Stručni članak

ZNAČAJ WELLNESS PROGRAMA NA RADNOM MESTU ZA OČUVANJE ZDRAVLJA ZAPOSLENIH¹

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Apstrakt: Svaka organizacija teži da joj zaposleni budu produktivni, kreativni i odgovorni, da stalno stiču nova znanja i veštine, da su motivisani, lojalni i angažovani, i da su psiho-fizički zdravi. Međutim, savremeni i dinamični uslovi poslovanja, stalno rastući zahtevi i potrebe potrošača, postavljanje novih ciljeva i zadataka, povećanje nivoa odgovornosti i standarda, i često previsoka očekivanja od zaposlenih samo su neki od brojnih pritisaka i izvora stresa kojima su zaposleni permanentno izloženi na radnom mestu. Briga o zaposlenima, i bezbednost i zaštita zdravlja zaposlenih na radu je jedna od važnih aktivnosti poslovne funkcije menadžmenta ljudskih resursa. Prioritetan zadatak stručnjaka iz ove oblasti je da preduprede i preventivno deluju na stresogene faktore kreiranjem različitih metoda i tehnika za njihovo efikasno i efektivno upravljanje. Jedna od tehnika koja je sve popularnija, u društveno odgovornim organizacijama, su wellness programi. Organizovanjem i implementacijom ovih programa, menadžment organizacije pokazuje da se brine i preventivno deluje na bezbednost i zaštitu zdravlja svojih zaposlenih, a sami zaposleni kroz ove programe stiču nova znanja i zdrave životne navike. U ovom radu je ukazano na značaj i ulogu wellness programa, kao važne aktivnosti strategijskog menadžmenta ljudskih resursa savremenih organizacija, koja zauzima značajno mesto u zaštiti i prevenciji zdravlja zaposlenih. Takođe, ukazano je na sve bitne elemente koje menadžment treba da ima u vidu prilikom dizajniranja i implementacije wellness programa kako bi oni na adekvatan način uticali na poboljšanje fizičkog i mentalnog zdravlja zaposlenih.

Ključne reči: *bezbednost i zdravlje zaposlenih, wellness programi, organizaciono ponašanje, stres na radnom mestu, angažovanost*

UVOD

Imati dobro zdravlje, i ostvariti kvalitetan i dugovečan život predstavlja nemerljiv značaj za svakog pojedinca. Ali isto tako, i za poslodavce je važno da imaju psihički i fizički zdrave zaposlene koji su produktivni, koji pokazuju visok stepen angažovanosti i motivisanosti i koji manje izostaju sa posla, a što za posledicu ima i manje troškove zdravstvenog osiguranja. Međutim, organizacioni stres koji pojedinci, kao zaposleni, doživljavaju na radnom mestu jedan je od najizraženijih oblika stresa, jer najveći deo svog vremena pojedinci provode na poslu. Sve dok stres ne prelazi granice psiho-fizičke izdržljivosti, on može da bude dobar motivator za zaposlene. Međutim, u savremenim i dinamičnim uslovima poslovanja, brojni su faktori koji narušavaju ovu

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granicu. Stalno postavljanje novih ciljeva, zadataka i viših standarda, povećan nivo odgovornosti zaposlenih, promena sadržaja i prirode poslova, rastući zahtevi za permanentnim sticanjem novih vještina i znanja, često previsoka očekivanja od zaposlenih, duže radno vreme, neravnoteža između posla i privatnog života (Lukić & Lazarević, 2018), neetički oblici ponašanja (diskriminacija, mobing) i brojni drugi pritisci su najčešći izvori stresa na radnom mestu. U cilju smanjenja negativnih efekata stresa i posledica sindroma „sagorevanja“ na poslu, troškova zdravstvenog osiguranja, odsustvovanja i fluktuacije zaposlenih, organizacije planski pristupaju procesu zaštite zdravlja svojih zaposlenih (Lukić & Lazarević, 2019). Jedna od važnih funkcija strategijskog menadžmenta ljudskih resursa je zaštita zdravlja i bezbednost zaposlenih na radu. Stručnjaci iz ove oblasti predviđaju i analiziraju faktore, iz internog i eksternog okruženja, koji prouzrokuju stres u radnom okruženju, planiraju aktivnosti i kreiraju različite metode i tehnike za upravljanje ovim stresogenim faktorima (Ivancevich et al., 1990). Stres na radnom mestu negativno utiče na organizaciju i zaposlene preko njihovih ostvarenih performansi, nivoa produktivnosti (Dailey & Zhu, 2016), stepena angažovanosti, motivisanosti i zadovoljstva poslom, apsentizma i fluktuacije, ali utiču i na državu preko troškova zdravstvenog osiguranja (Robbins & Judge, 2011; Mequilibrium, 2013; Balkan & Serin, 2014; Jetha et al., 2017).

Cilj ovog rada je da ukaže na značaj procesa upravljanja wellness programima, kao važne aktivnosti strategijskog menadžmenta ljudskih resursa savremenih organizacija, koja zauzima značajno mesto u prevenciji i zaštiti zdravlja zaposlenih. Sve popularniji wellness programi (fitnes programi, rekreacija, specijalizovane obuke o zdravoj ishrani i suplementaciji i sl.) koji su namenjeni svim zaposlenima, a posebno starijima, predstavljaju efikasne metode u promociji zdravlja i zdravih stilova života. Ovi zdravstveni programi, finansirani i organizovani od strane menadžmenta, imaju značaj u prevenciji mnogih (profesionalnih) bolesti i usmereni su na unapređenje fizičkog i mentalnog zdravlja zaposlenih.

Elementi organizacionog ponašanja i menadžmenta ljudskih resursa koji su doveli do rasta potrebe za wellness programima

Organizacije su postale svesne da zaposleni, kao superioran organizacioni resurs predstavljaju ključnu konkurentsku prednost i faktor koji je neophodan za dugoročni uspeh. Samim tim, menadžment organizacija sve više ulaže u zdravlje i dobrobit zaposlenih i značajno se okreće ka sprovođenju mera i aktivnosti usmerenih na očuvanje zdravlja i bezbednosti svojih zaposlenih. Jedan od oblika pomoću kojeg mogu da ostvare taj cilj jeste planiranje, dizajniranje i implementacija različitih korporativnih wellness programa. Poslednjih decenija, razvojem strategijskog menadžmenta ljudskih resursa, u mnogim organizacijama se primenjuju različiti oblici wellness programa, koji imaju za cilj da poboljšaju i sačuvaju zdravlje zaposlenih.

