THE ROLE OF RESPONSIBLE HRM IN ENHANCING EMPLOYEE WELL-BEING: A SYSTEMATIC REVIEW

O papel da gestão responsável de recursos humanos na melhoria do bem-estar dos colaboradores: uma revisão sistemática

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ABSTRACT

This study conducts a systematic literature review to explore the mechanisms and research progress regarding the impact of Responsible Human Resource Management (RHRM) on Employee Well-Being (EWB). Following the SPAR-4-SLR structured protocol, articles published in Q1 and Q2 journals from the Scopus and Web of Science databases were rigorously screened. The Theory-Context-Characteristics-Methodology (TCCM) framework was applied to integrate multi-dimensional knowledge. The findings reveal that RHRM positively influences EWB through mediating mechanisms such as organizational pride, organizational identification, and job satisfaction, although theoretical inconsistencies remain regarding moderating variables. Additionally, notable research gaps exist in cross-cultural comparisons, dynamic mechanisms, and intervention pathways driven by digital technologies. This study recommends that future research leverage computational social science methods, including machine learning algorithms and natural language processing, strengthen causal inference. By promoting theoretical integration and paradigm innovation, this review offers methodological insights for constructing a knowledge graph of the RHRM-EWB field and provides practical implications for designing human-centered sustainable development strategies in organizations.

Keywords: Responsible human resource management; Employee well-being; SPAR-4-SLR; TCCM framework; Systematic literature review

O PAPEL DA GESTÃO RESPONSÁVEL DE RECURSOS HUMANOS NA MELHORIA DO BEM-ESTAR DOS COLABORADORES: UMA REVISÃO SISTEMÁTICA

The role of responsible HRM in enhancing employee well-being: a systematic review

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RESUMO

Este estudo realiza uma revisão sistemática da literatura para explorar os mecanismos e o progresso da investigação sobre o impacto da Gestão Responsável dos Recursos Humanos (RHRM) no Bem-Estar dos Colaboradores (EWB). Seguindo o protocolo estruturado SPAR-4-SLR, foram rigorosamente selecionados os artigos publicados nas revistas Q1 e Q2 das bases de dados Scopus e Web of Science. A estrutura Teoria-Contexto-Características-Metodologia (TCCM) foi aplicada para integrar o conhecimento multidimensional. Os resultados revelam que a RHRM influencia positivamente o EWB através de mecanismos de mediação como o orgulho organizacional, a identificação organizacional e a satisfação no trabalho, embora permaneçam inconsistências teóricas em relação às variáveis moderadoras. Além disso, existem lacunas de investigação notáveis nas comparações interculturais, mecanismos dinâmicos e percursos de intervenção impulsionados pelas tecnologias digitais. Este estudo recomenda que a investigação futura aproveite os métodos de ciências sociais computacionais, incluindo algoritmos de aprendizagem automática e processamento de linguagem natural, fortalecendo a inferência causal. Ao promover a integração teórica e a inovação paradigmática, esta revisão oferece insights metodológicos para a construção de um gráfico de conhecimento do campo RHRM-EWB e fornece implicações práticas para a conceção de estratégias de desenvolvimento sustentável centradas no ser humano nas organizações.
Keywords: Responsible human resource management, Employee well-being, SPAR-4-SLR, TCCM framework, Systematic literature review

INTRODUCTION

As the global concept of sustainable development advances in depth, the corporate management paradigm is gradually shifting from a single efficiency orientation to a greater focus on responsibility (Golgeci et al., 2021; Parola & Felaco, 2024). This transformation not only requires enterprises to fulfill their social responsibilities to external stakeholders but also emphasizes integrating employees' long-term development and well-being enhancement into the core of organizational strategy (Staniškienė & Stankevičiūtė, 2018). As a key indicator for measuring an organization's sustainable development capacity, Employee Well-Being (EWB) has become a focal point in theoretical research and management practice (Zheng et al., 2015). EWB, as a multidimensional construct encompassing psychological, emotional, and health dimensions, its enhancement not only concerns employees' personal well-being but also directly impacts organizational performance and innovation capacity (Wong et al., 2025).

The existing literature has extensively explored the antecedent variables of employee well-being. The academic community has particularly focused on the positive impact of responsible human resource management practices such as CSR, SHRM, and GHRM on employee well-being (Ahmed et al., 2020; Gyensare et al., 2024; Sorribes et al., 2021). Relevant studies have mostly adopted theoretical perspectives such as Conservation of Resources Theory (COR), Job Demands-Resources Model (JD-R), and Resource Base View (RBV). These perspectives are used to explore how responsible management practices promote the enhancement of employee well-being through mechanisms such as meeting employee needs, enhancing employee sense of belonging, and improving perceived organizational support (Arun Kumar et al., 2024; Martínez-Falcó et al., 2024; Nakra et al., 2024). The continuous expansion of this field further highlights the importance and theoretical value of employee well-being.

However, despite existing studies having examined the relationship between responsible management practices and employee well-being from multiple perspectives, systematic reviews focusing on the multidimensional practices and multidimensional outcomes between the two remain scarce. Most existing reviews concentrate on single antecedent variables such as leadership behavior (Inceoglu et al., 2018), Job characteristics (Li et al., 2021; Marzocchi et al., 2024), or organizational characteristics (Fox et al., 2022; Hulls et al., 2022). Few have synthesized the relationships between different types of responsible human resource management practices and the main dimensions of employee well-being from a systematically integrated perspective. Furthermore, theoretical explanations often rely on a single perspective, leading to issues such as theoretical fragmentation and conceptual ambiguity in the relevant field (Fisher & Aguinis, 2017; Suddaby, 2010). This limitation not only hinders the further development of the theoretical system of responsible management but also affects enterprises' scientific decision-making in enhancing employee well-being based on a responsibility orientation. Compared with existing literature reviews, this paper focuses on the systematic relationship between multidimensional responsible management practices and multidimensional well-being outcomes, highlighting systematic integration and a new perspective.

Based on this, this paper innovatively proposes an integrated analytical framework of "Responsible Human Resource Management (RHRM)", which organically integrates various responsibility-oriented human resource management practices such as CSR, SHRM, GHRM, ESG, SRHRM, and SSHRM. With the multidimensionality of employee well-being as the main thread, it systematically combs the mechanisms and influence pathways. Although RHRM has not yet become a widely recognized concept in mainstream literature, this study significantly enhances the systematicity and clarity of research through theoretical integration. The research process strictly adheres to the SPAR-4-SLR protocol (Paul et al., 2021) and the TCCM framework (Paul et al., 2024), focusing on high-quality Q1 and Q2 journals indexed in Scopus and Web of Science to minimize journal source bias and ensure the scientificity and representativeness of literature analysis.

The systematic literature review of this paper aims to answer the following five core questions:

1）What is the descriptive landscape of existing studies on RHRM and EWB?
2）What theoretical frameworks underpin the relationship between RHRM and EWB?
3）How does the impact of RHRM on EWB vary across different contexts?
4）Which RHRM practices exert the most substantial influence on specific dimensions of EWB?

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5）What research methods have been employed to examine the relationship between RHRM and EWB?

The theoretical framework of this study reveals the threefold internal mechanisms of Responsible Human Resource Management (RHRM): resource investment, emotional connection, and moral commitment. It further constructs a cross-theoretical integration framework. On the practical side, this study proposes a three-level early warning system: implementing career development mechanisms and stress monitoring protocols at the individual level; developing a high-level management evaluation matrix incorporating ESG-KPIs at the organizational level; and establishing a cross-cultural RHRM maturity model at the institutional level. Methodologically, the study recommends building a multi-level tracking model (HLM + QCA). Comparative analyses reveal the heterogeneity between emerging economies and their transformation processes, providing enhanced theoretical support and practical guidance for the sustainable transformation of global enterprises.

1 MATERIALS AND METHODS

To address the RQs, this review adopted a systematic literature review (SLR) approach, in line with recent studies highlighting the effectiveness of this approach (Saulick et al., 2023; Siti-Dina et al., 2023; Zhu et al., 2021). To ensure transparency in reporting the literature review, the SPAR-4-SLR protocol was followed (Paul et al., 2021), which consists of three phases as shown in Figure 1. These phases (assembling, arranging, and assessing) are divided into six sub-phases: identification, acquisition, organization, purification, evaluation, and reporting. Using this protocol ensures that our insights and directions are fully grounded in logical and practical grounds and provide a compelling direction for the advancement of knowledge in the field.

