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The Relevance of People Management Best Practices on the Preservation of Employees' Mental Health:
COVID-19 Influence

Inês Sofia Canivete Sardinha

Master's Degree in Management

Supervisor:
Doctor Generosa do Nascimento, Assistant Professor
ISCTE Business School, Department of Human Resources and Organisational Behaviour

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BUSINESS
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“The great gift of human beings is that we have the power of empathy.”

(Meryl Streep)

“Tudo é ousado para quem a nada se atreve.”

(Fernando Pessoa)

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"If you want to go fast, go alone. If you want to go far, go together" (African proverb).

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Resumo

O mundo enfrenta um dos momentos mais exigentes no que à preservação da saúde mental concerne, sendo esta uma realidade igualmente refletida à luz dos desafios contemporâneos da Gestão de Pessoas.

Com o despoletar da pandemia COVID-19, a população mundial foi aconselhada a adotar medidas de distanciamento social, bem como a exercer a sua atividade profissional a distância.

Como consequência do referido isolamento social e associando a presente realidade com os sempre existentes ambientes organizacionais stressantes, falta de equilíbrio entre trabalho e vida pessoal, bem como com a resistência organizacional à implementação de boas práticas de Gestão de Pessoas, poderá registar-se um abrandar no desenvolvimento e sustentabilidade organizacional, fruto da diminuição do desempenho dos colaboradores.

Assim, o presente estudo propôs-se a analisar o impacto da implementação de boas práticas da Gestão de Pessoas, na saúde mental dos colaboradores, à luz da variável do *engagement* organizacional, numa perspetiva de influência COVID-19.

A pesquisa teve como base dados primários e secundários, incidindo a recolha dos primeiros numa amostra dividida em duas vertentes: 1) População portuguesa economicamente ativa; 2) Consultora de Recursos Humanos selecionada.

A relação de influência entre boas práticas de Gestão de Pessoas e *engagement* organizacional foi comprovada, em dimensões específicas, assim como o impacto da COVID-19 no referido efeito.

A originalidade do estudo é comprovada pela lacuna atualmente existente na literatura, relativamente a práticas efetivas de Gestão de Pessoas, sob uma perspetiva COVID-19, na preservação da saúde mental dos colaboradores, com fim à mitigação de realidades como sendo o *burnout*.

Palavras-Chave: Boas Práticas de Gestão de Pessoas; COVID-19; *Engagement* Organizacional; Impacto da Gestão; Saúde Mental.

JEL Classification System: I10 Health: General;
M10 Business Administration: General

Abstract

The world is facing some of the most demanding moments in terms of mental health preservation, being this reality also reflected in the current People Management challenges.

As COVID-19 started to spread, the world population was advised to adopt social distancing measures, as well as to perform their working obligations from home.

This reality, alongside the already existent stressful organisational environments, lack of work-life balance and organisational resistance to the implementation of People Management best practices, can lead companies to struggle with economic prosperity and general development, strengthened by the reduction of employee's performance.

Therefore, the present study set out to analyse the impact of People Management Practices' implementation on employees' mental health in the light of Organisational Engagement under a COVID-19 pandemic influence.

The present research was built based on both primary and secondary data. The primary data was collected from a sample divided in two different perspectives: 1) Working population living in Portugal; 2) Selected Human Resources Consulting company.

As main conclusions, it was possible to verify the foreseen existence of a relationship, in specific dimensions, between the implementation of People Management Best Practices and Organisational Engagement, as well as the impact of COVID-19 in the referred relation.

The study's originality can be guaranteed by the current existing literature gap regarding effective People Management practices under a COVID-19 perspective, which effectively allows the preservation of employees' mental health and the mitigation of current realities such as burnout.

Keywords: COVID-19; Managerial Role; Mental Health; Organisational Engagement; People Management Best Practices.

JEL Classification System: I10 Health: General;
M10 Business Administration: General

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List of Abbreviations

DGS: Direção Geral da Saúde

DP: Dependent Variable

GDPR: General Data Protection Regulation

HR: Human Resources

HRM: Human Resources Management

IV: Independent Variable

KMO Test: Kaiser-Meyer-Olkin Test

MLRM: Multiple Linear Regression Model

OE: Organisational Engagement

PC: Principal Components

PCA: Principal Components Analysis

PMBP: People Management Best Practices

TOL: Tolerance

UWES: Utrecht Work Engagement Scale

VIF: Variance Inflation Factor

WHO: World Health Organisation

CHAPTER 1

Introduction

As reported by World Health Organisation (2021), mental health is essential for one's capacity of leading fulfilling lives and to participate productively in the society, having thus been identified as an area for accelerated implementation of action plans. Moreover, the cumulative global impact of those disorders will amount to US$ 16,3 million between 2011 and 2030, in terms of economic loss (WHO, 2021). According to Ibrahim, et al. (2020), mental health illnesses are part of the top five conditions which can lead to disability and from those illnesses, depression was expected to become the second most common global mental disorder by the end of 2020 (International Pharmaceutical Federation, 2015, cited by Ibrahim et al., 2020).