Corbin i Pangrazi su dali predlog opšte definicije pojma *wellness*. Prema ovim autorima, wellness je višedimenzionalno (fizičko, mentalno, duhovno, intelektualno i socijalno) stanje bića koje opisuje postojanje zdravlja pojedinca po osnovu kvaliteta života i osećaja opšteg blagostanja (Corbin & Pangrazi, 2001). Sa druge strane, u literaturi o organizaciji i organizacionom ponašanju nailazi se na različite definicije wellness programa na radnom mestu. To samo ukazuje na diverzifikovan način upravljanja i primene ovih programa u praksi, kao i potrebe da oni treba da budu usklađeni sa vizijom, misijom, ciljevima i kulturom organizacije (Mujtaba & Cavico, 2013). Prema Aldanu, wellness programi predstavljaju napor poslodavca usmeren na povećanje svesti o promeni ponašanja zaposlenih i stvaranje radnog okruženja u kojem će biti podržana dobra praksa iz oblasti zdravstvene zaštite (Aldana, 2001). Beri i saradnici definišu wellness program u organizacijama kao organizovan, dizajniran i finansiran program od strane poslodavca u cilju podrške zaposlenima, a ponekad i njihovim porodicama, koji prihvata i održava ponašanja koja smanjuju zdravstvene rizike, povećavaju ličnu efikasnost, unapređuju kvalitet života, i predstavljaju, u osnovi, korist za celu organizaciju (Berry et al., 2010).

U praksi, pod wellness programima se često podrazumevaju samo godišnji osnovni sistematski pregledi (pregled lekara interniste, laboratorijske analize, EKG, ultrazvuk srca) i članstvo u teretani. Međutim, wellness programi su mnogo više od toga, i pored fizičkog zdravlja (programi vežbanja), obuhvataju brigu o mentalnom i emotivnom stanju zaposlenih (napredni skrining testovi), programe edukacije o zdravoj ishrani, suplementaciju, programe dijetalne ishrane, obuku o zaštiti i unapređenju zdravlja. Samim tim, wellness programi postaju sve značajniji u današnjim organizacijama.

Jedan od razloga za rast aktuelnosti i značaja wellness programa za zaposlene proističe iz promene prirode posla koja je predstavljena u Tabeli 1.

Tabela 1. Promena prirode posla

Dimenzije posla	Prošlost	Sadašnjost i budućnost
Odnos između zaposlenih i poslodavaca	Dugoročan odnos, posvećenost, lojalnost, sigurnost	Kratkoročan odnos, česte promene poslodavaca
Priroda posla	Strukturiran i definisan posao, velike mogućnosti za kontrolu, uska specijalizacija	Saradnja, multidisciplinarnost, učenje kroz rad, široka specijalizacija
Liderstvo	Formalno definisano	Neformalno, rotirajuće- svako može da bude lider
Poželjni kvaliteti zaposlenih	Disciplina, poštovanje pravila, specijalizovana znanja i veštine	Kreativnost, radoznalost, samostalnost u odlučivanju, samousmeravanje, stalno učenje
Organizacija rada	Hijerarhija, kontrola radnih procesa	Autonomija, privremeni timovi, odgovornost za proizvod
Nagrađivanje	Novčane nagrade, unapređenja	Zarade zasnovane na performansama (pravedna zarada) i unutrašnja motivacija
Definisani uslovi rada (vreme i mesto)	Definisano i vreme i mesto	Rad na daljinu, sa bilo kog mesta
Usklađenost privatnog života i posla	Jasne granice	Integracija, narušenost ravnoteže
Uloga posla	Novac, status, prestiž	Lično zadovoljstvo, samoaktualizacija

Izvor: Prilagođeno prema Global Wellness Institute, 2016.

U odnosu na prethodni period, priroda posla je postala takva da zahteva visok stepen samostalnosti, odgovornosti, motivacije, energije, kreativnosti i angažovanosti zaposlenih. Od zaposlenih se očekuje da budu u dobrom fizičkom, mentalnom i emotivnom blagostanju da bi mogli da daju maksimalan doprinos u obavljanju svojih radnih zadataka. Same karijere su se značajno promenile u odnosu na prethodni period – doživotno zaposlenje, sigurnost posla, hijerarhijsko napredovanje, rad u kancelarijama, postepeno povećanje zarada su zamenjeni čestim promenama poslodavca, nesigurnošću posla, horizontalnim napredovanjem, radom od kuće, platama u skladu sa ostvarenim rezultatima. Zaposleni žele da uživaju na poslu i privatno, da ostvare izuzetne rezultate u svemu što rade, da rade posao do kojeg im je istinski stalo i na kojem mogu da daju svoj lični pečat (Johnson, 2004).

Implementacijom wellness programa u organizacijama ostvaruje se WinWin situacija za sve učesnike (Abdullaha & Leeb, 2012). Poslodavac, kroz stalna ulaganja u oblasti bezbednosti i zdravstvene zaštite zaposlenih, pokazuje da se brine o zdravlju zaposlenih što direktno utiče na smanjenje povećanih troškova rada nastalih usled porasta troškova lečenja (zbog povreda, oboljenja, invaliditeta, gojaznosti, dijabetesa i dr.) i apsentizma kao i na performanse zaposlenih. Sa druge strane, zaposleni imaju korist od ovih programa jer uče kako da promene svoje životne navike i kako da vode zdrav život što za posledicu ima veći stepen zadovoljstva, lojalnosti, motivisanosti i angažovanosti na radnom mestu, ali i veću organizacionu privlačnost (*employer branding*).