1.1 Assembling

The first phase of the SPAR-4-SLR protocol involved identifying and acquiring previously unsynthesized literature (Paul et al., 2021). As a key preparatory step, the sub-phase is vital for the effective execution of the proposed methodological design. In this sub-phase, the mechanisms through which HRM affects employee well-being were investigated, thereby deriving the above research questions.

Regarding source type, only research papers published in peer-reviewed academic journals were included in the review (Paul et al., 2021). To ensure scientific rigor, only English-language journal articles were collected (Buzzao & Rizzi, 2021). In terms of source quality, the primary academic databases considered were Scopus and Web of Science (WoS) (Singh et al., 2023), which represent the largest repositories of scientific articles (Kraus et al., 2022). These databases are known for their quality indicators and advanced information retrieval capabilities, with algorithms that provide high precision and recall (Bonilla-Chaves & Palos-Sánchez, 2023; Visser et al., 2021).

The acquisition phase involved retrieving articles (Paul et al., 2021). We constructed a Boolean search formula that included the core concepts and their semantic variants: (TS = ("ESG" OR "CSR" OR "corporate social responsibility" OR "Sustainable HRM" OR "Sustainable human resource management" OR "green HRM" OR "green human resource management" OR "socially responsible HRM" OR "socially responsible human resource management" OR "responsibility HRM" OR "responsibility human resource management") AND TS = ("employee well-being" OR "employee wellbeing" OR "employee happiness" OR "well-being" OR "happiness")). The thesaurus was revised three times after expert review to ensure that it covered the core terms in the field of RHRM and EWB research. Our search was conducted simultaneously in two core databases, Scopus and Web of Science (WoS). Differentiated search strategies were adopted according to the characteristics of the databases: subject field search (TS=) was used in the WoS platform, and title-abstract-keyword compound search (TITLE-ABS-KEY) was used in the Scopus database. The time span was set from January 2020 to December 2024 (including online priority publications), and the final search date was December 31, 2024. A total of 1,257 articles were initially obtained (670 from Scopus and 587 from WoS).

1.2 Arranging

The second phase of the SPAR-4-SLR protocol involved the organization and purification of the literature obtained in the first phase (Paul et al., 2021). In the organization phase, basic criteria for extraction were established. Specifically, the selection criteria included source type limited to "journal," document type limited to "article," language set to "English," and subject categories related to the research topic. As a result, 525 documents were excluded from the initial survey of 1257. The preference for "journal" as a source type can ensure a higher level of scrutiny and quality of the included literature (Kumar et al., 2022).

Figure 1 - SPAR-4 review protocol stages

ASSEMBLING

Identification
Domain: Responsible HRM (RHRM) and employee well-being (EWB)
Research question:
RQ1:What is the descriptive landscape of existing studies on RHRM and EWB?
RQ2:What theoretical frameworks underpin the relationship between RHRM and EWB?
RQ3:How does the impact of RHRM on EWB vary across different contexts?
RQ4:Which RHRM practices exert the most substantial influence on specific dimensions of EWB?
RQ5:What research methods have been employed to examine the relationship between RHRM and EWB?
Source type: Qualitative and quantitative English articles in peer-reviewed academic journals.
Source quality: Scopus, WoS (Q1, Q2 journals)

Acquisition
Search mechanism and material acquisition: Scopus and WoS
Search period: From 2020 to 2025
Keywords: ("ESG" OR "CSR" OR "corporate social responsibility" OR "Sustainable HRM" OR "Sustainable human resource management" OR "green HRM" OR "green human resource management" OR "socially responsible HRM" OR "socially responsible human resource management" OR "responsibility HRM" OR "responsibility human resource management") AND ("employee well-being" OR "employee wellbeing" OR "employee happiness" OR "well-being" OR "happiness")
Total number of articles: N = 1,257 record (Scopus = 670, WoS = 587)

Result: 1257 documents

ARRANGING

Organization
Organization codes: Year, author's name, title, publication year, citation, research country, population, industry, Special context, theories, contexts, characteristics (dimensions, mediators, moderators, outcomes), and methodology
Organising framework(s): TCCM

Result: 732 documents (525 documents are excluded)

Purification
Article type excluded: Total articles excluded (N = 698): a) duplicated paper (n = 166), b) not articles (n = 62), c) not being in English (n = 29), d) Q3 and Q4 articles (n = 227), e) not relevant to the domain (n = 214)
Article type includes: Article included if a) being relevant to the domain, b) being in English, c) being discontinued during 2020-2025, d) Q1 or Q2 articles
Article includes: N = 34 records

Result: 34 documents (34 articles from 23 journals)

ASSESSING

Evaluation
Analysis method: Content analysis, thematic analysis, SLR
Agenda proposal method: Best practices, gaps, and review synthesis

Reporting
Reporting convention(s): Words
Limitations: Potential sampling bias: data limited to English articles since 2020 in Scopus and WoSDatabase (Q1 and Q2)
Sources of support: No funding received

Source: Author (By Using SPAR-4-SLR Methodology)

The purification phase is focused on selecting a final sample of articles by thoroughly examining the remaining documents (Paul et al., 2021). A three-step purification process was applied to the 732 documents retained from the organization phase. First, duplicate records found in the Scopus and WoS databases were systematically removed, resulting in the exclusion of 166 duplicate entries. Secondly, only articles published in journals ranked in the Q1 and Q2 quartiles of Scopus and WoS were included, which further excluded 227 records from the corpus. The final step was a comprehensive full-text analysis based on the "four-eyes principle," which

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included meticulous abstract review, full-text reading, and keyword verification. This rigorous process reduced the corpus to 34 high-quality articles. Such a thorough purification procedure ensures the inclusion of non-redundant, high-quality literature, thereby improving the reliability and academic rigor of the systematic literature review (SLR).

1.3. Assessing

The third phase of the SPAR-4-SLR program includes evaluation and comprehensive reporting of results (Paul et al., 2021). To address RQ1, this study conducted a systematic bibliometric assessment of the RHRM-EWB literature, analyzing annual publication trends, geographic distribution of the literature, journal sources, and literature citations. For RQ2, the theoretical framework used to explain the relationship between RHRM and EWB was reviewed in depth. For RQ3, the study explored how factors such as regional background, industry characteristics, and specific organizational environment affect the effectiveness of RHRM. For RQ4, the focus was on analyzing the mechanism of the various dimensions of RHRM on EWB, including mediating effects and boundary conditions. Finally, through the evaluation of RQ5, the study revealed the development trend of mainstream research methods in this field.

In the reporting stage, the reporting sub-stage focuses on presenting the research results (Paul et al., 2021). Following recent scholarly practice and recommendations, our review presents research findings through a combination of visualizations, tables, and textual descriptions (Lim et al., 2022; Paul et al., 2021). In reporting the results and presenting the discussion, this review aims to provide state-of-the-art insights and an inspiring agenda for future research (Paul et al., 2021). The significance, contributions, limitations, and practical implications of the study are also highlighted. This research received no external funding.

2 RESULTS

2.1 Descriptive Overview of Studies

RQ1: What is the descriptive landscape of existing studies on responsible human resource management and employee well-being?

Section 3.1 is addressed to RQ1. Based on the metrological analysis of Figures 2 and 3, this study reveals the spatiotemporal distribution characteristics of academic output in the fields of RHRM and EWB. In the past five years, the research has shown a volatility trend, of which it showed significant growth in 2022 (7 articles issued annually, accounting for 20.6%) and slightly declined in 2023, reaching the peak of academic output by 2024 (15 articles, accounting for 44.1%). Geographic distribution shows significant regional imbalance, with Asia dominated by 21 articles (61.8%), followed by Europe (8 articles, 23.5%), while Oceania and Africa have a serious shortfall in academic contributions (1 article each). The accelerated growth of research output from 2022 to 2024 confirms the academic potential of this field. This space-time heterogeneity highlights the regional limitations of theoretical development, and it is recommended that future research should focus on cross-regional comparative analysis.

