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WELLNESS PROGRAMS IN STRATEGIC HR MANAGEMENT AS A COMPETITIVE ADVANTAGE FOR ENTERPRISES

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Abstract. Implementing wellness programs in strategic HR management has gained prominence as enterprises seek competitive advantages in talent acquisition, retention, and productivity enhancement. This study explores wellness programs as an integral component of human resource strategies, emphasizing their impact on employee well-being, organizational performance, and financial outcomes. The study reviews international research on workplace wellness programs, analyzing key findings from American and European scholars. Evidence from empirical studies demonstrates that well-structured wellness initiatives lead to improved job satisfaction, mental and physical health, reduced absenteeism, and enhanced productivity. Despite these benefits, disparities exist across industries and regions, particularly in access to wellness programs in developing economies. Financial analysis reveals that mental health and physical fitness initiatives yield the highest returns, significantly impacting employee performance and reducing medical expenses. However, while valuable for mental resilience, stress management, and mindfulness programs exhibit lower financial returns, suggesting the need for targeted investment strategies. A comparative analysis between Ukraine and the UK underscores the influence of salary structures on the financial viability of wellness initiatives. The findings emphasize the necessity of integrating wellness programs into corporate culture, aligning them with organizational goals, and leveraging technological innovations for enhanced accessibility. The study concludes that investments in employee well-being contribute to sustainable business growth, reinforcing wellness as a strategic imperative for modern enterprises.

Keywords: *wellness programs, strategic HR management, employee well-being, analysis, corporate productivity, competitive advantage.*

Statement of the problem. The concept of wellness emerged at the intersection of medicine, psychology, and philosophy as a response to the challenges of modern lifestyles, often characterized by stress, insufficient physical activity, and unbalanced nutrition. The term “wellness” combines two words: “well-being” and either “fitness” or “happiness,” although its meaning extends beyond mere physical health.

The earliest mentions of wellness as a concept date back to the mid-20th century. One of its founding figures is considered to be the American physician Halbert Dunn, who, in the 1950s, developed the theory of “High-Level Wellness.” He emphasized not only disease treatment but also the promotion of positive health, which includes the active maintenance of physical, mental, and social well-being.

In the 1970s, wellness gained popularity in the United States due to increasing attention to healthy lifestyles, self-awareness, and disease prevention. Over time, wellness concepts have spread globally, incorporating various dimensions of well-being, such as spirituality, financial stability, environmental consciousness, and social relationships. Today, wellness is an integral part of corporate programs, healthcare, sports, and the beauty and wellness industry.

During the era of a planned economy in Ukraine, elements of workplace wellness were systematically implemented and played a crucial role in ensuring employee health and maintaining physical activity. Wellness programs at that time existed in the form of comprehensive health and social support initiatives coordinated by trade unions and company administrations.

Trade unions played a key role in providing employees with wellness opportunities. They allocated significant funds for sanatorium-based treatments, recreation in health resorts, and preventive healthcare centres. Employees could receive subsidized or even free vacation packages. Summer wellness programs for employees’ children, organized in pioneer camps, were particularly popular. Trade unions also financed mass sports events, including corporate competitions and training camps for employees from various enterprises.

Many companies at the time had their own sports facilities, including gyms, stadiums, and swimming pools, which were used for both individual fitness activities and mass sporting events. Corporate sports were an essential part of company life, with regular competitions between departments, enterprises, and industries. These initiatives fostered corporate spirit and strengthened teamwork among employees.

Educational institutions also placed great emphasis on physical education and sports activities. Teachers were provided with access to sports halls and facilities, and regular sports competitions were organized to support youth health and physical activity. Additionally, significant efforts were made to promote a culture of healthy living through lectures, educational programs, and specialized clubs.

Nutrition at workplaces was also a priority, with designated dining areas offering meals at reduced prices or even free of charge.

Following Ukraine’s transition to a market economy, traditional workplace wellness structures were dismantled, and no modern wellness initiatives were established to replace them. As a result, maintaining corporate spirit and promoting healthy lifestyles remain pressing issues. Many contemporary companies are now reviving or developing corporate sports infrastructure and employee wellness programs, adopting global models of strategic

HR management. This approach focuses not only on short-term employee productivity but also on fostering a long-term healthy work environment.