Koliko je važan segment organizovanja i primene wellness programa i aktivnosti u poslovanju savremenih organizacija govori i činjenica da njihova aktuelnost i potreba za primenom posebno dolazi do izražaja u kriznim situacijama, naročito kada su zaposleni izloženi pojačanom stepenu stresa u dužem vremenskom periodu. Jedna od takvih je i krizna situacija nastala usled pandemije Covid-19 sa kojom se suočio ceo svet tokom 2020. i 2021. godine. Ova globalna kriza značajno je ugrozila zdravlje i bezbednost zaposlenih, a organizacije suočile sa brojnim izazovima kako efikasno da organizuju svoje funkcionisanje u izmenjenim uslovima poslovanja. Organizacije su bile primorane da reorganizuju i redizajniraju poslove i svoje procese rada uvodeći fleksibilno radno vreme, rad u smenama i mogućnost rada od kuće, a sve u cilju da se smanje fizički i socijalni kontakti i tako umanje rizici od prenošenja virusa među zaposlenima. Sa druge strane, zaposleni su bili izloženi permanentnom pojačanom stepenu stresa usled velikog broja informacija koje su morali da generišu i obrade u realnom vremenu i odluke koje su morali da donose u složenim i stalno menjajućim okolnostima (Lukić et al., 2020).

Proces dizajniranja wellness programa

Dizajniranje wellness programa predstavlja važan zadatak jer samo dobro dizajnirani programi mogu dati pozitivne efekte i rezultate. U procesu dizajniranja wellness programa, potrebno je primeniti nekoliko koraka, odnosno faza:

1) Identifikovati potrebe i želje za wellness programima

Prvi korak jeste analiza trenutnog stanja i identifikovanje potreba za wellness programima. U ovom koraku se sprovede ankete sa ciljem da se uoči šta je to što je potrebno zaposlenima i kakve su njihove preferencije, odnosno kakve vidove wellness programa zaposleni žele. Takođe, u ovom koraku je važno da se sprovede analiza potencijalnih rizika po zdravlje zaposlenih u okviru svakog radnog mesta i da se shodno tome koncipira ponuda wellness programa kako bi se preventivno delovalo i očuvalo zdravlje zaposlenih.

2) Obezbediti podršku menadžmenta i formirati tim za wellness programe

Da bi wellness programi bili uspešni, neophodno je da imaju podršku menadžmenta. Menadžeri na svim nivoima, a posebno menadžeri prve linije mogu da pomognu u procesu podsticanja i motivisanja zaposlenih da se u što većoj meri uključe u wellness programe.

Nakon što se sprovede detaljna analiza i identifikuje šta je od wellness programa potrebno u organizaciji i nakon što menadžment da svoju podršku, mnoge organizacije formiraju timove koji imaju za cilj da izgrade i promovisu wellness kulturu. Ključni zadaci tima za wellness programe su:

- Evaluacija postojećih wellness programa, aktivnosti, usluga i politika;
- Analiza potreba i preferencija zaposlenih za wellness programima;
- Razvoj operativnog plana za očuvanje i unapređenje zdravlja zaposlenih;
- Učešće u implementaciji i evaluaciji wellness programa.

Članovi wellness tima se biraju na dobrovoljnoj bazi, uz nastojanje da u timu budu zaposleni iz različitih delova organizacije i sa različitih hijerarhijskih nivoa kako bi tim primenjivao holistički pristup tokom svog funkcionisanja i odlučivanja. Preporuka je da u timu budu top menadžeri, zaposleni iz HR sektora, zaposleni iz IT sektora, marketing sektora, predstavnici sindikata i svi zaposleni koji imaju istinsku brigu o očuvanju zdravlja.

3) Definisanje ciljeva i budžeta za wellness programe

Primarni cilj wellness programa je da očuva i unapredi zdravlje zaposlenih, i smanji zdravstvene troškove. Drugi ciljevi usmereni su na: smanjenje odsustva sa posla, veće zadovoljstvo i angažovanje zaposlenih, povećanje produktivnosti rada, manju fluktuaciju i dugoročno zadržavanje zaposlenih u organizaciji. Kod definisanja ciljeva treba zadovoljiti nekoliko važnih kriterijuma: da budu jasni svim zaposlenima, kvantifikovani, vremenski definisani, i da budu ambiciozni, ali dostizni kako bi motivisali zaposlene.

Primeri wellness ciljeva:

- Smanjiti broj zaposlenih koji su pušači za 10% u 2021. godini.
- Smanjiti broj zaposlenih sa prekomernom telesnom težinom za 10% u 2021. godini.

Nakon definisanja ciljeva, potrebno je odrediti i budžet. Prilikom određivanja budžeta treba imati u vidu troškove podsticaja, marketinga i samih wellness programa i aktivnosti.

4) Koncipiranje wellness programa i aktivnosti

Ne postoji unapred propisan skup wellness programa i aktivnosti koji će dati rezultate u svakoj organizaciji. Svaka organizacija je specifična, ima različite potrebe, ciljeve i budžete. Iz tog razloga, wellness programi se značajno razlikuju od organizacije do organizacije. To mogu biti jednostavni programi usmereni na jednu aktivnost, ali mogu biti i veoma diversifikovani programi koji pokrivaju više oblasti i disciplina. Neki od najčešćih wellness programa u praksi su:

- Programi za upravljanje stresom;
- Programi za smanjenje telesne težine;
- Programi za prestanak pušenja;
- Programi za procenu zdravstvenih rizika i skrining programi;
- Programi za pravilnu ishranu.

U Tabeli 2. su prikazani različiti oblici wellness programa koji se primenjuju u praksi, a koji pripadaju fitnessu, celokupnom zdravlju zaposlenih i dijetalnom režimu ishrane i životnim stilovima.