Figure 2 - Yearly research production
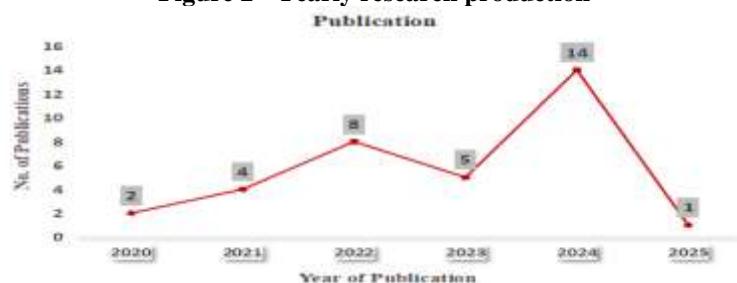
Figure 3 - Continental Production

■ Asia ■ Europe ■ North America ■ Oceania ■ Africa
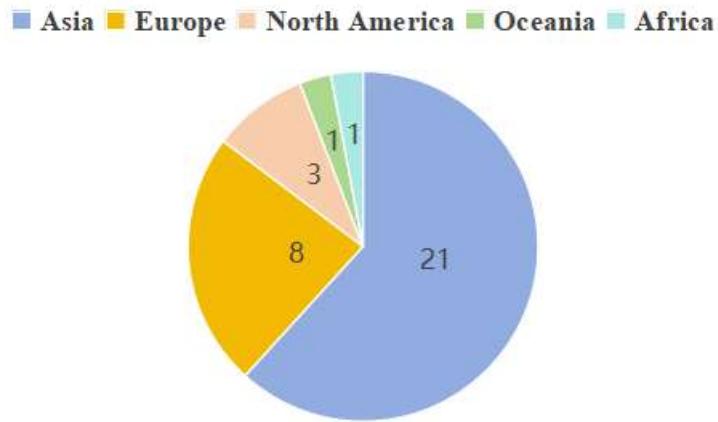
2.1.1. Source Analysis of Articles Investigated

The 34 articles analyzed in this systematic review were distributed in 23 peer-reviewed journals, showing obvious interdisciplinary and cross-border characteristics (Figure 4). The top three journals in terms of publication volume were Employee Relations: The International Journal, Sustainability, and Corporate Social Responsibility and Environmental Management (4 articles each, accounting for 52.2%), which systematically investigated the causal mechanisms linking organizational ethics to employee well-being.

Figure 4 -Sources with more than one relevant study
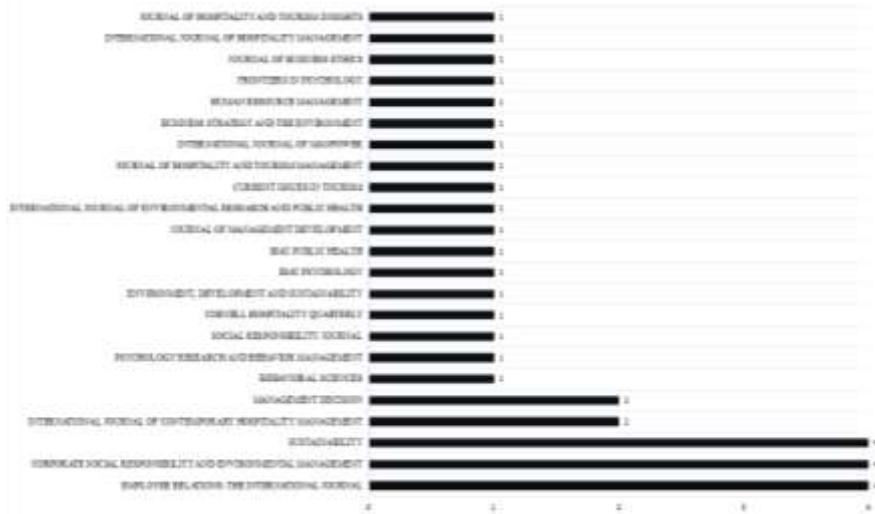
The Management Decision and Internal Journal of Contemporary Hospitality Management (2 articles each) provided micro-practical evidence for the study of the relationship between the two. In addition, three journals, including the Journal of Business Ethics, Frontiers in Psychology, and the Journal of Social Responsibility (1 article each), expanded the research boundaries from the perspectives of ethics and positive psychology, respectively. This distribution confirms the penetration of this topic in the fields of organizational behavior, sustainable development research, and applied psychology, laying the foundation for subsequent cross-scale integration research.

2.1.2. Authors' Citation

The figure displays the ten most referenced publications in this systematic literature review and their respective citation counts (Figure 5). According to the statistics, Ahmed et al. (2020) leads with 179 citations, markedly surpassing other articles, followed by Lu et al. (2023) with 88 citations and Kim and Kim (2021) with 69

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citations. Nonetheless, the aggregate citation counts of these publications are low, with the highest reaching just 179, maybe due to the review's focus being restricted to works published during the last five years. This distribution of citations not only reflects the temporal constraints on academic impact but also indicates that the field remains in a developmental phase in which future research potentially enhances the theoretical and practical application of these works.

Figure 5 -Top 10 documents with the highest citations
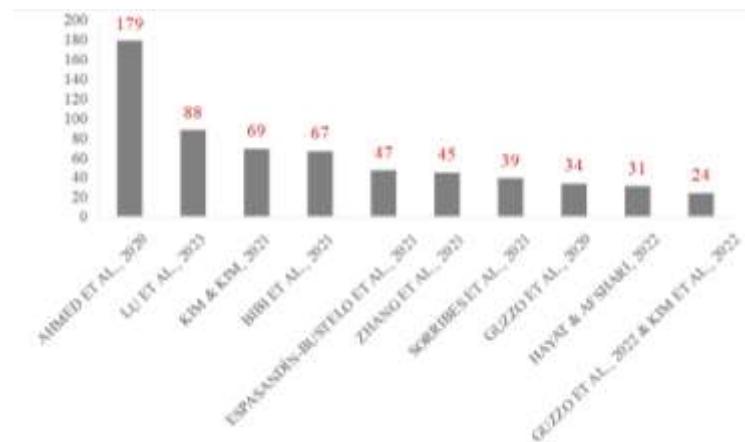
2.2 The Theory-Context-Characteristics-Methods (TCCM) Framework

This section identifies research gaps in the existing literature and suggests new research directions. To accomplish this, the TCCM framework was used (Paul & Rosado-Serrano, 2019). This framework is extremely valuable for reviews that seek to make theoretical contributions to the body of knowledge (Chakma et al., 2024; Chen et al., 2021; Hassan et al., 2021; Mishra et al., 2021).

2.2.1 Theories

RQ2: What theoretical frameworks underpin the relationship between responsible human resource management and employee well-being?

This study systematically integrates 34 theoretical frameworks to construct a multi-level explanatory system for the relationship between RHRM and EWB (Figure 6). The Conservation of Resources theory (COR) constitutes a basic explanatory paradigm, emphasizing that individuals can improve their well-being by obtaining resources such as organizational support and career development. (Ahmad et al., 2023; Bolt & Homer, 2024; Choi et al., 2024; Dutta et al., 2024; Nakra et al., 2024; Song et al., 2024). Its extended model JD-R model explains that RHRM has the dual functions of resource supply (such as CSR and ESG practices) and work demand regulation. (Arun Kumar et al., 2024; Asif et al., 2023, 2023; Y. Lu et al., 2023; W. Ma et al., 2024; Piao et al., 2022). The Resource Base View (RBV) (Martínez-Falcó et al., 2024) and Resource-Advantage Theory (Gyensare et al., 2024) emphasize the role of RHRM in building sustainable competitive advantages for enterprises. Social Identity Theory (SIT) (Chtioui et al., 2023; Liang & Yoon, 2023) and Affective Social Exchange Theory (ASET) (Guzzo et al., 2020; Guzzo et al., 2022) reveal the psychological conduction mechanism from the dimensions of organizational identification reinforcement and affective commitment triggering, respectively. The stimulus-organism-response (SOR) model explains the internal process of RHRM driving positive emotions and organizational citizenship behavior. These theories together construct a three-dimensional explanatory framework of "resources-cognition-emotion" (Ahmed et al., 2020; Chtioui et al., 2023).