Evaluating those impacts in the light of Ibrahim, et al. (2020) literature, it is possible to understand that one of the most relevant and common consequences of mental health disorders is reducing professional performance. Kristman, et al. (2019) reinforce this reality with the idea that despite all the individual consequences that a mental illness can generate, this reality also has abrupt economic consequences. Moreover, Kristman, et al. (2019) highlights that some of the most obvious consequences of these illnesses will be a loss of workplace performance and productivity on organisations due to employees' presenteeism over absenteeism. This harm can be the result of working environments with poor psychological support and high-stress levels. Thus, the actuation on an organisational level, through the awareness and implementation of People Management best practices, appears as extremely important.

Kristman, et al. (2019) state that through best practices' implementation and measurement of some workplace factors, organisations can improve their employee's mental health and consequently achieve better results from a broader perspective. The referred factors are related to HRM areas such as: Organisational culture; psychological and social support; clear leadership and expectations alignment; recognition and rewards or engagement.

From another perspective, with the current pandemic situation which the world is facing, the probability of development of symptoms like stress, anxiety, insomnia, denial, anger and fear is rising, and those symptoms might be identified as additional potential health problems for employees (Torales et al., 2020). The existing literature also recognises that the recent reduced access to the establishment of direct or presential contact with family, friends, colleagues and hierarchical superiors can lead people to experience feelings of loneliness and increase mental issues like depression and anxiety, which are usually magnified during times of isolation (Hiremath, 2020).

Concrectly analysing the data, in September 2021, there have already been confirmed more than 220 500 000 cases of COVID-19 and more than 4 500 000 related deaths (WHO Coronavirus (COVID-19 Dashboard, 2021), on a worldwide perspective. From the total of confirmed cases, more than 1 000 000 were registered just in Portugal (Relatório de Situação DGS, 2021). The referred evolution of the pandemic situation, since the end of 2019, forced the Portuguese Government to declare the first state of emergency on the 18th of March of 2020, with several renewals, even if not uninterruptedly.

Following that line of reasoning, as a consequence of the declaration of those states of emergency, Portuguese organisations have been obliged to redefine their working conditions and employees were predominantly expected to work from home, to comply with their "civic duties" and avoid unnecessary travels or contacts. In other cases, many families saw their financial conditions change due to massive layoffs and insolvency processes.

When associating the consequent increase of time at home with feelings of fear or uncertainty and the disruption of health systems in most countries (namely mental health systems), the present research appears to be of considerable interest. Furthermore, there is sparse information that allows organisations to continue to grow and maintain their competitive advantage while providing adequate tools and insights to effective People Management in the new reality we live in.

That way, since the present dissertation will have its main focus on both People Management and Organisational Behaviour areas, alongside some insight from the mental health area, as well as on a COVID-19 perspective approach, it is expected to imply theoretical, managerial and social implications.

When highlighting its theoretical contributions, it is useful to refer to the adding of knowledge and know-how to the overall scientific community, the opportunity to fill in the previously referred existing gaps, as well as the intention to make that knowledge accessible for everyone. In terms of managerial implications, it is expected to allow organisations to achieve higher profits, a sustainable competitive advantage, an increase in performance levels, as well as a registered growth in employer branding positive levels under the adoption of the proposed best practices. However, in order to make those positive implications a reality, managers, boards, and employees must maintain an open-minded approach for an effective change of paradigms. Finally, when pointing out social implications, this dissertation intends to increase people's health, focusing on mental health, as well as an overall increase in happiness, satisfaction, and well-being levels.

Following the previously stated, it was possible to identify this dissertation's main goal, specific objectives and research questions, having as basis the identified existing literature gap in the lack of current tangible information about effective People Management practices, under a COVID-19 perspective, which aim to maintain and preserve employee's mental health, in an organisational context.

The research aim of this dissertation relies on the evaluation and synthetisation of what can be defined as being effective practices and behaviours for organisations to adopt, in order to preserve its employee's mental stability, through the focus on diverse People Management areas of actuation like: Organisational Culture, Organisational Environment, Performance Appraisal and Development, Internal Communication, Conflict's Management, Leadership best practices and Training Management – under a COVID-19 pandemic reality.

When approaching the present study's main objectives, it can be pointed out the inherent expectation to provide solid evidence regarding which are the current factors that are highly impacting one's mental health, in an organisational context, having in mind the present pandemic situation. Moreover, measure the impact of the related factors and explore ways to overcome them are also this dissertation's goals. Nevertheless, it is also expected to produce coherent information which allow organisations to maintain and increase their competitive advantage and good results through the adoption of People Management best practices, with focus on the preservation of employee's mental health.

The present dissertation will be focused on three different research questions, those being: 1) "To what extend can People Management help to preserve and maintain employee's mental health, at an organisation?"; 2) "What might be the impact of the current pandemic situation on employees' mental health, from an organisational perspective?"; 3) "To what extend might those results differ on an HR Consulting firm?".

To answer to the first and third research questions will be conducted an Exploratory research, while the second one will be answered by a Descriptive research.

In terms of the dissertation structure, the work starts with the literature review regarding the relevant topics to the theme, having as its basis the most relevant and updated searches or papers, which have been found. Firstly, the relation between People Management and Mental Health is explored, due to its centrality in work. Afterwards, some People Management best practices are mentioned and explored, for example, the Neuromanagement and Neuroleadership, as well as the importance of achieving a healthy Work-Life balance. In order to make the connection with the mental health field, the association between Organisational

Engagement and Burnout Syndrome (being a mental health condition) is exposed, as well as the Presenteeism topic and its importance to the overall search.