As the global workforce structure evolves, fewer employees have access to workplace wellness programs. According to the International Labour Organization (ILO), approximately 52% of all employed individuals worldwide are wage or salaried workers, meaning they are neither self-employed nor working in family businesses or informal arrangements. Global Wellness Institute (GWI) estimates that the proportion of these employees working under temporary contracts (including fixed-term, seasonal, or daily wage work) has increased from 24.8% in 2020 to 27.0% in 2023. This trend suggests a declining share of workers in positions that offer access to wellness benefits or any workplace benefits at all [1].

The prolonged impact of the COVID-19 pandemic has altered general trends in labour productivity development. Consequently, highly developed countries are allocating substantial funding to research the well-being of their workforce.

In the modern labour market, attracting and retaining talented employees is a key challenge for companies. Wellness programs have become a critical component of strategic HR management, aimed at supporting employee health and well-being.

Analysis of recent research and publications. The study of wellness programs in strategic human resource management remains a challenge for researchers worldwide. The first scholars to analyse the effectiveness of workplace wellness programs were American researchers, given that the concept of wellness itself originated in the United States. American scientists have been actively developing workplace wellness programs since the early 2000s. A comprehensive study conducted by a group of American scholars, including Soeren Mattke, Hangsheng Liu, John Caloyeras, Christina Y. Huang, Kristin R. Van Busum, Dmitry Khodyakov, and Victoria Shier, examined the characteristics of workplace wellness programs, their prevalence, impact on employee health and medical costs, factors contributing to their success, and the role of incentives in such programs [2].

Further in-depth research was carried out by American scholars Damon Jones, David Molitor, and Julian Reif, who designed and implemented a comprehensive workplace wellness program for a large employer in Illinois, testing its effectiveness on 5,000 employees. After one year of observation, they identified clear patterns of reduced healthcare costs and healthier behaviours among program participants compared to non-participants [3].

Following the COVID-19 pandemic, British researcher Andrew Bryce received funding from the Health Protection Fund to study the relationship between health and work. In collaboration with the Centre for Well-being, he developed an online economic efficiency tool to help evaluators measure the impact of workplace interventions on well-being. In subsequent studies, Andrew Bryce, along with co-authors Mark Bryan and Jennifer Roberts, placed particular emphasis on the influence of physical and mental health on employee performance [4; 5; 6].

Sara Connolly, together with Simonetta Longhi, Alita Nandi, Mark Bryan, and Cigdem Gedikli, conducted a comprehensive study on the impact of wellness programs on employees' ability to acquire new competencies as part of the ESRC project "Work, Learning, and Well-being" [7]. Another study by British researchers Nasamu E., Connolly S., Bryan M., and Bryce A. demonstrated that acquiring new knowledge enhances employee productivity and fosters lifelong learning, which is essential for individuals to thrive in a rapidly changing economy [8].

Ukrainian researchers, who work under significantly more challenging conditions due to the ongoing war with Russia, also attempt to analyse the consequences of the absence of

wellness systems in Ukrainian enterprises. Contemporary Ukrainian scholars primarily focus on personnel training issues and assess the effectiveness of investments in this area of wellness. For instance, V. G. Onokalo comprehensively explores the theoretical aspects of various approaches to evaluating the effectiveness of investments in enterprise personnel development [9]. A team of Ukrainian researchers, including V. V. Shved, O. V. Omelchenko, and D. V. Holiuk, propose the implementation of an educational centre within Ukrainian enterprises, leveraging their experience with PrJSC "Kalyna" to develop standardized qualification requirements. The authors assess the effectiveness of such training initiatives through the lens of strengthening the company's competitive advantages and evaluating personnel in alignment with business strategic goals [10; 11]. O. V. Omelchenko, in collaboration with M. O. Slobodyanyuk, investigated the organizational improvement of processes related to forming the motivational potential of personnel within enterprises, which also influences the wellness system of employees [12].

Anastasiia Vorobiova examined one element of wellness – fitness – although not specifically in the workplace but rather in global and national fitness trends. However, the author also investigates the experience of some enterprises that reimburse membership fees of public fitness gyms for their employees [13].

