

EDITORIAL FOR THEMATIC ISSUE ON WORKPLACE WELL-BEING

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The discourse on employee well-being within organizations has evolved significantly over the last decades, reflecting a deeper and more diverse understanding through various perspectives and methodologies. Research has extensively explored the relationship between well-being and aspects of work, including perceived organisational support, workplace spirituality, organizational commitment, and employee engagement, highlighting their critical role (Rhoades & Eisenberger, 2002; Kurtessis et al., 2015; Sharma & Kumra, 2020; Alzadjali, 2024). Gutiérrez et al. (2020) demonstrated that various forms of well-being directly correlate with job performance, influenced by multiple factors. Furthermore, studies by Kawasaki (2023), Katou (2021), and Qin & Men (2022) have identified organizational nostalgia, high-commitment work systems, and effective internal communication as significant influencers of employee well-being. Weis et al. (2016) and Kuoppala et al. (2008) have further affirmed the efficacy of interventions and the significant impact of leadership on enhancing employee job satisfaction and overall well-being.

This thematic issue aims to bridge the existing gap between the recognition of diverse well-being practices and the critical examination of their applications in the workplace. By doing so, we hope to foster a nuanced appreciation of these efforts, acknowledging the inherent complexities and challenges, and inspiring more effective and meaningful well-being initiatives.

The article EXPLORING THE THEME OF WELL-BEING FROM PLURALISTIC PERSPECTIVES reveals the subjective nature of well-being experiences, influenced by varying levels of knowledge, experience, and organizational roles. This diversity underscores the challenge of implementing one-size-fits-all well-being practices. The differentiation of perspectives across organizational hierarchies—ranging from the idealistic views of well-being experts to the pragmatic concerns of HR managers and individualistic needs of employees—highlights a critical oversight in many well-being initiatives: the failure to address the intricate interplay of individual needs, organizational cultures, and socioeconomic contexts.

The transition to remote work and its impact on employee well-being, captured in the paper EMPLOYEE WELL-BEING AND THE REMOTE LEADER – A SYSTEMATIC LITERATURE REVIEW, has spotlighted the pivotal role of leadership in nurturing employee well-being from

afar. While this shift presents opportunities for innovation in well-being practices, it also poses significant challenges, such as the potential for virtual disconnect and the oversimplification of human interactions. A balanced view recognizes the value of virtual leadership in promoting well-being while critically reflecting on the need for genuine connection and understanding in the absence of physical presence.

Another approach to enhancing well-being at work can be found in the article **WHEN HUMOR WORKS: IMPACT OF HUMOR STYLE SIMILARITY ON SUPERVISOR- SUBORDINATE RELATIONSHIP**. The investigation into the impact of humour style similarity between supervisors and subordinates offers an intriguing perspective on improving workplace relationships and, by extension, employee well-being. This study emphasizes the role of humour in alleviating work-related stress and enhancing Leader-Member Exchange (LMX), suggesting that a shared sense of humour can be a valuable asset in managerial strategies aimed at fostering a positive organizational culture.

In the article **MEANING-CENTERED WORKPLACE INTERVENTIONS**, the promise shown by meaning-centred workplace interventions in improving job satisfaction and a sense of purpose highlights the critical role of meaningful work in employee well-being. Yet, the potential instrumentalization of these interventions for organizational gains raises ethical considerations. A thoughtful approach to implementing such interventions involves recognizing their intrinsic value to employees' lives beyond their utility for enhancing productivity.

The article **EVALUATION OF THE EFFECTIVENESS OF MENTAL HEALTH INTERVENTION ON SELF-COMPASSION AND STIGMATISATION ATTITUDES AMONG LEADERS AND THEIR FOLLOWERS** illustrates the positive impact that awareness and training can have on reducing stigma and increasing self-compassion among both leaders and followers. This study contributes to the broader conversation on the importance of mental health in the workplace, highlighting the need for continuous learning and adaptation in the strategies used to support employee well-being.

Finally, the article **THE WELL-BEING EQUATION: INVESTIGATING CRITICS, NEGATIVE EMOTIONS, AND DEMOTIVATION IN THE WORKPLACE** is concerned with factors that negatively affect employee well-being. The nuanced examination of criticism and communication within the digital workplace illuminates the complexities of conveying negative feedback in virtual settings. This exploration highlights the importance of maintaining high-quality communication to support employee motivation and satisfaction, urging a critical assessment of how digital transformations affect interpersonal interactions and well-being.

In synthesizing these diverse research efforts, it becomes evident that promoting well-being in the workplace is an intricate endeavour requiring a holistic and inclusive approach. This entails recognizing the varied dimensions of well-being, the evolving context of work, and the unique needs of individuals within an organization. By adapting well-being practices to local cultures, socio-economic conditions, and organizational contexts, Central European businesses can enhance the efficacy of these initiatives, promoting a workplace environment that supports the holistic well-being of all employees.

As we move forward, the challenge for researchers, practitioners, and organizational leaders alike will be to continue exploring and integrating these multifaceted perspectives into coherent, effective well-being practices that are both humane and productive. This editorial

advocates for a balanced approach to understanding and promoting workplace well-being, one that combines an appreciation for the diversity of well-being practices with a critical reflection on their implementation and impact.

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