The work's literature review culminates in the "not yet so explored" theme of the COVID-19 impact in People Management and preservation of one's mental health, in a certain organisation, opening the needed space for this study's pertinence.

After the literature review, the methodology is accurately outlined to make the reader aware of the study's chosen method, sample, data collection techniques and data treatment procedures. After the methodology section, the study's results and consequent discussion are presented, opening space for the research's conclusions and recommendations for future research. In addition, as inherent to all researches, some identified limitations are referred, with the intention of improvement in following studies.

At the end, a few relevant annexes are likewise presented.

CHAPTER 2

Literature Review

2.1) People Management and Mental Health

The world, in general, and societies, in particular, keep changing at a hectic pace and the inherent challenges of those changes, namely the business globalisation, technological development and the increasing levels of stricter work expectations might be extra demanding to organisations and its employees (Schaufeli et al., 2009), which means that workers are usually overwhelmed in terms of work overload and do not feel comfortable, happy or fulfilled in their workplace, which has its consequences in terms of emotional exhaustion.

People Management, also known as Human Resources Management, have thus a critical role in attenuating possible negative consequences and organisational results, which might arise from the referred demands. It can be done through the implementation of best organisational practices, as well as by the satisfaction of some organisational necessities, such as the maximisation of competitive advantages related to employees' potential (Carneiro, 2016).

Making a retrospective in the Human Resources Management/People Management definition, Drucker (1954) cited by Marciano (1995), has presented the concept as having three main managerial functions: managing the business, managing other managers, and managing workers and work. Approaching a more recent definition, Bratton and Gold (2007) defined People Management as a strategic approach performed to manage employment relations and leverage people's capabilities, intending to achieve a competitive advantage, by a distinctive set of combined employment policies, practices and programmes. Furthermore, Engelsberger, et al. (2021) view People Management as a strategic and central theme in the management area, as well as a currently critical theme in organisations, due to the emerging complexity of employees' management and capacity to innovate in highly technological firms (Herzenberg, 2018; cited by Engelsberger et al., 2021). Nevertheless, Lopes (2012) perceives People Management as being oriented to the purpose of helping to boost each and all individuals to become knowledgeable employees and internal entrepreneurs with the capacity of constituting workgroups and autonomous teams, always willing to embrace new continuous improvement opportunities, as well as to add value to the organisation.

Following that line of reasoning, and according to Junne, et al. (2018), People Management is among one of the most important organisational "stakeholders" which can affect the

development and implementation of prevention and intervention programs related to work stress and associated mental health disorders. In other words, to achieve greater employees' mental health levels, career satisfaction, high performance and organisational retention, HRM and its central themes as organisational engagement and employer's continuous investment in workers' skills and training are crucial (Rao et al., 2020).

That way, the management of mental health issues, in an organisation, arises as being a huge challenge towards HRM, where the humanisation of work as well as the need to fulfil employees' expectations, like work-life balance, flexibility, autonomy and workplace enrichment, are central aspects (Carneiro, 2016). According to the WHO (2018) definition, mental health is "a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community". Mental health disorders were, in turn, characterised as a wide spectrum of illnesses, with diverse symptoms and signs with a combination of uncommon emotions, thoughts and behaviours (Ibrahim et al., 2020).

There are three identified components of mental health: the first one is emotional well-being and it can be characterised by the "presence of interest in life, happiness and satisfaction"; the second component is called psychological well-being, and it is expressed through individual's feeling like the satisfaction with most part of their personality; the last component is called social well-being, and it involves feeling part of a community or contributing to the community and its positive functioning (Ibrahim et al., 2020). When approaching mental illnesses' social and managerial consequences, the same authors highlighted difficulties like the appearance of social problems with friends and family, the presence of suicidal thoughts, the appearance of financial problems and the reduction in academic or professional performance.

This way, industrialised nations are currently struggling with problems like Occupational Stress, Burnout, Harassment and Violence in the Workplace (Coelho, 2009; Rosário, 2013) as some of the main emerging psychosocial risks at work – which can be defined, in accordance with the WHO, as factors which influence one's well-being and health and have its origin on the individual's psychology, structure and work organisation function.

2.2) People Management Best Practices

It is thus unanimous that People Management assume vital importance on the impact of employees' mental health. However, the reality shows us that most organisations do not find themselves prepared to effectively manage employees with chronic diseases, namely mental

health conditions (Silvaggi et al., 2019). Unfortunately, people who live with diagnosed chronic diseases face objective difficulties when entering and re-entering in the work market. According to Silvaggi, et al. (2019), due to stigma and discriminatory attitudes from both colleagues and managers, a high percentage of employees with diagnosed mental health conditions are confronted with difficulties in disclosing their condition, in receiving support inside the organisation, as well as difficulties in obtaining new training and promotion opportunities or even return to work after periods of absence, with factors such as psychological tension and uncertainty associated with the above mentioned.

Human Resources managers have thus a critical role on the implementation of HRM best practices' topic, as well as on the attraction, retention, and motivation of the greatest talent, in an organisation. That way, it is critical for all companies to have effective managers capable of influencing and attracting intellectual capital, with simultaneous increase of employees' motivation, job satisfaction, performance and organisational commitment, while decreasing absenteeism and presenteeism levels (Florea, 2014).