Summarizing the analysis of recent research by both foreign and domestic scholars, it becomes evident that there is a lack of a comprehensive study focused on analysing existing workplace wellness systems that could be implemented in the strategic human resource management of Ukrainian enterprises.

Statement of the task. The aim of this article is to explore the significance of wellness programs as a tool for increasing employer attractiveness in the labor market and creating a competitive advantage for enterprises.

Presentation of the main material. Wellness encompasses various aspects of human life that influence health, well-being, and quality of life. The formation of wellness as a holistic concept of well-being occurred throughout the 20th century. Due to scientific and technological progress and advancements in medicine, wellness has evolved into an integrated approach to physical, mental, and social health. Social changes, urbanization, and the introduction of mass communications played a significant role in this process.

Following World War II, there was an increased need for the restoration of both physical and psychological health among the population. In the United States, corporate programs incorporating sports activities and preventive medical check-ups for employees gained popularity. Sports began to be perceived not only as a professional activity but also as a part of everyday life. During the 1970s and 1980s, celebrities such as Jane Fonda and Arnold Schwarzenegger popularized fitness activities among the general public. Aerobics, running, and gym memberships became widely accepted, leading to the emergence of the fitness industry.

Medicine started focusing more on disease prevention rather than just treatment. Preventive check-ups, vaccinations, and dietary recommendations became essential components of daily life. Movements advocating for healthy eating and organic products emerged. Scientific studies confirmed the link between diet and longevity. In Western countries, a culture of calorie control and dietary habits developed.

In the latter half of the 20th century, psychotherapy gained popularity. New approaches were introduced to help individuals cope with stress, depression, and anxiety. Psychological assistance became legally recognized and widely accepted in society.

With the advent of the 21st century, wellness transformed into a comprehensive lifestyle approach, incorporating physical, mental, social, and digital health, forming an integrative

wellness model. Globalization, rapid technological progress, and the digital revolution significantly influenced the development of modern wellness practices. The proliferation of smartphones and mobile applications enabled individuals to monitor their sleep patterns, physical activity, and nutrition. At the same time, the issue of digital addiction arose, leading to the popularity of programs aimed at reducing screen time and decreasing digital detoxification.

There has been an increasing focus on mental health. Online therapy has become a widespread phenomenon, making psychological support more accessible. Mindfulness practices and meditation gained popularity among office workers and became integral components of corporate wellness programs.

Large corporations are actively implementing employee health support programs, which include physical activity sessions, stress management webinars, psychological counseling, and social support initiatives. The development of work-life balance strategies has become a priority in HR policies.

Environmental protection awareness is also growing as an essential aspect of overall human well-being. People are increasingly choosing eco-friendly products, supporting waste reduction initiatives, and advocating for sustainable resource consumption.

Modern wellness incorporates both traditional practices, such as Ayurveda, yoga, and meditation, and cutting-edge technologies, including bioengineering, genetic analysis for personalized nutrition, and fitness trackers for monitoring physical activity.

Investments in workplace wellness programs are typically directed towards raising awareness, education, and encouraging employees to adopt a healthy lifestyle. These programs target a broad spectrum of employee behaviours (e.g., lack of physical exercise, poor nutrition, smoking, sleep deprivation) and risk factors (e.g., chronic diseases, obesity, addiction, depression, stress). Wellness initiatives may include various services, products, and platforms, such as health screenings, diagnostic testing, in-house fitness facilities or subsidized gym memberships, healthy food options in company cafeterias, wearable fitness trackers, health fairs, educational programs, and wellness counselling. Companies may either develop and manage their wellness programs independently or engage third-party providers specializing in administering these programs. Many private insurance companies also offer wellness programs for employees covered by their policies.

The effectiveness of corporate wellness investments is actively studied, with research analysing the impact of such programs on employee health and economic indicators. Findings suggest that wellness programs may have a tangible effect on reducing medical expenses and improving productivity. World Economic Forum report indicates that companies implementing employee well-being policies achieve a significant return on investment. Such programs contribute to a 2-5% increase in productivity and a reduction in employee turnover of up to 25% [14].