Tabela 2. Primena različitih wellness programa u praksi

Fitnes	Celokupno zdravlje	Dijeta i životni stilovi
Besplatno ili sa popustom članstvo u teretani	Programi skrininga i dijagnostika/ procena rizika	Besplatne obuke o zdravim stilovima života / poseta dijetetičaru
Sastanci u pokretu/Radionice uz ples	Programi prestanka pušenja	Kursevi upravljanja stresom
Program pedometar od 10.000 koraka	Sistematski pregledi - paket za zaposlene i članove njihovih porodica	Programi edukacije o zdravoj ishrani i suplementaciji
Čas jutarnje joge	Programi pomoći i davanje saveta zaposlenima u okviru organizacione jedinice za ljudske resurse	Uvođenje fleksibilnog radnog vremena (u cilju smanjenja stresa i usklađenosti poslovnog i privatnog života)
Fitnes programi ili korišćenje fitnes sprava u okviru organizacije	Fizioterapeutske tretmani – terapije i masaže	Zdravija ishrana u kafeterijama
Podsticaji dolaska na posao peške ili biciklom	Periodično (opciono) fizičko vežbanje	Programi redukcije ili nadoknade telesne težine

Izvor: Prilagođeno prema Oyewole & Taylor, 2012, p. 208

Pored ovih programa, postoji veliki broj različitih aktivnosti koje je moguće primeniti, a koje će dovesti do unapređenja i očuvanja zdravlja zaposlenih. Smatra se da je konstantno višesatno sedenje opasnije po zdravlje od gojaznosti ili pušenja (Beta, 2016). Istraživanja su pokazala da dugo sedenje dovodi do raznih kardiovaskularnih oboljenja, dijabetesa, povećava se rizik dobijanja raka debelog creva, dojke ili endometrijskog, dolazi do gojaznosti, lošeg držanja tela, krive kičme, uništavanja lumbalnih diskova, degeneracije mišića i lošeg vida. Ovi problemi su mogu relativno jednostavno rešiti pomoću posebno dizajniranih stolova čija se visina može menjati (povećavati do određene visine kako bi zaposleni mogli da stoje dok rade). Za zaposlene koji rade kancelarijske poslove, važno je da tastature i miševi budu dizajnirani tako da smanjuju rizik nastanka karpalnog tunela, da ekrani budu podešeni tako da što manje oštećuju vid i da stolice ne dovode do krivljenja kičme i bolova.

Neki od wellness pristupa su veoma jednostavni i ne iziskuju dodatna finansijska sredstva. Jedan od takvih pristupa su *sastanci u pokretu* tokom kojih zaposleni šetaju (unutar organizacije ili napolju). Pored toga što kretanje (hodanje) pozitivno utiče na zdravlje zaposlenih, smatra se da ima pozitivan uticaj i na kreativnost (Lukić Nikolić, 2021).

Takođe, mnogi promotivni slogani i poruke mogu da motivišu zaposlene da koriste stepenice umesto lifta (npr. poster zalepljen na vratima lifta sa sloganom „Potroši kalorije, ne struju! Idi stepeništem!“) čime se postiže i očuvanje zdravlja zaposlenih i ozelenjavanje organizacije (ušteda energije) (Mittal, 2017).

Preporuke su da se u proces osmišljavanja i koncipiranja wellness programa uključe i sami zaposleni jer će oni dati predloge onih programa koji su im važni i biće više motivisani da učestvuju u tim programima (Dessler, 2020).

5) Izgradnja i podsticanje wellness kulture

Organizaciona kultura kao skup pretpostavki, verovanja i vrednosti koje oblikuju ponašanje zaposlenih ima veliki uticaj na uspešnost organizovanja i implementiranja wellness programa. Svaka kultura deluje na svesnom, ali i na podsvesnom nivou i podrazumeva konkretne procedure kao što su politika odvikavanja od pušenja, ali i brojne druge oblike ponašanja među kojima su na primer česte kratke pauze i/ili fizičke vežbe tokom rada u sedećem položaju.

Wellness kultura se odnosi na promovisanje vrednosti koje se odnose na zdrave životne navike, zdrave obroke, podsticanje fizičke aktivnosti tokom radnog dana i podsticanje primene različitih tehnika za upravljanje stresom. Zdrava organizaciona kultura podrazumeva da su zdravi zaposleni preduslov za zdravu organizaciju i zdrave dugoročne performanse.

Mnoge organizacije u procesu brendiranja sebe kao idealnog poslodavca upravo navode različite wellness programe, nastojeći da privuku što kvalitetnije kandidate sa tržišta rada, a da postojeće zaposlene zadrže u drugom roku (Lukić et al., 2019).

6) Odabir podsticaja i nagrada

Podsticaji i nagrade su sve ono što zaposleni dobija za svoj rad, trud i zalaganje. Pomoću podsticaja i nagrada se može uticati na ponašanje zaposlenih. Da bi zaposleni promenili svoje životne navike i okrenuli se zdravijem načinu života, smatra se da treba da budu i motivisani.

Postoje tri ključne vrste wellness nagrada (Danielson, 2017):

- Nagrade za učešće u wellness programima – dobijaju ih svi zaposleni koji učestvuju u wellness programima u organizaciji. Ova vrsta nagrada ima za cilj da podstakne što veće učešće zaposlenih u wellness programima.
- Nagrade za dobre rezultate u wellness programima – dobijaju ih zaposleni koji su na dobrom putu da ostvare postavljene ciljeve. Ova vrsta nagrada ima za cilj da osigura aktivno učešće zaposlenih u wellness programima.
- Nagrade za postignut cilj – dobijaju ih zaposleni koji su ostvarili definisani cilj. Ova vrsta nagrada šalje poruku svim zaposlenima da organizacija ceni njihove napore i ostvarene rezultate.

U Tabeli 3. su prikazani neki od primera wellness nagrada prema budžetu.

Tabela 3. *Primeri wellness nagrada prema bužetu*

Mali budžet (do 100 eura)	Srednji budžet (od 100 do 300 eura)	Veći budžet (preko 300 eura)
Sportske boce za vodu	Patike za trčanje	Bicikl
Pedometri	Časovi vežbanja	Slobodan plaćeni dan
Baštenski alat	Oprema za kampovanje	Sto sa podešavanjem visine
Kačketi/kape za trčanje	Sportske naočare za sunčanje	Kajak
Odeća za vežbanje	Oprema za planinarenje	Oprema za kućno vežbanje
Plaćene kotizacije za organizovane sportske događaje (npr. maraton)	(obuća ili ranac)	Plaćen rafting
Video i knjige za vežbanje	Članstvo u teretani	Oprema za ronjenje
Kuhinjski uređaji za smutije i šejkove	Cipele za sneg	Plaćeno planinarenje
Torba/ranac za teretanu	Prenosni uređaji	Skije
Časovi kuvanja	Kacige i zaštitna oprema	Klizaljke za led
Prostirka za jogu	Kuhinjsko posuđe za pripremu zdrave hrane	Oprema za golf
	Vaučer za SPA i Wellness	Stalak za bicikle za automobil
		Veslo ili daska za surfovanje

Izvor: Prilagođeno prema Danielson, 2017.