Following that line of thouhght and exploring possible HRM best practices, in accordance with Singh, et al. (2019), open innovation is highlighted as one effective best practice in the area, which directly impacts employees' and the company's performance. This means that organisations with stronger knowledge sharing practices are considered as being more competitive in the current labour market reality. Singh, et al. (2019) state that top management knowledge value and knowledge sharing practices are the main influencers of open innovation, mainly in small and medium enterprises, since it directly impacts organisational flexibility, organisational culture, and employees' attitudes towards their job.

Open innovation is defined as "a dispersed innovation practice that depends on consciously monitored flow of knowledge across a firm's frontiers, using financial and non-financial instruments in sync with the firm's business model to monitor and motivate the sharing of knowledge" (Chesbrough, 2017; cited by Singh et al., 2019; p.3). Moreover, open innovation consists of inbound and outbound practices, which can help organisations to meet their customer's needs and keep viewed as being competitive in the work market (Popa et al., 2017; cited by Singh et al., 2019; p.3).

Continuing the literature's identification of HRM best practices, the implementation of organisational training programs is also identified, in accordance with Silvaggi, et al. (2019), as an effective HRM practice, in order to decrease the stigma and stereotypes around mental health conditions in the workplace, as well as to include those workers successfully and to boost organisational productivity, as a whole. Silvaggi, et al. (2019) perceive training as an action

that does not stick only to the transference of skills, but to the involvement of the whole person's development, as an incessant learning process. Moreover, it is likewise recognised the effect of the surrounding work environment, work tasks and the relationship between pairs and managers in the success of the applied training (Silvaggi et al., 2019).

In accordance with Schultz, et al. (2009), cited by Silvaggi, et al. (2019), training tools can be highly helpful in order to mitigate the effects of presenteeism if they include topics like disability management, disease management, behavioural health management, and absence management. The focus on the maintenance of an organisational social interaction by creating meetings, networking or virtual activities is also considered effective, to employees' well-being (Singer-Velush, Sherman, & Anderson, 2020; cited by Gigauri, 2020b).

Making a correlation to the world's current reality, the work-life balance theme also arises as a central point in any company's HRM best practices. During 2020 and the beginning of 2021, working adults have been experiencing an increasingly demanding work reality. Most of them have been working from their homes since offices are closed due to lockdown laws. That way, an increase of pressing constraints among families and social lives of working adults has been registered, being expected an increase in stress levels and a rise in the registered cases of burnout (Mensah and Asdjei, 2020). Therefore, this tendency can represent an increased challenge to HRM managers and general managers whose practices and challenges have been reshaped over the last months. An example might be the challenge to achieve effective organisational communication with all workers (Boaz & Almquist, 1997; Kock, 2002; cited by Balconi and Venturella, 2017).

That way, the increase in the time which working adults spend at their homes has been considered a driving force in the decrease of work-life balance levels, as people cannot separate personal from professional life and related schedules, originating work-life conflicts. Nevertheless, analysing its positive side, Murray and Biron (2020) identify the work from home policy as a flexible policy, which was already used by some companies before the COVID-19 pandemic and might be considered a valuable resource to employees under illness conditions, like mental health disorders, as it can help them to balance and adjust work demands and workload to their own pace and conditions.

Notwithstanding, Mensah and Asdjei (2020) state the urgent need for governments and organisations to provide suitable working conditions and social policies for working adults to deal with the existing high demands from work-family activities and to create a good working atmosphere and strategies of flexible working hours, allowing employees to deal with issues of job tension and to reduce associated physical and mental health conditions. The existing conflict

between work and nonwork activities has been recognised as a predictor of a reduction in work effort and performance, augment levels of absenteeism, presenteeism and turnover, lower levels of job satisfaction and organisational commitment, and a trigger factor of stress and burnout levels (Beauregard and Henry, 2009; cited by Ayudhya et al., 2019).

Following that line of reasoning, top managers' behaviour and management style is proved to have a huge influence on the success path of managing knowledge in a certain organisation, being able to boost environments that allow employees to apply and develop their knowledge and skills, positively or negatively impacting employees' well-being, fulfilment and consequently the organisational performance (Nguyen & Mohamed, 2011; cited by Singh et al., 2019). Continuing to follow that line of thought, a management style that promotes delegating practices rather than a directive leadership style has been proved to positively influence knowledge management and employees' satisfaction (Singh, 2008; cited by Singh et al., 2019).

Furthermore, Florea (2014) states that an effective manager makes use of practices like: recruitment based on knowledge skills and abilities; succession planning; performance management; human resources' career development; learning and strategic workforce planning; non-discrimination; equity and ethics enforcement and the implementation of sustainable development for a healthy environment, a healthy organisation and healthy people. Even if managers need a significant investment and obtainment of resources for the successful execution of the above-referred practices, the overall impact is revealed as being highly positive for employees and the company's competitive capacity as a whole (Florea, 2014).

2.3) Organisational Culture and the Managerial Role

In that reasoning, organisational culture and the manager's role are two central topics when approaching employees' mental health conditions. The first topic was defined by Groysberg (2018), on Harvard Business Review, as being the collective effect of the common beliefs, behaviours and values of people within a company. Organisational culture "regulates how employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals, and if they are sincerely into the company's overall mission" (Morcos, 2018, p. 2).