Existing research shows a significant trend of theoretical integration—the integration of resource mechanisms. For example, the integration of a resource-based perspective and social exchange theory proves that GHRM improves well-being through resource accumulation and social reciprocity mechanisms (Shahzad et al., 2025). Resource self-regulation theory and ego depletion theory point out that internal/external CSR affects the

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boundary conditions of psychological health through differentiated resource compensation mechanisms (Ma & Latif, 2022). The integration of social identity theory and the JD-R model confirms that management CSR support improves well-being through organizational participation mediation (Kim & Kim, 2021). In collaboration with emotion appraisal theory, it explains the path of CSR indirectly shaping emotional well-being through organizational pride (Schaefer et al., 2024). The cross-analysis of institutional theory and stakeholder theory shows the reinforcing effect of strategic CSR on well-being (Espasandín-Bustelo et al., 2021); the joint framework of need satisfaction theory and self-determination theory explains the differential impact paths of instrumental and voluntary CSR practices (Bibi et al., 2022).

In addition, the introduction of emerging theories provides a new perspective for the study of the RHRM-EWB relationship. The broaden-and-build theory (Arun Kumar et al., 2024; Malik & Singh, 2024), dual attention theory (Kim et al., 2022), social information processing theory (Zhang et al., 2022), Stakeholder Theory (Mu et al., 2024) further illustrates the dynamic role of RHRM through expanding positive emotions and institutional embeddedness. However, there is a significant theoretical gap. About 21% of the studies are still at the level of direct effect testing, lacking in-depth mechanisms. It is recommended that future research focuses on three directions: developing a multi-level dynamic analysis model, strengthening empirical testing in non-Western cultural contexts, and exploring theoretical adaptive innovations in RHRM practice under the background of digital transformation.

Figure 6 - Underlying theories
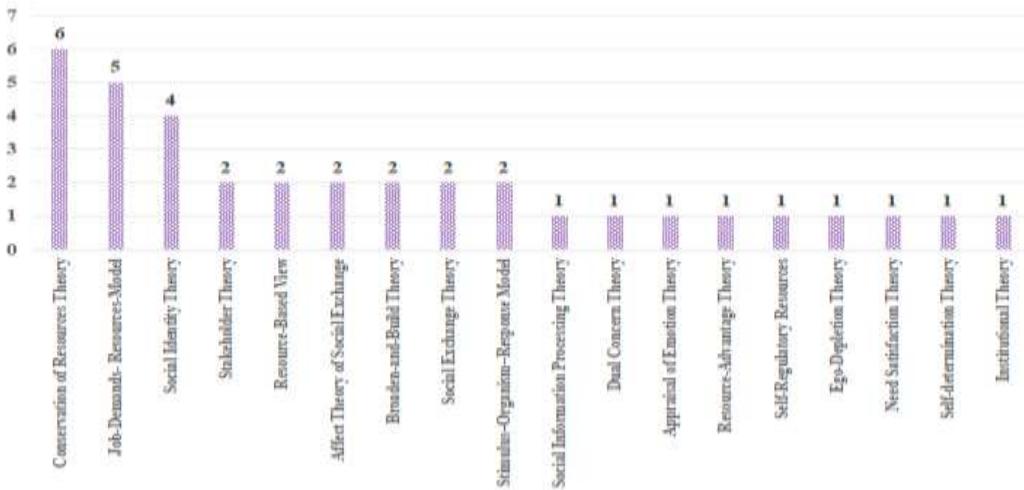
2.2.2. Contexts

RQ3: How does the impact of responsible human resource management on employee well-being vary across different contexts?

This section answers research question 3. Table 1 summarizes the scope of background coverage, covering three main dimensions: country, industry, and special context. Of the 34 relevant studies, 64.7% (22 articles) focused on Asian countries, highlighting the importance of the region in this field of research. European countries accounted for 17.6% (6 studies), North American studies (3 studies) and African studies (3 studies), each accounted for 8.82% of the total. In terms of industry distribution, multi-industry studies accounted for the largest proportion at 41.2% (14 studies). In addition, 23.5% (8 studies) were focused on the hospitality sector, while 8.82% (3 studies) were concentrated in the manufacturing sector. Other studies cover different industries, including consumer goods, services, finance, information technology, and mining.

Notably, the literature also highlights several specific research contexts, such as the COVID-19 pandemic. Guzzo et al. (2022) and Wulandari et al. (2024) reveal how employees' perceptions of CSR affect their hedonic well-being as well as their workplace well-being. In addition, Sorribes et al. (2021) studied the effects of responses between various SRHRM practices on EWB in the context of crises such as pandemics and material crises.

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Meanwhile, studies focusing on specific groups found that surveys of employees on SHRM practices significantly improved the well-being of female employees (Dutta et al., 2024).

Table 1 - Contextual coverage

Context	No. of articles	% of articles
Countries		
China	9	26.5
India	4	11.8
Korea	4	11.8
Pakistan	3	8.82
Spain	3	8.82
American	2	5.88
Japan	1	2.94
Indonesia	1	2.94
UK	1	2.94
Italy	1	2.94
Switzerland	1	2.94
Canada	1	2.94
Tunisia	1	2.94
Ghana	1	2.94
Congo	1	2.94
	34	100%
Industries		
Multi-industries	14	41.2
Hospitality Industry	8	23.5
manufacturing	3	8.82
Service	2	5.88
Others	7	20.6
	34	100%
Special context		
COVID-19	2	5.88
Crisis period (COVID-19 and economic crisis)	1	2.94
Female perspective	1	2.94
TSR research framework	1	2.94
	5	14.7%

2.2.3 Characteristic

RQ4: Which RHRM practices exert the most substantial influence on specific dimensions of EWB?

To systematically answer RQ4, this study conducted a dual analysis by constructing a literature review matrix (Table 2) and a theoretical framework diagram (Figure 4). Table 2 deconstructs the action path of RHRM from four aspects: practice dimension, mediating mechanism, moderating factors, and impact results. Figure 4 reveals the six-dimensional structure of RHRM (CSR, SHRM, GHRM, ESG, SSHRM, SRHRM) and the multidimensional representation of EWB (subjective, psychological, hedonic, and eudaimonic) through topic modeling. This framework, through triangulation of literature data, provides a systematic and verifiable analytical paradigm for revealing the complex interaction between RHRM and EWB.

2.2.3.1 Dimensions of RHRM

This section addresses RQ4 through a methodologically rigorous investigation of empirical patterns in RHRM scholarship. Employing evidence synthesis protocols, the analytical outcomes were codified into a taxonomic matrix (Table 2) and a multilevel conceptual framework (Figure 7). Quantitative synthesis revealed CSR constitutes the predominant theoretical lens, representing 64.7% (N=22) of the studies reviewed. These studies primarily position CSR as explanatory constructs, examining their predictive effects on EWB through three

principal mechanisms: a) job satisfaction enhancement, (b) psychological well-being improvement, and (c) organizational identity reinforcement. In contrast, alternative frameworks such as SHRM (11.8%, n=4), GHRM (11.8%, n=4), ESG (5.88%, n=2), SSHRM (2.94%, n=1), and SRHRM (2.94%, n=1) remain critically under-researched. However, the neglect of ESG, SSHRM, and SRHRM represents a significant research gap, as these frameworks cover broader sustainability and governance issues beyond CSR's traditional focus on stakeholder relations.