Thus, the effectiveness of investments in wellness programs varies depending on program specifics, industry, and other factors. Careful planning, alignment with employee needs, and regular evaluation are crucial to achieving positive outcomes.

The largest market shares belong to North America (\$19.85 billion in 2023) and Europe (\$19.61 billion in 2023), collectively accounting for three-quarters of the global market. Meanwhile, access to wellness programs remains limited in the Asia-Pacific region and countries with middle- and low-income economies [1]. Workplace wellness market by region is shown in the diagram in Fig. 1.

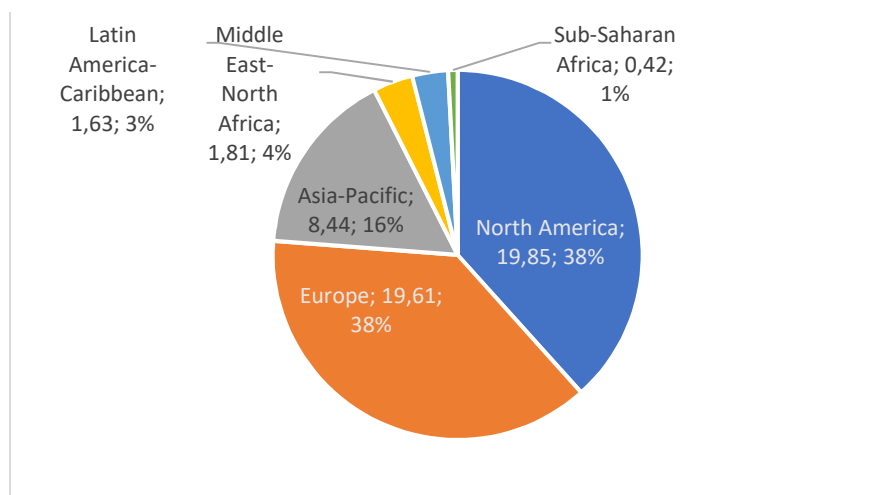


Fig. 1. Workplace wellness market by region in 2023, US \$ billions [1]

Figure 2 presents the workplace wellness market by region per capita in 2023 in U.S. dollars, illustrating the disparity in the implementation of workplace wellness programs across different regions. The data clearly show significant regional differences: while per capita spending in the United States exceeds \$50, in Sub-Saharan Africa, these expenditures approach zero.

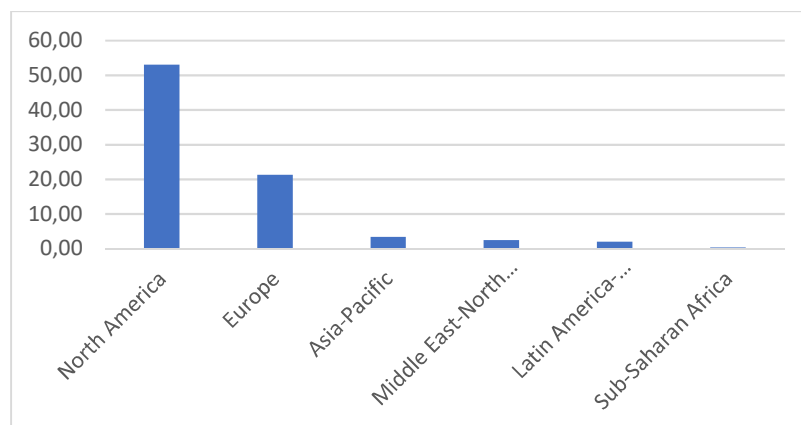


Fig. 2. Workplace wellness market by region per capita in 2023, US \$ [1]

The United States remains the world's largest market for workplace wellness program expenditures, which were estimated at \$17.9 billion in 2023. Given that the financial burden of healthcare costs in the U.S. is primarily borne by employers, American companies have strong incentives to control rising medical expenses while simultaneously enhancing productivity.

The slow or negative growth rates observed in several major markets (Germany, Japan, South Korea) can be partly attributed to currency depreciation, which affects the trajectory of their growth when measured in U.S. dollars. However, a number of large markets have yet to recover

to pre-pandemic levels, regardless of whether these levels are measured in U.S. dollars or local currencies (the United Kingdom, France, the Netherlands, Switzerland, China). This suggests the presence of additional structural factors, such as the shrinking share of the workforce employed in positions that provide access to benefits and wellness programs (Fig. 3).