Making the correlation with this dissertation main topic, Loureiro, et al. (2008) confirm that the workplace and a company's organisational culture have a strong role in the control of employee's mental health disorders, that way, if employees perceive their workplace as being hostile and economically or physiologically demanding, the development of an emotional and

physical exhaustion reaction is highly probable. Moreover, workers who show higher exhaustion levels are usually considered less involved, they feel lower levels of physical comfort or adequate working conditions and experience the notion of lower possibilities of controlling their performed functions, therefore, working becomes an obligation to those professionals. That said, it is expected as common consequences, employee's decision to withdraw from their working responsibilities, a decline in productivity and efficiency levels, the registration of higher turnover levels or higher probabilities of early retirement and voluntary dismissal (Loureiro et al., 2008).

The managerial role is also highlighted by Kuehnl, et al. (2019) as a central theme to prevent work stress and poor mental health conditions and boost organisations' success and performance. Kristman, et al. (2019) reinforce the idea that work environments with poor psychological support, high-stress levels and poor management practices might have serious and harmful consequences in worker's mental health, culminating in negative economic results. So, when analysing the measures and attitudes needed to be applied, in order to provide a psychologically safe workplace, there is an extensive list of aspects that the employer should comply with, for example: the accomplishment of changes in the organisational labour law in terms of occupational health and safety; definition of clear employment standards and workers compensation's policies; definition of clear contracts of employment; application of best management practices; definition of organisational communication characteristics, as well as of organisational values, mission and vision; creation of internal psychological and social support or definition of clear leadership practices and expectations (Kristman et al., 2019).

As previously referred, managers, hierarchical superiors or workers from the human resources department can try to attenuate some of the discussed consequences by focusing on increasing engagement levels. Rao, et al. (2020) state that "organisations and practices that invest in programs promoting engagement can mitigate burnout in their providers.", this change can be achieved by the implementation of initiatives like giving employees the ability to consult peers, apply a feasible workload level, keep the management and leadership style adequate to organisational necessities, give employees autonomy levels or provide employees the opportunity to consult a trusted advisor or apply to mentorship programmes. Araújo and Oliveira (2008) also believe that, in order to create a powerful and meaningful connection between the employee and the organisation, it is crucial to implement strategies and policies which have as main goal the provision of healthy and pleasant experiences, in the workplace, as well as the increase of employees' quality of life. Therefore, the feeling of fulfilment at work

has a direct influence in one's well-being, resulting in higher levels of commitment and involvement towards the organisation (Baptiste, 2008).

Analysing the work of Neves (1996), cited by Caetano and Vala (2007), four types of organisational culture dimensions can be pointed out, which have a different focus and are reflected on the distinctive impacts they have on the application of HRM practices. Neves (1996), cited by Caetano and Vala (2007), is influenced by the Model of Competing Values (Quinn, 1988; Quinn and Cameron, 1983), in the definition of the previously mentioned culture dimensions, those dimensions being: Innovation; Support; Rules; Objectives.

In accordance with Neves (1996), cited by Caetano and Vala (2007), the Innovation's dimension is strictly related with concepts like flexibility, creativity and external organisational aspects; the Support's dimensions is associated with flexibility, teamwork, cohesion and internal organisational aspects; in turn, the Objective's dimension has its focus on control, productivity, competition and external organisational aspects; finally, the Rule's dimension is settled on control, stability, procedures and internal organisational aspects.

Nevertheless, in accordance with Weiner (2018) cited by Morcos (2018), each organisational culture is unique and should not be compared with any other but adjusted to its employees and reality, becoming then also part of the company's coherent external identity. Organisational culture should thus be restructured and adapted to enable greater teamwork, communication, employee empowerment, information flow, and workers healthy conditions. That way, companies choose to focus on implementing a suitable leadership mindset, which rewards innovation, experimentation, learning, and customer-centric design thinking. As a result, culture-focused organisations have proved themselves to be more profitable compared to non-culture-focused competitors (Morcos, 2018).

Consequently, the creation of favourable work environments and the investment in the development of rehabilitation/return-to-work programmes that fight presenteeism; neuromanagement and neuroleadership; as well as the existence of a balance between work-life activities, are likewise considered as being good HRM practices that are able to increase job satisfaction and organisational commitment levels, by the decrease in stressful and mental health harmful factors, so that is the reason why those practices will be referred with more detail, in the following sections. The goal with the implementation of all the mentioned HRM best practices is the achievement of a higher overall organisational performance and efficiency by focusing on employees' care and health, since there is a proven positive relationship between Human Resources managers and the overall organisational performance (Florea, 2014).

2.4) Neuromanagement and Neuroleadership

Hence, as the world evolves and the labour market reality develops accordingly, management policies should also follow this tendency of evolution to remain appropriate and effective.

In order to keep track of the current work challenges, neuromanagement and neuroleadership have been gaining space among the scientific community. Neuromanagement is defined by Morcos (2018) as a trend in development that directly impacts the organisational culture changing paradigm, alongside concepts like Employee Empowerment, Information Flow, Gig Economy and the Digitalization of the Workforce. In the past few years, these trends have shaped and stimulated the current labour market into a complex and highly competitive environment (Teacu et al., 2020).