7) Komuniciranje i promovisanje wellness programa

Dobro dizajniran i koncipiran wellness program neće dati rezultate ukoliko zaposleni nisu upoznati sa njim i ukoliko im nije jasno koji su im ciljevi, na koji način mogu da ih realizuju i šta su moguće nagrade i podsticaji koje će dobiti. Organizacija mora da uloži napor i određena sredstva da ispromoviše wellness programe na pravi način i da kontinuirano informiše zaposlene o aktivnostima i ostvarenim rezultatima.

Takođe, stalno treba isticati i komunicirati zaposlenima značaj wellness programa – prenositi pozitivne primere iz prakse.

Najčešći razlozi zbog kojih zaposleni ne učestvuju u wellness programima i aktivnostima su: nedostatak vremena, porodične obaveze, ne vide koristi, ne vole vežbanje, nedovoljno su informisani o programima, smatraju da nemaju adekvatnu podršku menadžera, a mnogi smatraju da je njihovo zdravlje lična stvar u koju organizacija ne treba da se meša.

8) Evaluacija wellness programa i preduzimanje korektivnih mera i aktivnosti

Nakon izvesnog vremena je potrebno evaluirati wellness programe i oceniti njihovu uspešnost. Uspešnost ovih programa, pre svega, zavisi od kvaliteta programa, njegove održivosti i podrške menadžera (Oyewole & Taylor, 2012). Neki od pokazatelja uspešnosti programa koji se koriste su: procenat zaposlenih koji učestvuju u wellness programima, procenat zaposlenih koji su uspešno prošli kroz wellness programe, smanjenje troškova za zdravstvenu zaštitu, procenat zaposlenih koji su prestali da puše, procenat zaposlenih koji su redukovali svoju telesnu težinu.

Jedan od pozitivnih efekata wellness programa je rast angažovanosti zaposlenih. Zaposleni žele da se osećaju kao deo organizacije i cene sve njene napore koji su učinjeni za dobrobit njihovog zdravlja. Kada organizacija brine o zaposlenima, organizuje razne wellness programe i aktivnosti, zaposleni su spremni da se više „daju“ organizaciji i da daju svoj maksimum. Tokom wellness programa, zaposleni pružaju podršku jedni drugima, bodre se, ohrabruju i dolazi do boljih međuljudskih odnosa i radnog morala što pozitivno utiče na stepen angažovanosti zaposlenih i na njihovu produktivnost (Lukić Nikolić, 2021). Pored toga, wellness programi utiču na smanjenje stresa kod

zaposlenih, a stres predstavlja jedan od ključnih faktora neangažovanosti, apsentizma i fluktuacije zaposlenih i loših performansi.

Ukoliko se u procesu evaluacije utvrdi da nisu realizovani postavljeni ciljevi, potrebno je preduzeti korektivne mere i aktivnosti.

ZAKLJUČAK

Wellness programi predstavljaju jedan od značajnih faktora koji uspešne organizacije primenjuju u procesu brendiranja na tržištu kao savremenog, društveno odgovornog poslodavca koji brine o zdravlju i bezbednosti svojih zaposlenih, ali i o njihovom blagostanju. Teorija i praksa su pokazale brojne prednosti do kojih se dolazi usled primene wellness programa među kojima su: smanjenje stresa, stope apsentizma, fluktuacije, troškova zdravstvene zaštite, rast motivisanosti, lojalnosti, privrženosti, radnog morala i produktivnosti zaposlenih. Još jedan značajan efekat, koji se ostvaruje primenom wellness programa jeste rast angažovanosti zaposlenih. Za zaposlene, wellness programi predstavljaju jasan signal da poslodavac brine o njima, o njihovom zdravlju i blagostanju i oni postaju spremni da daju sve od sebe u želji da što bolje obave radne zadatke i da daju svoj doprinos za rast i razvoj organizacije.

Međutim, i pored brojnih prednosti od primene wellness programa, proces dizajniranja i implementacije ovih programa nije jednostavan i lak. U praksi se često dešava da se redovni godišnji sistematski pregledi i članstvo u teretani/fitnes centru smatraju ključnim i jednim wellness programima u organizacijama. U ovom radu je pokazano da je u praksi situacija drugačija i da savremene organizacije koje vode računa o svojim zaposlenima imaju veliki broj različitih programa i aktivnosti kojima se ostvaruje pozitivan uticaj na zaposlene, ali i na poslovanje i poslovne rezultate organizacija.

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Professional paper

IMPORTANCE OF WORKPLACE WELLNESS PROGRAMMES IN PROTECTION OF EMPLOYEE HEALTH¹

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Abstract: Every organization strives to have productive, creative, responsible employees, who constantly seek to acquire new knowledge and skills, who are motivated, loyal and engaged, and psycho-physically healthy. However, modern and dynamic business conditions, constantly growing demands and needs of consumers, setting new goals and tasks, increasing the level of responsibility and standards, and often setting expectations from employees too high are just some of the many pressures and sources of stress to which employees are permanently exposed in their workplace. Caring about employees, and safety and health protection at work is one of the important activities of the business function of human resource management. The priority task of experts in this field is to act preventively against stressors by creating various methods and techniques for their efficient and effective management. One of the techniques that is becoming increasingly popular in socially responsible organizations, are wellness programmes. By organizing and implementing these programmes, the management of the organization shows that it cares and acts preventively to maintain the safety and protection of the health of its employees, and the employees themselves acquire new knowledge and healthy life habits through these programmes.

This paper points out the importance and role of wellness programmes, as important activities of strategic human resource management of modern organizations, which occupies a significant position in the protection and prevention of employee health. Also, the paper outlines all the important elements that management should keep in mind when designing and implementing wellness programmes in order for them to adequately influence the improvement of physical and mental health of employees.