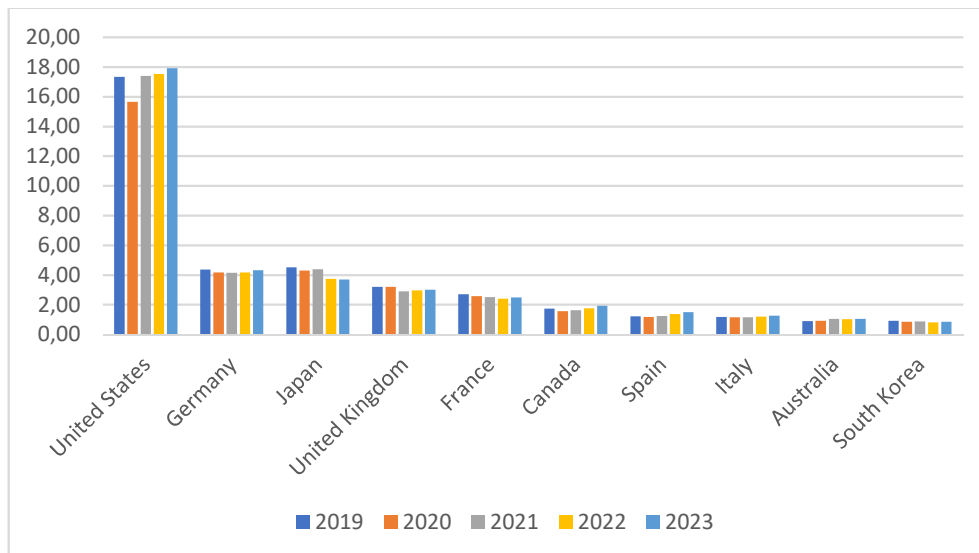


Fig. 3. Workplace wellness: top ten markets in 2019-2023, US \$ billions [1]

By listening to their employees and considering the latest research, industry leaders increasingly recognize that strengthening mental health goes beyond offering an app or yoga sessions. While continuing to support initiatives that help employees cope with stress and anxiety – both in the workplace and at home – some leading companies are taking steps to combat loneliness and reinforce social support systems at work. Acknowledging that mental health is not solely an HR issue, some organizations are also training line managers to provide mental health support.

Wellness programs contribute to creating a positive work environment and boosting employee morale. Research indicates that participation in wellness programs is associated with reduced stress levels and increased productivity.

Corporations that invest in wellness programs also observe a reduction in employee healthcare costs. This is particularly relevant in markets where employers bear a significant share of healthcare expenses, such as the United States.

According to an employer survey conducted by RAND, approximately half of U.S. employers offer initiatives promoting a healthy lifestyle, with larger employers more likely to have comprehensive wellness programs. These programs often include health screening activities to identify health risks, as well as interventions aimed at mitigating these risks and promoting healthy behaviours. A majority of employers (72% of those offering wellness programs) describe their initiatives as a combination of screening measures and interventions [15]. Wellness services may be provided by the employer or an external provider, either to all employees or as part of group health plans for plan members.

Preventive interventions may target primary prevention, focusing on employees with risk factors for chronic diseases (lifestyle management), and secondary prevention, aimed at improving disease control among employees with existing chronic conditions (disease management). Lifestyle management programs, offered by 77% of employers with a wellness program, address a wide range of risk factors. Notably, nearly 80% of employers provide nutrition and weight management initiatives, while 77% offer smoking cessation programs. Similarly, all five employers participating in the study provided certain nutrition and weight-loss initiatives, such as workplace-based Weight Watchers meetings, weight-loss competitions, individualized telephone support from health coaches, and smoking cessation programs through educational sessions or telephone counselling [15].

The assertion that every dollar invested in wellness programs can yield savings of three to six dollars in healthcare costs and increased productivity is based on studies analyzing the return on investment (ROI) in workforce development. Investments in employee development can generate significant economic benefits, including reduced healthcare expenditures and enhanced workplace productivity.