Neuromanagement can be defined as a scientific approach of management that explores managerial, economic and behavioural processes from the brain's activity perspective and the associated process of creating emotions (Teacu et al., 2020). Moreover, according to the same authors, the basic principles of neuromanagement are designed to use internal motivations and rewards systems to achieve superior levels of organisational performance, help in the decision-making process, and solve problems efficiently, resulting in the promotion of positive emotions for the organisation, employees and management practices' benefit.

Due to the recent in-depth knowledge gained about neurosciences, it is possible to highlight the impossibility and the risk associated with maintaining a traditional separation between emotions and rationality (Balconi and Venturella, 2017). Damásio (1994), cited by Balconi and Venturella (2017), encourages the idea that the ability of humans to express and feel emotions is crucial for rational behaviour implementation.

In turn, when approaching the neuroleadership concept, the focus is on the application of Neuroscience findings, management training, education and change management consulting, as well as on the improvement of management practices, change management, innovation, creativity and employee involvement (Lafferty & Alford, 2010, cited by Teacu et al., 2020).

This field of study is associated with, for example, the better understanding of the neural mechanisms which influence ethical decision-making in topics such as trust, altruism, fairness, revenge, social punishment, social norm conformity, social learning, and competition (Rilling and Sanfey, 2011; cited by Morcos, 2018). Therefore, companies who make use of the implementation of this concept, in association with the current Digitalization and Data Analysis capacity, might be able to achieve higher levels of organisational trust and consequently superior engagement between pairs, as well as with hierarchical superiors, better define their

practices, culture and structure, being then able to promote employees' well-being and satisfaction, achieving a sustainable competitive advantage over rivals and decreasing the possibility of development of future mental health conditions among people (Morcos, 2018).

Organisational trust can be defined as being "an employee's feeling of confidence that the organisation will perform actions that are beneficial, or at least not detrimental, to him or her" (Tan & Tan, 2000, p. 243). In accordance with Politis (2003) cited by Van der Berg and Martins (2013), organisational trust can also be associated with the employee's expectation of the reliability of organisational promises and actions. Trust is thus perceived as being an essential part of organisational effectiveness (Van der Berg and Martins, 2013).

The relevance of such topics links with the perception of people as the central focus of a company and with the necessity of managers to deal with their employees on a daily basis, their ability to be motivated, perform and get involved in professional activities. Then, being able to better understand how does the human mind works and the basis of human interactions, it will be simpler to recognise where to apply the point of leverage and create a lasting organisational change (Bratianu & Bejinaru, 2019; Bratianu & Bejinaru; 2020; cited by Teacu et al., 2020).

With the referred in-depth knowledge about Neuroscience, key concepts like decision-making processes, leadership practices, change management, innovation, creativity, human resources performance, engagement of people and emotions can be redefined to better adjust to the necessities and reality of a particular organisation and its context (Teacu et al., 2020).

2.5) Burnout Syndrome and Organisational Engagement

Fortunately, at the present moment, the concern and importance attributed to employees' mental health conditions are becoming more relevant to society as a whole, as well as to organisations and its managers, in such a way that the topic's awareness might allow the mitigation of psychosocial risks like the burnout syndrome.

The burnout concept is defined by Loureiro, et al. (2008) as "a process of response to a chronic labour stress, which main manifestations are emotional and physical exhaustion, cynicism and professional inefficacy, whose consequences reflect negativity at individual, familiar, social and professional level.". Moreover, the literature also clarifies that, even if burnout is commonly associated with stress and professional dissatisfaction, those two concepts are different since burnout is the result of a long exposition to stress and has a close correlation with professional dissatisfaction, that is, the syndrome has its origin on a chronic exposition to

stress and cannot be the consequence of an isolated episode of pressure and discomfort, being therefore recognised as a process that occurs over time (Miranda, 2011).

Loureiro, et al. (2008) recognise that mentally affected workers will experience changes not only at personal and socio-cultural levels, but also in their professional lives. Moreover, the authors highlight organisational climate's strong correlation with burnout to point out how social characteristics of an organisation are of extreme importance in the preservation of worker's mental health.

When approaching burnout's organisational consequences, Maslach, et al. (2001) emphasises the outbreak of higher costs due to employee's presenteeism/absenteeism or inefficiency, lack of productivity from employee's side aligned with the absence of willingness to give their best in work or to help in the company's success and development, as well as the registration of higher turnover levels. At an individual level, burnout can be identified by three different manifestations according to Sá (2004): Physical – which might involve chronic fatigue, exhaustion or frequent change in sleep routines and weight; Emotional – which might involve a constant feeling of failure and disappointment, lack of hope and attribution of meaning to the job or depression; Attitudinal – where one's experience feelings of indifference, negativity or adopts a distant position regarding work, pairs and chiefs.

Moreover, according to Rao, et al. (2020), employees with high burnout rates are usually associated with loss of commitment and engagement towards their organisation. The authors defined engagement as a connection to one's work and it was characterised by dedication, vigour and absorption. The lack of organisational engagement might result in the intention and actual withdrawal or absence from work (Darr, 2008; Johns, 2015; cited by Kuehnl et al., 2020).