2.2.3.2 Dimensions of EWB

The literature suggests that EWB measures broadly cover these multidimensional aspects of well-being. Some studies have focused on measurement methods based on the philosophical tradition of happiness and pleasure, with representative studies including Guzzo et al. (2020), Bibi et al. (2022), Guzzo et al. (2022), and Chtioui et al. (2023). Other scholars have looked at specific dimensions of well-being, such as work well-being (Arun Kumar et al., 2024; Bauer, 2022; Jeong et al., 2022; Kocollari et al., 2024; Wulandari et al., 2024), subjective well-being (Ahmad et al., 2023; Gyensare et al., 2024; Liang & Yoon, 2023), psychological well-being (Choi et al., 2024; Kim et al., 2022; Ma & Latif, 2022; Piao et al., 2022), and family well-being and financial well-being (Malik & Singh, 2024). In addition, some researchers have indirectly assessed employee well-being by exploring closely related concepts, such as employee resilience and job engagement (Lu et al., 2023), as well as job satisfaction, job stress, and trust in management (Sorribes et al., 2021). However, many studies do not distinguish between specific dimensions of well-being and instead use the broad term "employee well-being" as the primary focus (Ahmed et al., 2020; Dutta et al., 2024; Espasandín-Bustelo et al., 2021; Hayat & Afshari, 2022; Kim & Kim, 2021; Ma et al., 2024; Martínez-Falcó et al., 2024; Mu et al., 2024; Nakra et al., 2024; Sun & Bahizire, 2023; Zhang et al., 2022).

2.2.3.3 Mediating Variables in the Relationship between RHRM and EWB

Systematic literature analysis showed that 50% (n=17) of the empirical studies explored the mediating mechanism. The impact of corporate social responsibility (CSR) on employee work efficiency mainly works through psychological, attitudinal, and behavioral mediating variables. For example, work compassion ($\beta=0.25$, 95% CI=[0.01, 0.53]) (Guzzo et al., 2020) and job satisfaction ($\beta=0.188$, $p<0.001$; $\beta=0.145$, $p<0.001$) (Hayat & Afshari, 2022; Mu et al., 2024) mediate the effect of CSR on EWB respectively. At the same time, CSR affects employees' emotional well-being and work well-being by enhancing organizational pride ($\beta=0.341$; $p<0.01$) (Schaefer et al., 2024) and organizational identification (Jeong et al., 2022). In addition, Ma and Latif (2022) and Bibi et al. (2022) also explored the indirect impact mechanism of CSR on employees' psychological well-being and hedonic well-being through self-regulatory resources ($\beta=0.15$, $p<0.001$) and basic needs satisfaction, respectively. In addition, comparative analysis shows that the mediation mechanisms of other theoretical frameworks present differentiated characteristics. SHRM affects EWB through the conduction effect of career sustainability (Nakra et al., 2024) and remote work satisfaction (Dutta et al., 2024). Gyensare et al. (2024) and Shahzad et al. (2025) emphasized that employees' green behavior mainly mediates the relationship between GHRM practices and well-being. Under the ESG framework, employees' perceived job meaningfulness promotes the realization of their psychological well-being (Choi et al., 2024). Also, Zhang et al. (2022) found that SRHRM significantly improved EWB through the mediating effect of perspective-taking.

**Table 2 - Summary of Selected ResponsibleHRM and Employee Well-being Studies**

Dimensions	Mediators	Moderators	Outcomes
CSR Ahmad et al. (2023) Chtioui et al. (2023) Guzzo et al. (2020)	Gratitude at work Compassion at work Organizational pride Self-regulatory resources	Business ethics attitudes Leader–Followers value Congruence Leadership role	Employee well-being Eudaimonic well-being Hedonic well-being Work well-being -

Schaefer et al. (2024) Ma & Latif (2022) Song et al. (2024) Guzzo et al. (2022) Bolt & Homer (2024) Mu et al. (2024) Kocollari et al. (2024) Wulandari et al. (2024) Jeong et al. (2022) Bibi et al. (2022) Hayat & Afshari (2022) Kim & Kim (2021) Espasandín- Bustelo et al. (2021) Bauer (2022) Liang & Yoon (2023) Sun & Bahizire (2023) Kim et al. (2022) Ma et al. (2024) Ahmed et al. (2020)	Family-to-work spillover Work-family culture Job satisfaction Cause involvement Organizational identification Moral identity Basic needs satisfaction Self-esteem Organization engagement Affective commitment Empathetic concern for colleague	Perceived motives for CSR Employee altruism	Subjective well-being Psychological well-being Emotional well-being
Sustainable HRM Nakra et al. (2024) Dutta et al. (2024) Lu et al. (2023) Sorribes et al. (2021)	Career sustainability Telecommute satisfaction	Managerial support	Employee well-being Employee resilience Work engagement Job satisfaction Job stress Trust in management
Green HRM Gyensare et al. (2024) Martínez- Falcó et al. (2024) Shahzad et al. (2025) Arun Kumar et al. (2024)	Employees' green behavior Employee motivation Employee sustainability	Resource commitment	Subjective well-being Employee well-being Work well-being
ESG Choi et al. (2024) Piao et al. (2022)	Job meaningfulness	Pay satisfaction	Psychological well-being
SS HRM Malik & Singh (2024)	-	-	Personal well-being Family well-being
SRHRM Zhang et al. (2022)	Perspective-taking	Substantive attributions Symbolic attributions	Employee well-being

2.2.3.4 Moderating Variables in the Relationship between RHRM and EWB

A systematic review of previous studies identified multilevel moderators in the RHRM-EWB relationship, with 23.5% of analyzed studies (n=8) demonstrating cross-level interaction effects. At the individual level, employees' business ethics attitudes significantly moderate the impact of CSR practices on psychological well-being (β= 0.13, p< 0.01) (Ma & Latif, 2022). In comparison, altruistic tendencies attenuated well-being gains from sustainability initiatives (β= -0.099, p<0.001) (Ma et al., 2024). Substantive attribution - operationalized as employees' perception of the organization's genuine concern-strengthened the mediating path of perspective taking affects the transmission efficiency of SRHRM-EWB (indirect effect = 0.15, p < 0.01; 95% CI [0.05 to 0.25]; (Zhang et al., 2022). Leadership-level analysis shows that leaders' behaviors (Bauer, 2022) and leadership values (Jeong et al., 2022) influence the extent to which CSR programs contribute to employee well-being. At the same time, supportive leadership enhances the effectiveness of SHRM in the well-being transformation (Dutta et al., 2024). Organizational context emerged as a critical boundary condition. According to Gyensare et al. (2024), resource allocation positively moderated the GHRM-subjective well-being association (β= 0.19, p< 0.01). Also, with compensation system fairness acting as a catalytic factor for ESG-driven psychological well-being (Choi et al., 2024).

Figure 7 - Impact of RHRM on EWB
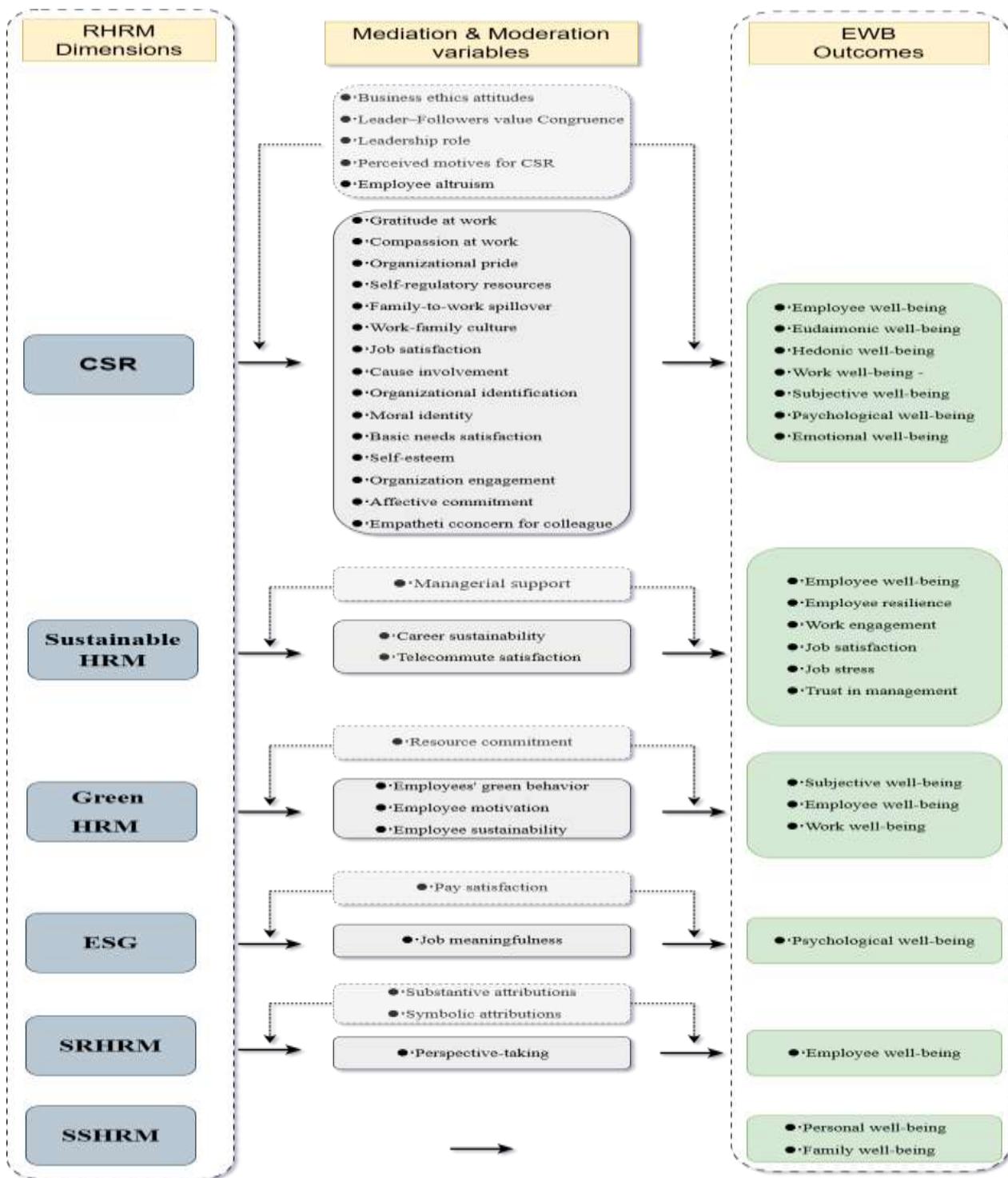
2.2.4 Methodology