Keywords: *safety and health of employees, wellness programmes, organizational behaviour, workplace stress, engagement*

INTRODUCTION

Having good health, and achieving a quality and long life is of immeasurable importance for every individual. But it is also important for employers to have mentally and physically healthy employees who are productive, who show a high degree of commitment and motivation and who are not absent from work much, which results in lower health insurance costs. However, the organizational stress that individuals, as employees, experience in their workplace is one of the most frequent forms of stress, because people spend most of their time at work. As long as

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stress does not exceed the limits of psycho-physical endurance, it can be a good motivator for employees. However, in modern and dynamic business conditions, there are numerous factors that breach this boundary. Constant setting of new goals, tasks and higher standards, increased level of employee responsibility, changes in the content and nature of work, growing demands for permanent acquisition of new skills and knowledge, often too high expectations of employees, longer working hours, work-personal life imbalance (Lukić & Lazarević, 2018), unethical forms of behaviour (discrimination, mobbing) and numerous other pressures are the most common sources of workplace stress. In order to reduce the negative effects of stress, and the consequences of the "burnout" syndrome at work, health insurance costs, absences and fluctuation of employees, organizations systematically approach the process of protecting the health of their employees (Lukić & Lazarević, 2019). One of the most important functions of strategic human resource management is the protection of the health and safety of employees at work. Experts in this field predict and analyse the factors, from the internal and external environment, that cause stress in the work environment, they plan activities and create various methods and techniques for managing these stressors (Ivancevich et al., 1990). Workplace stress negatively affects the organization and employees through their performance, productivity levels (Dailey & Zhu, 2016), degree of engagement, motivation and job satisfaction, absenteeism and fluctuation, but also affects the state through health insurance costs (Robbins & Judge, 2011; Mequilibrium, 2013; Balkan & Serin, 2014; Jetha et al., 2017).

The aim of this paper is to point out the importance of the process of managing wellness programmes, as an important activity of strategic human resource management of modern organizations, which occupies a significant place in the prevention and protection of employee health. Increasingly popular wellness programmes (fitness programmes, recreation, specialized training on healthy eating and supplementation, etc.) which are intended for all employees, especially the elderly, are effective methods in promoting health and healthy lifestyles. These health programmes, funded and organized by the company management, are important in the prevention of many (occupational) diseases and are aimed at improving the physical and mental health of employees.

Elements of organizational behaviour and human resource management that have led to the growing need for wellness programmes

Organizations have become aware that employees, as a superior organizational resource, represent a key competitive advantage and a factor necessary for long-term success. Therefore, the management of organizations is increasingly investing in the health and well-being of employees and is significantly turning to the implementation of measures and activities aimed at preserving the health and safety of its employees. One of the forms by which they can achieve this goal is to plan, design and implement various corporate wellness programmes. In recent decades, with the development of strategic human resource management, many forms of wellness programmes have been applied in many organizations, which aim to improve and preserve the health of employees.

Corbin and Pangrazi proposed a general definition of wellness. According to these authors, wellness is a multidimensional (physical, mental, spiritual, intellectual, and social) state of being that describes the existence of an individual's health based on quality of life and a sense of general well-being (Corbin & Pangrazi, 2001). On the other hand, in the literature on organization and organizational behaviour, there are different definitions of workplace wellness programmes. This only indicates the diversified way of managing and implementing these programmes in practice, as well as the need for them to be aligned with the vision, mission, goals and culture of the organization (Mujtaba & Cavico, 2013). According to Aldan, wellness programmes represent an employer's effort to raise awareness of changing employee behaviour and create a work environment in which good health care practice will be implemented (Aldana, 2001). Berry et al. define a wellness programme in organizations as a programme organized, designed, and funded by the employer to support employees and sometimes their families, which accepts and maintains behaviours that reduce health risks, increase personal efficiency, improve quality of life, and basically provide benefit to the entire organization (Berry et al., 2010).

In practice, wellness programmes often include only annual basic systematic examinations (internist examination, laboratory analysis, ECG, cardiovascular ultrasound) and gym membership. However, wellness programmes are much more than that, and in addition to physical health (workout programmes), they include care for the mental and emotional state of employees (advanced screening tests), education programmes on healthy eating, supplementation, diet programmes, training on protection and improvement of health. As a result, wellness programmes are becoming increasingly important in today's organizations.

One of the reasons for the growth of relevance and importance of wellness programmes for employees stems from the change in the nature of work presented in Table 1.

Table 1. *Change in nature of work*

Dimensions of work	Past	Present and future
Employer-employee relationship	Long-term relationship, commitment, loyalty, security	Short-term relationship, frequent changes of employers
Nature of work	Structured and defined work, great opportunities for control, narrow specialization	Cooperation, multidisciplinary, learning through work, broad specialization
Leadership	Formally defined	Informal, rotating - anyone can be a leader
Desirable qualities of employees	Discipline, respecting rules, specialized knowledge and skills	Creativity, curiosity, independence in decision-making, self-direction, constant learning
Organization of work	Hierarchy, control of working processes	Autonomy, temporary teams, product liability
Rewards	Financial rewards, promotions	Performance-based earnings (fair earnings) and intrinsic motivation
Defined working conditions (time and place)	Both time and place are defined	Remote work, from any place
Coordination between private life and work	Clear boundaries	Integration, imbalance
Role of work	Money, status, prestige	Personal satisfaction, self-actualization

Source: Adapted from Global Wellness Institute, 2016

Compared to the previous period, the nature of work has become such that it requires a high degree of independence, responsibility, motivation, energy, creativity and engagement of employees. Employees are expected to be in good physical, mental and emotional well-being so that they can make the maximum contribution to the performance of their work tasks. Careers themselves have changed significantly compared to the previous period - lifelong employment, job security, hierarchical promotion, office work, gradual increase in wages have been replaced by frequent changes of employer, job insecurity, horizontal promotion, work from home, salaries in accordance with the achieved results. Employees want to enjoy work privately, to achieve exceptional results in everything they do, to do work that they truly care about and on which they can leave a mark (Johnson, 2004).