When approaching the Organisational Engagement topic, it is widely common to associate its measurement with the Utrecht Work Engagement Scale (UWES), which was firstly introduced in 1999 by Schaufeli, et al., being originally a 24 items scale (Schaufeli and Bakker, 2004). UWES-24 has been revalidated and updated by its authors, in accordance with constant investigations carried on among the scientific community, being also currently validated as a nine items scale (Schaufeli and Bakker, 2004). In accordance with the authors, UWES-9 has been developed to analyse the three aspects which constitute organisational engagement, those being: 1) Vigour (example.: "When I get up in the morning, I feel like going to work''); 2) Dedication (example.: "I am enthusiastic about my job'') and 3) Absorption (example.: "I feel happy when I am working intensely"). In concordance with Schaufeli and Bakker (2004), organisational engagement can be considered as burnout's opposite, since engaged employees, contrary to individuals suffering from burnout and mental health issues, do have an energetic

and effective connection with their organisational activities and perceive themselves as capable of effectively deal with the related job demands.

Furthermore, the literature has also shown that even if struggling with burnout syndrome, if the organisation is able to engage employees, those will register higher levels of satisfaction throughout their careers, making it possible to understand that higher levels of engagement might have a positive impact and be also protective of burnout appearance and able to manage burnout levels, at an organisation (Rao et al., 2020). Likewise, the connection between Burnout and Organisational Engagement is approached by Odonkor and Frimpong (2020) as highly strong, since low levels of engagement might result in the weakening of the workforce, the rise of turnover levels and on the increase of burnout cases.

2.6) Presenteeism

Presenteeism, as mentioned above, is one of the most common consequences caused by poor organisational mental health levels and conditions, being highly associated with a decrease in a company's performance. That way, even if not part of this study's central focus, it is pertinent to be explored and presented. It can be defined as a process, which starts with the employee's decision to go to work under unsuitable biopsychosocial conditions, which has as most common consequences the impairment in workplace performance and organisational results due to the loss of productivity of the employee. Concretly, this means that even if workers spend the demanded working hours at the organisation, they are not performing as they should or are neither achieving the proposed goals (Kristman et al., 2019). In Canada, a conducted study estimated the impact of mental illness in the workplace, as $16 billion to the year 2041, in annual productivity (Vera-Calzaretta and Juarez-Garcia, 2014; Kristman et al., 2019).

Yang, et al. (2019) defines presenteeism as a potential productivity loss, which can be attributed to health issues or other related events that negatively affect employees and their productivity capacity at the workplace. Presenteeism can also be the result of task-related and social job stressors, which directly impact health-related productivity losses, especially for employees lacking personal and job resources, with job stress accounting for 23.8% of the total health-related production losses, that is, a decrease in task-related and social job stressors will consequently decrease health-related productivity losses (Brunner et al., 2019).

Even if the majority of authors and literature perspectives presenteeism as a process strictly associated with negative effects and costs, Murray and Biron (2020) believe in the existence of a positive side of presenteeism and view it as a dynamic and adaptive process, which might

serve the purpose of balancing health limitations and performance demands. According to Murray and Biron (2020), the success of the presenteeism adaptation might depend on the availability of organisational internal and flexible work resources, that way, when the workplace reveals itself as being a supportive and adaptive environment, presenteeism can be viewed as a sustainable choice to maintain some performance levels even under impaired health conditions, especially in the case of non-contagious health problems, like mental health disorders, being even able to benefit employees' health. Murray and Biron (2020) identify four different types of possible presenteeism: Therapeutic Presenteeism; Functional Presenteeism; Dysfunctional Presenteeism and Overachieving Presenteeism. This last type of presenteeism is commonly associated with burnout, especially if prolonged over time (Demerouti et al., 2009; Ferreira and Martinez, 2012; cited by Murray and Biron, 2020).

With that being said, organisations would benefit from the manager's focus on creating a favourable work environment that facilitates access to work resources and improves the personal sense of control. This is a key variable – by decreasing perceived constraints and increasing the sense of personal mastery, specifically among employees with a higher subjective social status (Yang et al., 2019). Moreover, the establishment of positive relationships with colleagues, the creation of supportive relationships with supervisors and hierarchical superiors, the decrease in role ambiguity and the extinction of workplace bullying are some policies that can potentiate employees demonstrated strong integrity and decrease absenteeism and presenteeism levels (Brunner et al., 2019).

2.7) COVID-19 Impact

Under an unpredictable and frightening situation as a pandemic, one's mental health is exposed to an unusually higher number of threats that might trigger global mental health disorders to increase. From those factors, social distancing, confinement obligation and the appearance of feelings like fear and uncertainty are some of the most common ones. Hiremath, et al (2020) stated that the reduced access to the establishment of contact with family, friends and other social support systems could lead to feelings of loneliness and increase mental issues like depression and anxiety. These symptoms can be registered with more affluence on individuals who had already experienced a mental health-related disorder. Hiremath, et al (2020) believe that the government, hospitals, educational institutions and companies should adopt necessary measures to prepare all people to face the mental health issues they might have to endure. The

literature states that the wide scope and spread of COVID-19 can lead to a true mental health crisis, especially in countries with a high registry of cases. (Rajkumar, 2020).