Table 1 presents an analysis of the effectiveness of implementing various wellness initiatives and their corresponding impacts on employee well-being and financial metrics based on the research conducted by Ritchie Woodard, Sara Connolly, Emike Nasamu (University of East Anglia) and Martin Stepanek (Vitality) through Britain's Healthiest Workplace Survey [16]. The table illustrates the effectiveness of implementing wellness programs in the workplaces in both Ukraine and the UK based on average annual salaries in both countries.

Table 1

Analysis of the effectiveness of implementing wellness initiatives

| Type of Wellness | Improvement in Job Satisfaction | Improvement in Mental Health | Improvement in Physical Health | For the average annual salary in Ukraine €247103 in € | | | | | For the UK national average annual wage £29328 | | | | |
|--------------------------------|---------------------------------|------------------------------|--------------------------------|--|--------------------------|--|--|--|--|--------------------------|--|--|--|
| | | | | Saving from Absenteeism | Saving from Presenteeism | Giving estimated annual productivity gains | Less the estimated annual cost of the initiative | Give an overall annual financial return (per worker) | Saving from Absenteeism | Saving from Presenteeism | Giving estimated annual productivity gains | Less the estimated annual cost of the initiative | Give an overall annual financial return (per worker) |
| Addiction | 2,93% | 0,88% | 0,45% | 89,08 | 40,94 | 130,02 | -53,8 | 76,22 | 522,50 | 240,13 | 762,63 | -53,80 | 708,83 |
| Physical Fitness | 6,08% | 0,93% | 1,14% | 127,14 | 5,33 | 132,47 | -46,97 | 85,50 | 745,76 | 31,25 | 777,01 | -46,97 | 730,04 |
| Nutrition | 5,37% | 1,23% | 1,04% | 102,97 | 4,14 | 107,11 | -62,00 | 45,11 | 603,99 | 24,26 | 628,25 | -62,00 | 566,25 |
| Health | 4,17% | 1,14% | 0,75% | 42,51 | 11,94 | 54,45 | -80,04 | -25,59 | 249,33 | 70,02 | 319,36 | -80,04 | 239,32 |
| Mental Health | 4,61% | 0,54% | 0,84% | 135,79 | 20,17 | 155,95 | -80,00 | 75,95 | 796,47 | 118,28 | 914,75 | -80,00 | 834,75 |
| Stress Management @Mindfulness | 2,92% | 0,20% | -0,07% | 39,35 | 36,78 | 76,13 | -225,00 | -148,87 | 230,82 | 215,72 | 446,54 | -225,00 | 221,54 |
| Wellbeing Apps@ Online Support | 2,81% | 0,93% | 0,48% | 42,31 | 2,89 | 45,20 | -3,95 | 41,25 | 248,17 | 16,93 | 265,10 | -3,95 | 261,15 |
| Financial Wellbeing | 1,57% | 0,41% | 0,32% | 26,83 | 29,11 | 55,94 | -25,00 | 30,94 | 157,38 | 170,73 | 328,11 | -25,00 | 303,11 |
| Volunteering | 2,75% | 0,81% | 0,47% | 20,98 | 21,54 | 42,53 | -135,48 | -92,95 | 123,09 | 126,37 | 249,46 | -135,48 | 113,98 |
| Total, € | | | | 499,82 | 172,84 | 799,8 | -712,24 | 87,56 | 3677,51 | 895,41 | 4691,21 | -712,24 | 3978,97 |

Source: compiled by the authors based on [16]

As seen in Table 1, each initiative is evaluated based on its contribution to job satisfaction, mental health, and physical health. *Physical fitness programs* show the most significant improvement in job satisfaction (6.08%), suggesting that employees respond positively to fitness-related activities. *Mental health initiatives* and *nutrition programs* also demonstrate notable benefits, particularly for mental well-being, with mental health interventions improving mental health by 0.54% and nutrition by 1.23%. On the other hand, *stress management and mindfulness programs* present a unique case. While they slightly improve job satisfaction (2.92%), their impact on physical health is marginally negative (-0.07%). This could be due to the subjective nature of stress management, where individual responses vary significantly.