By implementing wellness programmes in organizations, a win-win situation is achieved for all participants (Abdullah & Leeb, 2012). The employer, through constant investments in the field of safety and health care of employees, shows that they care about the health of employees, which directly affects the reduction of increased labour costs due to increased treatment costs (due to injuries, diseases, disabilities, obesity, diabetes, etc.) and absenteeism, as well as employee performance. On the other hand, employees benefit from these programmes because they learn how to change their life habits and how to lead a healthy life, which results in a higher degree of satisfaction, loyalty, motivation and commitment in the workplace, but also improved employer branding.

The importance of the segment of organizing and implementing wellness programmes and activities in modern organizations is indicated by the fact that their relevance and need for their implementation is particularly notable in crisis situations, especially when employees are exposed to increased stress over a long period of time. One of those is the crisis situation caused by the Covid-19 pandemic that the whole world faced during 2020 and 2021. This global crisis has significantly endangered the health and safety of employees, and organizations have faced numerous challenges in how to effectively organize their functioning in the changed business conditions. Organizations were forced to reorganize and redesign jobs and their work processes by introducing flexible working hours, shift work and the ability to work from home, all in order to reduce physical and social contacts and thus reduce the risks of virus transmission among employees. On the other hand, employees were exposed to a permanently increased degree of stress due to the large amount of information they had to generate and process in real time and the decisions they had to make in complex and constantly changing circumstances (Lukić et al., 2020).

The process of designing wellness programmes

Designing wellness programmes is an important task because only well-designed programmes can provide positive effects and results. In the process of designing a wellness programme, it is necessary to apply several steps, i.e. stages:

1) Identifying the needs and desires for wellness programmes

The first step is to analyse the current situation and identify the needs for wellness programmes. In this step, surveys are conducted in order to find out what employees need and what their preferences are, i.e. what types of wellness programmes employees want. Also, in this step, it is important to conduct an analysis of potential risks to the health of employees within each workplace and to design a wellness programme accordingly in order to act preventively and preserve the health of employees.

2) Providing management support and forming a wellness programme team

For wellness programmes to be successful, it is essential that they have the support of management. Managers at all levels, and especially first-line managers, can help in the process of encouraging and motivating employees to get involved in wellness programmes as much as possible.

After conducting a detailed analysis and identifying which wellness programmes are needed in the organization and after the management gives their support, many organizations form teams that aim to build and promote a wellness culture. The key tasks of a wellness programme team are:

- Evaluating the existing wellness programmes, activities, services and policies;
- Analysing employees' needs and preferences regarding wellness programmes;
- Developing an operation plan to preserve and improve employee health;
- Participating in the implementation and evaluation of wellness programmes.

Wellness team members are selected on a voluntary basis, with an aim to involve employees from different parts of the organization and from different hierarchical levels in order for the team to apply a holistic approach during its functioning and decision-making. It is recommended that the team includes top managers, employees from the HR sector, employees from the IT sector, marketing sector, union representatives and all employees who really care about their health.

3) Defining aims and budgets for wellness programmes

The primary goal of a wellness programme is to preserve and improve the health of employees, and reduce health costs. Other goals are aimed at: reducing absenteeism, greater employee satisfaction and engagement, increasing labour productivity, lower fluctuation and long-term employee retention in the organization. When defining goals, several important criteria should be met: to be clear to all employees, quantified, time-defined, and to be ambitious but achievable in order to motivate employees.

Examples of wellness goals:

- Reducing the number of employees who smoke by 10% in 2021.
- Reducing the number of overweight employees by 10% in 2021.

After defining the goals, it is necessary to determine the budget. When determining the budget, one should keep in mind the costs of incentives, marketing and the wellness programmes and activities themselves.

4) Designing wellness programmes and activities

There is no pre-prescribed set of wellness programmes and activities that will yield results in every organization. Each organization is specific, has different needs, goals and budgets. For this reason, wellness programmes vary significantly from organization to organization. These can be simple programmes focused on one activity, but they can also be quite diversified programmes that cover several areas and disciplines. Some of the most common wellness programmes in practice are:

- Stress management programmes;
- Weight loss programmes;
- Smoking cessation programmes;
- Health risk assessment programmes and screening programmes;
- Healthy eating programmes.

Table 2 shows the different forms of wellness programmes that are applied in practice, and which belong to fitness, overall health of employees and diet and lifestyle.

Table 2. *Implementation of different wellness programmes in practice*

Fitness	Overall health	Diet and lifestyles
Free or discounted gym membership	Screening programmes and diagnostics/risk assessment	Free training on healthy lifestyles/visit to dietician
Meetings on the move / Dance workshops	Smoking cessation programmes	Stress management courses
10,000 step pedometer programme	Systematic examinations - a package for employees and their family members	Healthy eating and supplementation education programmes
Morning yoga classes	Assistance programmes and advising employees within the organizational unit for human resources	Introduction of flexible working hours (in order to reduce stress and reconcile business and private life)
Fitness programmes or using fitness equipment within the organization	Physiotherapy treatments – therapies and massage	Healthier diet in cafeterias
Incentives to get to work on foot or by a bicycle	Periodical (optional) physical exercise	Weight reduction or gaining programmes

Source: Adapted from Oyewole & Taylor, 2012, p. 208

Apart from these programmes, there are a number of different activities that can be implemented that will lead to the improvement and preservation of employee health. Constant sitting for several hours is considered to be a greater threat to health than obesity or smoking (Beta, 2016). Studies have shown that prolonged sitting leads to various cardiovascular diseases, diabetes, increased risk of colon, breast or endometrial cancer, obesity, poor posture, crooked spine, destruction of lumbar discs, muscle degeneration and poor eyesight. These problems can be solved relatively easily with the help of specially designed tables whose height can be changed (increased to a certain height so that employees can stand while working). For employees who work in an office, it is important that their keyboard and mouse are designed to reduce the risk of carpal tunnel formation, that screens are adjusted to minimize eye damage, and that chairs do not cause curved spines and pain.