RQ5: What research methods have been employed to examine the relationship between responsible human resource management and employee well-being?

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2.2.4.1 Research Design

Existing research has significant characteristics in terms of methods, time horizon, unit of study, data collection method, and sample size (Figure 8). While extant studies exhibit rigorous psychometric validation (average construct reliability $\alpha > 0.85$) and appropriate model specification (comparative fit index $CFI > 0.90$), three persistent limitations warrant attention: (1) underutilization of multi-wave panel designs; (2) insufficient theorization of meso-level organizational mechanisms; (3) overreliance on mono-method data triangulation. These methodological gaps underscore the necessity for future research adopting multi-temporal (pre-post intervention), multi-level (individual-team-organization), and multi-method (survey-archival-experimental) investigative paradigms.

Figure 8 - Research Design
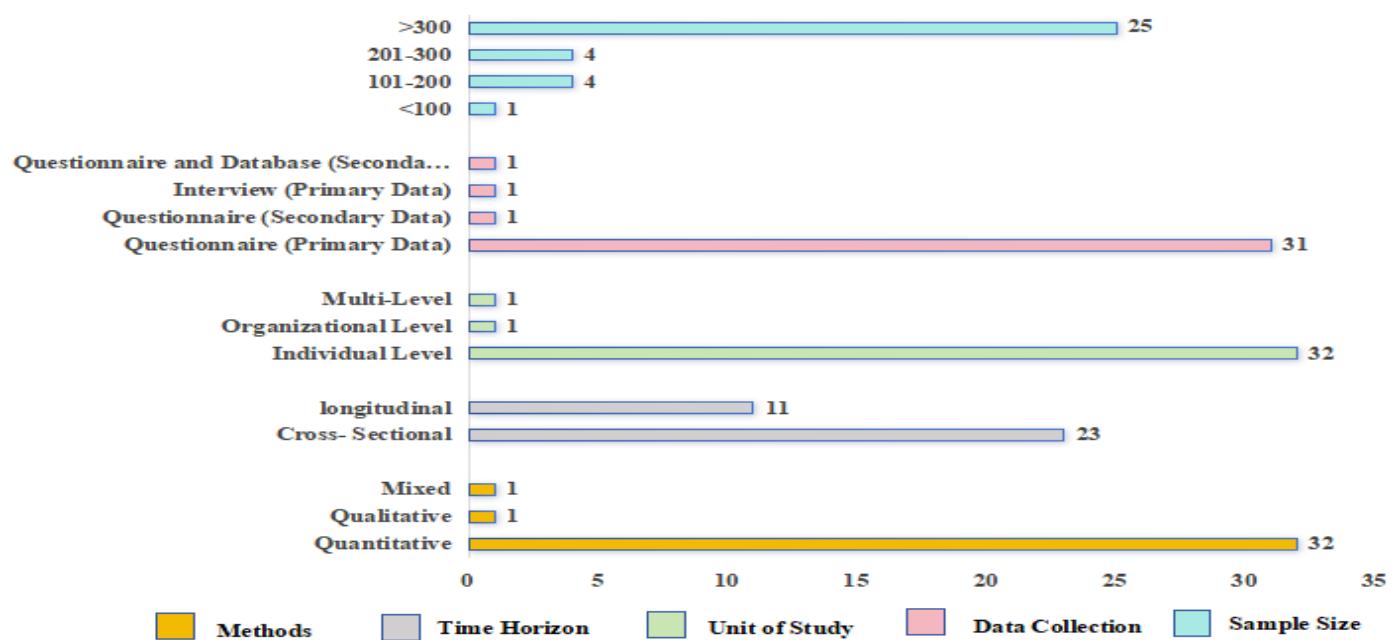
2.2.4.2 Research Methodology

The existing 34 studies on the relationship between RHRM and EWB show that this field has formed a methodological landscape dominated by structural equation modeling (SEM), among which partial least squares structural equation (PLS-SEM) has become mainstream due to its predictive modeling advantages (adopted by 16 studies) and non-normal data processing capabilities (Table 3). Covariance-based SEM technology (AMOS/LISREL) is widely used in confirmatory analysis. Although causal inference methods such as multiple regression (HLM) and PROCESS macros have gradually matured, they are still limited by cross-sectional designs, which restricts the capture of dynamic causal mechanisms. It is worth noting that a few studies have begun to adopt qualitative methods, such as Bauer (2022) using the Gioia methodology to analyze the path of subjective well-being. The mixed research paradigm adopted by Schaefer's team (2024) revealed the emotional transmission mechanism through methodological triangulation, but such studies only accounted for 2.94% of the total sample.