From an HR perspective, financial sustainability is a critical factor when implementing wellness programs. Table 1 evaluates key financial metrics such as savings from absenteeism and presenteeism, estimated annual productivity gains, and the net return per worker. Mental health programs emerge as the most financially rewarding, generating an annual return of £834.75 per worker. They also contribute significantly to productivity gains (£914.75), making them a strategic investment for businesses aiming to enhance workplace efficiency. Physical fitness initiatives also yield high returns (£730.04 per worker), making them one of the most effective programs both in terms of employee satisfaction and financial viability. Stress management and mindfulness, however, result in a negative financial return (-£221.54 per worker), despite potential long-term benefits. While these programs may improve workplace morale and engagement, their immediate cost-effectiveness is questionable. Volunteering initiatives also appear to be less financially viable (-£113.98 per worker), possibly because their impact on direct productivity is lower, despite potential long-term cultural and engagement benefits.

The financial estimates are provided for both Ukraine and the UK, factoring in national salary differences. The overall estimated productivity gains are significantly higher when converted to the UK salary equivalent, reflecting the higher cost of absenteeism and presenteeism in a higher-wage economy. Savings from absenteeism and presenteeism also show a notable difference, with UK figures appearing more favorable due to the economic structure and workplace policies that emphasize employee well-being.

Based on these insights, organizations should prioritize wellness initiatives that provide both tangible employee benefits and strong financial returns. Mental health and physical fitness programs should be top priorities due to their strong financial and well-being outcomes. Nutrition and financial well-being programs can serve as complementary strategies, providing moderate financial returns while enhancing employee satisfaction. Stress management, volunteering, and mindfulness initiatives, while valuable for workplace culture, may require a longer-term perspective and should be integrated alongside other higher-impact programs.

Thus, HR managers and business leaders should adopt a balanced wellness strategy, ensuring that initiatives align with both employee needs and organizational financial goals. Investing in the right combination of wellness programs can lead to a healthier, more engaged workforce and improved business performance.

While specific figures may vary depending on industry, company size, and the type of wellness programs implemented, the overall trend indicates a positive impact of such investments on corporate financial performance. It is important to emphasize that maximizing these benefits requires careful planning, tailoring programs to employees' needs, and regularly assessing their effectiveness.

A study by Deloitte, «Employee Well-Being: Defining the Path to Success», highlights the significance of employee wellness programs. According to the study, organizations consider employee feedback when designing and evaluating program effectiveness. Key priorities include financial, physical, and mental well-being, which are largely covered by corporate wellness initiatives. These findings suggest that investments in wellness programs contribute to improved employee health and lower healthcare costs [17].

Regarding the effectiveness of implementing wellness initiatives, the case of Coca-Cola European Partners (CCEP), which developed a wellness strategy based on a health and safety plan for its 4,300 employees, is interesting. As detailed by Marta Sempere, responsible for people and culture at the company, the goal is to enable employees to thrive both personally and professionally by providing the best possible working conditions. The program is integrated into the company's HR strategy, ensuring a holistic employee experience across multiple dimensions, such as workplace environment, learning and development opportunities, team collaboration, and compensation. To this end, CCEP conducts an annual survey to assess employees' well-being concerning their work environment, work-life balance, stress levels, and emerging needs arising from changing circumstances, such as those observed during the COVID-19 pandemic [18].

So, in today's labor market, talented employees prioritize companies that demonstrate a commitment to their physical and psychological well-being. The presence of comprehensive wellness programs can be a crucial factor in job selection and an integral component of strategic workforce planning, ultimately fostering employee engagement, productivity, and long-term loyalty, which contribute to sustainable competitive advantage.

Conclusions. The integration of wellness programs into strategic HR management is no longer a luxury but a necessity for enterprises seeking long-term competitive advantages. The study confirms that well-structured wellness initiatives significantly enhance employee well-being, increase job satisfaction, and improve overall organizational productivity. Additionally, financial analyses indicate that mental health and physical fitness programs yield the highest returns, emphasizing the need for targeted investment in employee well-being.

The study also underscores regional disparities in workplace wellness program implementation. While North America and Europe dominate the global wellness market, access to such initiatives remains limited in lower-income economies. The financial burden of healthcare in certain countries, particularly the United States, has incentivized employers to invest in wellness strategies as a cost-containment measure.