Some of the wellness approaches are very simple and do not require additional financial resources. One such approach is on-the-go meetings during which employees walk (inside the organization or outside). In addition to the fact that movement (walking) has a positive effect on the health of employees, it is considered to have a positive impact on creativity (Lukić Nikolić, 2021).

Also, many promotional slogans and messages can motivate employees to use stairs instead of elevators (e.g. putting up a poster on the elevator door with the slogan "Consume calories, not electricity! Take the stairs!") which would result both in improved employee health and a greener organization (saving energy) (Mittal, 2017).

It is recommended that employees themselves be involved in the process of designing and designing wellness programmes, because they will give suggestions of those programmes that are important to them and will be more motivated to participate in those programmes (Dessler, 2020).

5) Building and encouraging wellness culture

Organizational culture as a set of assumptions, beliefs and values that shape employee behaviour has a great impact on the success of organizing and implementing wellness programmes. Every culture acts on the conscious, but also on the subconscious level and includes specific procedures such as smoking cessation policy, but also numerous other forms of behaviour, including, for example, frequent short breaks and / or physical exercises while working in a sedentary position.

Wellness culture refers to the promotion of values related to healthy living habits, healthy meals, encouraging physical activity during the working day and encouraging the application of various stress management techniques. A healthy organizational culture implies that healthy employees are a prerequisite for a healthy organization and healthy long-term performance.

In the process of branding themselves as an ideal employer, many organizations point out their various wellness programmes, in an attempt to attract the best possible candidates from the labour market and to keep the existing employees in the long run (Lukić et al., 2019).

6) *Selection of incentives and rewards*

Incentives and rewards are what employees receive for their work, effort and commitment. Incentives and rewards can be used to influence employee behaviour. In order for employees to change their life habits and turn to a healthier lifestyle, it is considered that they also need to be motivated.

There are three key types of wellness rewards (Danielson, 2017):

- Rewards for participation in wellness programmes - awarded to all employees who participate in wellness programmes in the organization. This type of reward aims to encourage as many employees as possible to participate in wellness programmes.
- Rewards for good results in wellness programmes – awarded to employees who are well on their way to achieve the set goals. This type of reward aims to ensure the active participation of employees in wellness programmes.
- Rewards for the achieved goal – awarded to employees who have achieved the defined goal. This type of reward sends a message to all employees that the organization appreciates their efforts and achieved results.

Table 3 shows some examples of wellness rewards by budget.

Table 3. *Examples of wellness rewards by budget*

Small budget (max EUR100)	Medium budget (EUR100 to EUR300)	Bigger budget (over EUR300)
Sports water bottles	Running shoes	Bike
Pedometers	Workout lessons	Day off
Garden tools	Camping equipment	Table with height adjustment
Running caps / caps	Sports sunglasses	Kayak
Exercise clothes	Hiking equipment (shoes or backpack)	Home workout equipment
Paid registration fees for organized sports events (e.g. marathon)	Gym membership	Paid rafting
Exercise videos and books	Snow boots	Diving equipment
Kitchen appliances for smoothies and shakes	Portable devices	Paid hiking
Gym bag / backpack	Helmets and protective equipment	Skis
Cooking lessons	Kitchen utensils for preparing healthy food	Ice skates
Yoga mat	Voucher for SPA and Wellness	Golf equipment
		Car bike rack
		Paddle or surfboard

Source: Adapted from Danielson, 2017

7) *Communicating and promoting wellness programmes*

A well-designed and conceived wellness programme will not give results if employees are not familiar with it and if it is not clear to them what their goals are, how they can realize them and which rewards and incentives they might earn. The organization must make an effort and invest certain resources to promote wellness programmes in the right way and to continuously inform employees about the activities and results achieved.

Also, employees should constantly be informed and made aware of the significance of wellness programmes – by reporting positive practical examples.

The most common reasons why employees do not participate in wellness programmes and activities are: lack of time, family obligations, because they do not see benefits, do not like exercise, are insufficiently informed about programmes, feel that they do not have adequate managerial support, and many consider their health a personal matter in which the organization should not interfere.

8) *Evaluation of wellness programmes and taking corrective measures and activities*

After some time, it is necessary to evaluate wellness programmes and assess their success. The success of these programmes, above all, depends on the quality of the programme, its sustainability and the support of managers (Oyewole & Taylor, 2012). Some of the indicators of the success of the programmes used are: the percentage of employees who participate in wellness programmes, the percentage of employees who successfully

went through wellness programmes, the reduction of health care costs, the percentage of employees who stopped smoking, the percentage of employees who reduced their weight.

One of the positive effects of the wellness programme is the growth of employee engagement. Employees want to feel as part of the organization and appreciate all its efforts made for the benefit of their health. When the organization takes care of employees, organizes various wellness programmes and activities, employees are ready to "give" more to the organization and offer their maximum. During a wellness programme, employees provide support to each other, encourage each other, which leads to better interpersonal relationships and work ethic, which positively affects the degree of employee engagement and their productivity (Lukić Nikolić, 2021). In addition, wellness programmes reduce employee stress, and stress is one of the key factors of disengagement, absenteeism, employee fluctuation and poor performance.

If the process of evaluation shows that the set goals have not been met, it is necessary to take corrective measures and activities.

CONCLUSION

Wellness programmes are one of the important factors that successful organizations apply in the process of branding in the market as a modern, socially responsible employer that cares about the health and safety of its employees, but also about their well-being. Theory and practice have shown a number of benefits due to the application of wellness programmes, including: reduction of stress, absenteeism rates, fluctuations, health care costs, increased motivation, loyalty, commitment, work ethic and employee productivity. Another significant effect, which is achieved through the application of wellness programmes, is the growth of employee engagement. For employees, wellness programmes are a clear signal that the employer cares about them, their health and well-being and they become willing to do their best in order to better perform their tasks and contribute to the growth and development of the organization.

However, despite the many benefits of implementing wellness programmes, the process of designing and implementing these programmes is not simple and easy. In practice, it often happens that regular annual systematic check-ups and gym / fitness centre memberships are considered the main and the only wellness programmes in organizations. This paper shows that in practice the situation is different and that modern organizations that take care of their employees have a large number of different programmes and activities that have a positive impact on employees, but also on the organization's business operations and results.

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