from 2 dimensions; job satisfaction and an Anxiety-Contentment continuum scale. The Job Satisfaction scale contained psychological elements e.g. sense of achievement and monetary elements such as the amount of pay received. The Anxiety-Contentment scale contained 3 positive mental states – calm, contented, and relaxed – and 3 negative mental states – tense, uneasy, and worried – which are used to measure the contentment dimension
Wood et al. (2012)	This multi-method study used data from Britain's Workplace Employment Relations Survey of 2004. Interviews were conducted with managers in a total of 2,295 workplaces, while quantitative data was obtained from 22,451 employees	Enriched job design, high involvement management, practices that improve job satisfaction	Employee PWB was measured from 2 dimensions; Job satisfaction and an Anxiety-Contentment continuum scale, similarly as used in Wood and de Menezes (2011)
Woodrow and Guest (2014)	A multi-method approach using a large National Health Service hospital in London as a case study over 2 years. The first study was a quantitative study with 895 respondents. The second study comprised qualitative interviews	Implementation of practice	No definition of PWB

Study	Method	Organisational performance practices	Psychological wellbeing (PWB) dimension
	with 12 participants		
Wright (2010)	An evidence-based discussion paper that argues that it is both reasonable and highly practical for both organisational scholars and business executives to realise that employee well-being is a valuable resource for maximising employee health, job performance and retention	Selection practices, training, design of task environment	PWB measures the hedonic or pleasantness dimension of individual feelings. PWB can be contrasted with measures of the level of activation or 'affect intensity' of emotional experience. PWB refers to a subjective and global judgment that one is experiencing a good deal of positive and relatively little negative feelings or emotions
Zacharatos et al. (2007)	Meta-analysis of the relationship between HPWS (work design, HR policies and leadership) and person- and organisation-focused outcomes	Leadership development, JIT, TQM	Job satisfaction, health, self-esteem and social support (grouped as 'person-focused outcomes')
Zhang et al. (2013)	Quantitative. 207 clinicians (medical practitioners and nurses) and administration staff from 6 Chinese hospitals	Employees' perceptions of HR practices, HPWS	Emotional exhaustion (i.e. burnout), work engagement and job satisfaction