Furthermore, corporate wellness programs are becoming increasingly sophisticated, integrating digital health technologies, personalized fitness solutions, and mental health support systems. Companies that adopt a holistic approach – balancing physical fitness, mental well-being, and social support – achieve higher employee satisfaction and long-term loyalty.

Despite the proven benefits, the adoption of wellness programs remains uneven across industries and regions, particularly in developing economies. The comparison between Ukraine and the UK highlights the role of salary structures in determining the financial feasibility of such initiatives. Companies that align wellness programs with corporate strategy, integrate technological innovations, and foster a culture of well-being are more likely to achieve sustainable business growth.

Strategic HR management must continue to evolve in response to workforce expectations and economic demands. The success of wellness initiatives depends on their alignment with employee needs, financial sustainability, and continuous evaluation.

Organizations that integrate well-structured wellness programs into their HR policies gain a competitive advantage by fostering a healthier, more engaged, and more productive workforce.

At the same time, further research is needed to explore the long-term impact of wellness programs on employee retention, career growth, and organizational innovation. Future studies should focus on developing industry-specific wellness models that account for different working conditions and employee demographics. Additionally, investigating the role of artificial intelligence and digital tools in enhancing wellness program accessibility and personalization presents a promising research direction.

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ВЕЛНЕС-ПРОГРАМИ У СТРАТЕГІЧНОМУ УПРАВЛІННІ ПЕРСОНАЛОМ ЯК КОНКУРЕНТНА ПЕРЕВАГА ПІДПРИЄМСТВ

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Анотація. Впровадження велнес-програм у стратегічне управління людськими ресурсами набуло значної актуальності, оскільки підприємства прагнуть отримати конкурентні переваги у залученні, утриманні талантів та підвищенні продуктивності. Це дослідження розглядає велнес-програми як невід'ємний компонент HR-стратегії, підкреслюючи їхній вплив на добробут співробітників, організаційну ефективність та фінансові результати. У роботі простежується еволюція велнесу від концепції, що має коріння в охороні здоров'я та психології, до комплексної корпоративної стратегії. Історичний аналіз демонструє, як велнес-ініціативи інтегрувалися в планову економіку, зокрема в Україні, через профспілки та програми охорони здоров'я, що фінансувалися роботодавцями. Однак із переходом до ринкової економіки багато з цих структур було розформовано, що зумовило необхідність сучасних підходів до корпоративного велнесу. У дослідженні проаналізовано міжнародні напрацювання

щодо велнес-програм у робочому середовищі, зокрема основні висновки американських та європейських науковців. Дані емпіричних досліджень свідчать, що добре спроектовані велнес-ініціативи сприяють підвищенню задоволеності роботою, покращенню психічного та фізичного здоров'я, зменшенню рівня відсутності на робочому місці та зростанню продуктивності. Попри ці переваги, міжгалузеві та регіональні відмінності, особливо у країнах, що розвиваються, обмежують доступ до велнес-програм. Здійснений у роботі аналіз дозволив встановити, що ініціативи, спрямовані на психічне здоров'я та фізичну активність, приносять найвищу віддачу, істотно впливаючи на ефективність працівників і зменшуючи медичні витрати. Водночас, хоча програми з управління стресом і ментального благополуччя є цінними для розвитку психологічної стійкості, їхня фінансова рентабельність є нижчою, що вказує на необхідність цільових інвестиційних стратегій. Порівняльний аналіз між Україною та Великою Британією підкреслює вплив системи оплати праці на фінансову ефективність велнес-ініціатив. Результати дослідження наголошують на важливості інтеграції велнес-програм у корпоративну культуру, їх узгодженості з організаційними цілями та використання технологічних інновацій для розширення доступності. Зроблено висновок, що інвестиції у добробут працівників сприяють сталому зростанню бізнесу, підтверджуючи, що велнес є стратегічною необхідністю та конкурентною перевагою для сучасних підприємств.

Ключові слова: велнес-програми, стратегічне управління персоналом, добробут працівників, аналіз, корпоративна продуктивність, конкурентна перевага.

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