Table 3 - Summary of the Research Methods of Selected Articles

No.	Reference	Methodology
1	Ahmad et al., 2023	Quantitative (n=335, survey), SEM in AMOS
2	Choi et al., 2024	Quantitative (n=325, survey), hierarchical regression analysis in STATA17.0
3	Chtioui et al., 2023	Quantitative (n=281, survey), PLS-SEM in Smart PLS 3.0
4	Guzzo et al., 2020	Quantitative (n=201, survey), SEM in MPLUS7
5	Ma & Latif, 2022	Quantitative (survey, n=543) statistical analysis, N/a
6	Schaefer et al., 2024	Quantatitive (survey, n=135), PLS-SEM in Smart PLS 3.0 and Quanlitative (N/a)
7	Song et al., 2024	Quantatitive (n=185, survey), hierarchical linear regression, N/a
8	Guzzo et al., 2022	Quantitative (n=354, survey), PLS-SEM in Smart PLS 3.0
9	Bolt & Homer, 2024	Quantitative (n=403, survey), PLS-SEM in Smart PLS 3.2.8
10	Piao et al., 2022	Quantitative (n=110351, survey), statistical analysis, N/a
11	Mu et al., 2024	Quantitative (n = 520, survey), PLS-SEM in SmartPLS 4.0
12	Kocollari et al., 2024	Quantitative (n = 441, survey), N/a
13	Wulandari et al., 2024	Quantitative (n = 216, survey), PLS-SEM in SmartPLS
14	Jeong et al., 2022	Quantitative (n = 336, survey), Hierarchical Linear and Nonlinear Modeling (HLM) 7.01
15	Bibi et al., 2022	Quantitative (n = 311, survey), statistical analysis, AMOS
16	Hayat & Afshari, 2022	Quantitative (n = 326, survey), PLS-SEM in SmartPLS
17	Malik & Singh, 2024	Quantitative (n = 583, survey), PLS-SEM in SmartPLS 4.0
18	Nakra et al., 2024	Quantitative (n = 620, survey), PROCESS macro model 4 in SPSS 20.0
19	Dutta et al., 2024	Quantitative (n = 2856, survey), PLS-SEM in SmartPLS 4.0
20	Gyensare et al., 2024	Quantitative (n = 2856, survey), PLS-SEM and PLS-multi-group analysis (PLS-MGA) in SmartPLS 4.0
21	Lu et al., 2023	Quantitative (n_1 = 278; n_2 = 1277, survey), statistical analysis, Mplus 8.3
22	Kim & Kim, 2021	Quantitative (survey, n = 409), SEM in AMOS 24.0
23	Espasandín-Bustelo et al., 2021	Quantitative (n = 921, survey), PLS-SEM in SmartPLS 3.2.8
24	Sorribes et al., 2021	Quantitative (n = 1346, survey), statistical analysis, N/a
25	Bauer, 2022	Qualitative (Interview, n = 9), content analysis, Gioia methodology,
26	Liang & Yoon, 2023	Quantitative (n = 508, survey), statistical analysis, SPSS 24.0
27	Sun & Bahizire, 2023	Quantitative (n = 103, survey), SEM in LISREL
28	Martínez-Falcó et al., 2024	Quantitative (n = 196, survey), PLS-SEM in SmartPLS 4.0
29	Zhang et al., 2022	Quantitative (n = 474, survey), statistical analysis, Mplus 7.11
30	Kim et al., 2022	Quantitative (n = 324, survey), SEM in AMOS 27.0
31	Ma et al., 2024	Quantitative (n = 339, survey), statistical analysis, N/a
32	Shahzad et al., 2025	Quantitative (n= 384, survey), PLS-SEM in SmartPLS
33	Arun Kumar et al., 2024	Quantitative (n = 306, survey), PLS-SEM in SmartPLS 3.0
34	Ahmed et al., 2020	Quantitative (n = 509, survey), PLS-SEM in SmartPLS 3.2.9

3 DISCUSSION

This systematic literature review synthesizes the findings of 34 studies to assess the relationship between RHRM and EWB. The findings reveal several key issues, including an imbalance in theoretical applications, regional differences in RHRM practices, heterogeneity in the effects of different RHRM strategies on EWB, and methodological limitations in existing research. These findings deepen our understanding of the mechanisms through which RHRM influences EWB and highlight critical directions for future research.

3.1 Descriptive Overview and Future Research Directions RQ1)

Existing research shows that research in the areas of RHRM and EWB has increased significantly after 2023, especially in Asia (61.8%, n=21). However, few studies in places such as Europe and North America may

be related to economic and cultural backgrounds, institutional differences, or the allocation of academic resources. In addition, it is highly interdisciplinary, with research topics covering a wide range of fields, including organizational behavior, psychology, sustainability, and hotel management. Although the number of studies is increasing year by year, the number of citations is generally low (only 179 citations at the highest), indicating that the field is still in the early stage of theoretical construction, and the academic influence needs to be improved.

In general, the academic community needs to pay more attention to this research topic, especially the emerging field dimension of RHRM. At the same time, future research needs to expand geographical coverage further, especially for emerging economies such as Africa and Latin America, to reveal the influence mechanism of cultural differences on the RHRM-EWB relationship. Interdisciplinary integration will continue to be strengthened, for example by combining organizational behavior with public policy research, in order to explore the dynamic mechanisms of RHRM's impact on EWB in the context of sustainable development.

3.2 Theoretical Foundations and Future Research Directions (RQ2)

Although the existing research on RHRM and EWB has formed a theoretical paradigm with the conservation of resource theory (COR) and job demand-resource model (JD-R) as the core, there are still significant limitations in their explanatory dimensions. However, scholars have initially revealed the multiple pathways of RHRM influencing EWB by expanding social identity theory, social-emotional exchange theory, and stimulus-organism-response (S-O-R) model. These theoretical perspectives are fragmented and fail to effectively integrate the interaction between key constructions such as organizational behavior, leadership dynamics, and employee psychological capital. In addition, the transformation of the sustainable HRM paradigm from instrumental rationality to humanistic value co-creation exposes the theoretical impoverishment of traditional CSR frameworks in explaining the long-term social embeddedness of EWB.

To this end, future theoretical breakthroughs need to focus on three major innovation paths. First, future research should promote constructing a three-dimensional theoretical model of "resource-cognition-emotion" to systematically explain the moderating effects of cultural context and governance structure. Also, it is necessary to introduce the perspective of complexity science and use the system dynamics model to simulate the nonlinear relationship between RHRM and EWB. In addition, exploring the challenges of digital technologies (such as AI-driven personalized benefits management) to traditional theoretical frameworks can provide new directions for theoretical innovation. For example, machine learning algorithms can identify key intervention nodes in RHRM practice to optimize the predictive power of theoretical models. These breakthroughs will promote the research of RHRM from fragmented interpretation to dynamic integration theory, providing more powerful analytical tools for understanding the generation mechanism of EWB in the post-industrial era.

3.3 Contextual Variations and Future Research Directions (RQ3)

The study found a significant contextual dependence on the impact of RHRM on EWB. For example, Asian companies rely more on CSR practices to improve EWB, while European companies are achieving similar goals through emerging HRM (e.g., GHRM). Sectoral differences are equally significant: multi-sector studies (41.2%) and hospitality (23.5%) dominate the current literature while manufacturing, finance, and healthcare are relatively underrepresented. However, existing studies have not paid enough attention to special contexts (e.g., teleworking in times of crisis) and marginalized groups (e.g., female employees), and there is a lack of rigorous design for cross-cultural dynamic comparisons.

In the future, it is necessary to conduct a multi-country comparative study to analyze the cross-cultural influence differences of RHRM practice using the cultural dimension theory (Hofstede, 1980). For example, a team-oriented RHRM may be more effective in a collectivist culture, while an individualistic culture may focus more on individual career development. At the same time, research on emerging occupational environments, such as how RHRM design in the metaverse office environment affects EWB, should be deepened. In addition, intervention studies targeting vulnerable populations, such as employees with disabilities, can fill ethical gaps in the existing literature.

3.4 The Impact RHRM on EWB and Future Research Directions (RQ4)

Existing studies show that CSR dominates the practice of improving EWB (64.7%). In contrast, ESG practices (5.88%), SSHRM (2.94%), and SRHRM (2.94%) have lagged significantly behind research on emerging responsible practices. However, over-reliance on CSR-centric perspectives tends to oversimplify the multifaceted nature of HRM, limiting our comprehensive understanding of how different dimensions of responsibility contribute to EWB. In addition, CSR's long-term impact remains uncertain, partly because employees may become accustomed to ongoing CSR programs, leading to diminishing returns. Current scholarly investigations exhibit a notable oversimplification in the measurement dimensionalities of employee well-being, with merely 11.8% of the extant literature delineating the conceptual and operational distinctions between hedonic (pleasure-oriented) and eudaimonic (meaning-driven) well-being. The predominant reliance on a monolithic "employee well-being" construct persists across most studies.

The systematic coding of 34 empirical studies showed that 50% (n=17) tested the mediation pathway, but the variable selection limited the traditional constructs such as organizational identification and job satisfaction. However, there is a severe lack of exploration of the mechanisms of micro-psychological processes such as positive affect spillover, sense of meaning, and psychological empowerment. In addition, only 23.5% (n=8) of the empirical studies examined the moderate mechanisms between RHRM-EWB. The focus is mainly on leadership support and resource commitment at the organizational level, ignoring the possible interaction between individual traits (e.g., moderating focus type) and the macro institutional environment. This single-level moderation makes it difficult to effectively explain the complex influence mechanism of RHRM-EWB in cross-cultural contexts.

In the future, there is an urgent need to construct an interdisciplinary and multi-level integrated framework, which will include the multiple practices of RHRM (such as CSR, ESG, SRHRM) into the unified analysis scope. Also, the synergistic and substitution effects of different RHRM practices on employee well-being (EWB) should be systematically deconstructed. On this basis, a multi-modal EWB evaluation system was established by combining computational social science methods and big data analysis technology to simulate the nonlinear conduction path of RHRM strategy in complex tissue systems. At the same time, it is necessary to dig deep into the cross-layer interaction between the micro-psychological mechanism and the macro-institutional environment. Especially pay attention to the boundary reshaping effect of digital transformation on the impact of responsibility practice. Finally, by building an evidence-driven dynamic decision-making system (DSS), personalized adaptation and forward-looking optimization of RHRM strategies can be achieved.

3.5 Methodological Limitations and Future Research Directions (RQ5)

The existing studies show an over-reliance on the quantitative design of cross-sections (accounting for 70.1% of the analytical studies), and the partial least squares structural equation model (PLS-SEM) is mainly used in data processing technology. Although such methods can generate psychometrically robust relationship maps (Hair et al., 2019), they have significant shortcomings in revealing the temporal dynamics and causal mechanisms of RHRM implementation. Although potential cultural influence mechanisms in RHRM practices have been identified by adopting the Gioia hermeneutic methodology (Gioia et al., 2013), key limitations remain regarding experimental rigor and longitudinal tracking. In addition, hierarchical linear modeling (HLM) was low (2.94%), limiting the examination of organizational contingency factors.

In the future, it is necessary to promote three breakthroughs in methodology: first, the use of tracking panel data to overcome the lag effect of RHR analysis; The second is to develop RHRM's digital assessment tools, such as analyzing the emotional tendencies of employees' feedback texts through natural language processing (NLP); The third is to carry out more research on experimental design, such as using policy changes as natural experiments to test the causal effects of RHRM interventions.

CONCLUSION

This study synthesizes key advancements and core challenges in the domain of Responsible Human Resource Management (RHRM) and Employee Well-being (EWB) through a systematic literature review.

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Employing the SPAR-4-SLR protocol and TCCM analytical framework, it systematically integrates and analyzes 34 empirical studies. The findings reveal that while theoretical development exhibits interdisciplinary trends, research remains constrained by the dominance of the CSR paradigm (64.7%) and methodological homogeneity (67.6% reliance on cross-sectional data), hindering the dynamic elucidation of the complex relational structure between RHRM and EWB.

To address these research gaps, this study innovatively constructs a six-dimensional classification system and an Input-Process-Output (IPO) dynamic model (Fig. 7), effectively resolving the fragmentation dilemma inherent in traditional analytical frameworks. Theoretical synthesis reveals that differentiated responsible human resource management practices exert significantly heterogeneous effects on the dimensions of employee well-being (EWB). Specifically, ESG enhances psychological well-being primarily through strengthening employees' sense of job meaningfulness, whereas Green Human Resource Management (GHRM) improves well-being outcomes via fostering employees' pro-environmental behaviors as a mediating pathway. This finding signifies a paradigmatic shift in management science from a unidimensional performance orientation to a value co-creation paradigm, while the ongoing digital and AI transformation brings both opportunities and new challenges to HRM practice and employee well-being enhancement.

Methodologically, the quantitative paradigm's absolute dominance (94%) has created critical deficits in exploring employees' socio-cognitive processes and cultural boundary conditions. To mitigate this limitation, this study advocates a "technology-empowered humanistic inquiry" paradigm, proposing multimodal data analytics to capture implicit behavioral signals and ethnographic methods to elucidate meaning-making mechanisms in management practices. Meanwhile, this study proposes a "Strategic-Operational-Evaluative" three-level intervention framework, which offers organizations a systematic and actionable pathway to multidimensionally enhance employee well-being.

Against the backdrop of intertwined digital transformation and post-pandemic crises, this study identifies three priority directions for future scholarship: (1) reconstructing cross-cultural theories and conducting in-depth exploration of localization mechanisms; (2) promoting deep integration of intelligent technologies with management scenarios to drive innovations in HRM theory and practice; and (3) developing multi-level collaborative analytical frameworks to better illuminate the dynamic evolutionary mechanisms between RHRM and EWB. Accordingly, this study proposes integrating RHRM-EWB into the global governance agenda, with employee well-being recognized as a core indicator of sustainable social development. Policymakers may draw on this study's findings to design corporate tax incentive mechanisms based on EWB metrics or incorporate such metrics into mandatory ESG disclosure frameworks (e.g., the EU's CSRD Regulation), thereby advancing the integrated convergence of the "corporate value-human well-being-planetary health" triple bottom line.

Contribution and implications

While Responsible Human Resource Management (RHRM) has yet to establish a universally recognized theoretical framework in academia, this study innovatively employs it as an integrative analytical lens to systematically explore the intrinsic linkages between responsibility-oriented HRM practices and Employee Well-being (EWB), proposing three pivotal theoretical breakthroughs. First, transcending traditional single-dimensional research paradigms, this study pioneers the integration of Corporate Social Responsibility (CSR), Strategic Human Resource Management (SHRM), Green Human Resource Management (GHRM), Environmental, Social, and Governance (ESG), Sustainable Responsible Human Resource Management (SRHRM), and Sustainable Strategic Human Resource Management (SSHRM) into a unified analytical framework. It systematically uncovers the inherent influence mechanisms between these practice forms and the multidimensional outcomes of EWB. This integrative research not only extends the theoretical boundaries of RHRM but also establishes a multidimensional analytical perspective, providing a novel theoretical paradigm for the scientific measurement of employee well-being and the in-depth elucidation of its underlying mechanisms. Second, grounded in the "Input-Process-Output" (IPO) dynamic analytical framework, this study elucidates the intrinsic logic through which diverse responsible management practices impact EWB dimensions via multipath and multilevel mechanisms. Through systematic coding and analysis of 34 empirical studies, the research synthesizes existing theoretical contributions while further identifying three prevalent limitations in current scholarship: fragmentation in theoretical construction, insufficient

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standardization of measurement tools, and inadequate validation of cultural and contextual moderating effects. These findings offer critical reflections to advance theoretical integration and depth in the field. Finally, addressing the limitation of existing systematic reviews that overemphasize single antecedents such as leadership and individual traits, this study advocates for enhanced interdisciplinary and trans-methodological integration in future research. Notably, the synergistic application of multimodal data analysis, qualitative methods, and mechanism measurement is highlighted as a catalyst for driving higher-order theoretical innovation and methodological breakthroughs in the domains of RHRM and EWB.

The findings of this study offer systematic implications for optimizing corporate management practices and informing policy development. From a strategic integration perspective, enterprises should systematically consider the synergistic effects of diverse practices such as CSR, SHRM, and GHRM. With the multidimensional enhancement of EWB as the core objective, organizations can foster a win-win scenario that aligns corporate value creation with EWB advancement. Furthermore, enterprises are advised to leverage digital and intelligent technologies to develop EWB monitoring and feedback systems, thereby achieving precision, dynamism, and proactivity in human resource management. Managers should pay attention to the manifestations and driving mechanisms of different well-being dimensions (e.g., psychological, emotional, physical health) across varying organizational contexts, and design contextually adapted management measures to enhance organizational adaptability and employee satisfaction. Additionally, policymakers may refer to the EWB indicator system proposed in this study to integrate EWB into corporate ESG evaluation criteria, tax incentive frameworks, or social responsibility assessments. Such initiatives will contribute to constructing a sustainable corporate governance model oriented towards EWB.

Despite the positive advancements achieved in both theory and practice, this study still has certain limitations. Firstly, the sampled literature is mainly derived from English-language academic databases, which may introduce regional and linguistic biases. Secondly, current empirical studies on RHRM and EWB are predominantly cross-sectional in nature, leaving causal mechanisms and dynamic evolutionary processes requiring further in-depth investigation. Future research should strengthen cross-national and cross-cultural comparative perspectives, adopt longitudinal and mixed methods along with big data analytics techniques, and deeply explore the dynamic impact mechanisms of responsible human resource management on employee well-being in the context of digital transformation and diverse situational factors. These efforts aim to promote continuous progress in theoretical innovation and practical optimization within this field.

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