Addressing the impact of COVID-19 on a specific area of actuation, it is notable that healthcare professionals are currently exposed to higher risks of developing mental health illnesses outcomes during this pandemic situation, due to factors like the constant requests to work extra and long hours, the exposition to higher risks of infection daily, the experience of physical and mental fatigue and the separation from their families and loved ones (Torales et al., 2020). Therefore, stress, anxiety, depressive symptoms, insomnia, denial, anger and general fear are some of the main potential health problems identified by the authors, which will, in general, affect worker's attention, understanding and decision-making capacity.

On the other hand, in accordance with Ayudhya, et al. (2019), when confronted with situations of crisis like the current COVID-19 pandemic, many organisations tend to adopt measures like the cutting of labour costs, either by the reduction of recruitment processes, by the implementation of pay cuts, downsizing or the institution of layoffs. However, not only the dismissed employees feel those consequences. Such strategies also negatively impact the workers who remain in the organisation as they are entailed with increased working hours and workload, job insecurity, decreases in payment or benefits and decreases in working tools and training or development opportunities. Additionally, they also experience a decline in motivation, meaning associated with work, productivity and loyalty levels alongside with amplification of stress levels. The stated deterioration of working conditions and the conditioning of personal lives, by the overall financial pressure and the pressure placed on family relationships due to feeling of uncertainty and reduced capability of having access to healthcare services, results in the decrease of one's mental health (Ayudhya et al., 2019).

Organisations worldwide are thus, since the COVID-19 outbreak, daily learning to adapt and competitively perform through their manager's actions and best practices implementation. This challenge has been forcing organisations to re-invent themselves, especially concerning People Management practices and in the discovery of unknown management territory, to successfully face employee's need to adjust to transformed working conditions and to procedures that limit the direct human contact (Carnevale and Hatak, 2020). Following the same authors, the existing work-life balance conflict might also be worsened during the current pandemic due to extreme family demands, higher work autonomy levels and consequent responsibility. Then, HRM managers will represent a crucial role in the guidance of employees on how to handle this reality (Carnevale and Hatak, 2020; cited by Gigauri, 2020b).

Following that line of reasoning, stress levels will increase (Giurge and Bohns, 2020; cited by Gigauri, 2020b). This can hence be expected to impact organisational performance and results due to the decrease in employee's well-being and motivation, openning the way to establishing a relation between COVID-19 and workers' mental health, as a theme of increasing relevance within organisations (Spence, 2020; cited by Gigauri, 2020b).

2.8) Main Empirical Studies

The following table highlights ten empirical studies which supported this research's literature review construction, being thus highly associated with this research's theme. By the analysis of the studies bellow, an in-depth understanding regarding topics like HRM Best Practices, the Managerial Role, Mental Health, Organisational Culture, Work-Life Balance, Presenteeism, Neuromanagement, Engagement Levels, Burnout, Health in the Workplace and Open Innovation was gained. By association, that understanding was on the basis of identification of the literature gap which opened the space for the theme's pertinence. Additionally, the studies' drivers of success and statistical methods guided this research's methodology and structure.

Reference	Research Context	Sample	Drivers of Sucess/Dimensions	Statistical Method
Balconi and Venturella (2017)	**Neuromanagement**; Communication; Emotions; (Un)Conscious mental processes; Empathy; Leaders; Technology.	NA* (* Not Applicable)	-	NA. Theoric article
Carneiro, B.A. (2016)	Burnout; **HRM Best practices; managerial role**	N*[1]= 64 (2015-2016) (*[1] Number)	Recruitment policies, engagement, training policies, working conditions, performance appraisal reward system, participant age, participant gender, marital status, academic qualifications	Parametric tests (Pearson's correlation coeficient; student's t-test; ANOVA; Spearman's correlation coeficient)
Ibrahim, et al. (2020)	Depression, **Mental health**, Mental illness, Public health	N= 341 (2018)	Barriers for not obtaining professional help, outcomes of not obtaining professional help, outcomes of seeking professional help	Chi-square test; Cronbach's alpha
Kristman, et al. (2019)	Employee psychological health and safety; **Mental Health**; Mentalh health literacy; **organisational culture**	N= 669 (2016-2018)	Company sector of actuation, company size, participant gender, participant age group, hierarchical position, employment lenght, employee mental health prioritization level	Descriptive statistics; T-tests; Chi-square tests
Loureiro, et al. (2008)	**Burnout**; Engagement; Nursing	N= 54 (2006-2008)	Exhaustion level, cynicism, professional efficiency, nature of work, engagement, labour contract type, participant gender, participant age group, marital status, academic qualifications	Mann-Whitney U test; Spearman's correlation coeficient
Mensah and Asdjei (2020)	**Work-life balance**; Self-reported health; Gender Differentiation; Welfare States; Working adults	N = 32 275 (based on the 6th European Working Conditions Survey – EWCS 2015)	Work-life balance; self-reported health; age; household size; marital status; living with a child; education; hierarchical role; gender; welfare state; weekly hours; type of industry/sector; type of employment	Multivariate logistic regression models; Bivariate test; Descriptive statistics
Murray and Biron (2019)	**Presenteeism**; Health-performance framework; Types of presenteeism	NA	Performance at work; presenteeism behaviour; adaptive presenteeism; conservation of resources mechanism; self-determination mechanism	NA. Theoric/conceptual article
Rao, et al. (2020)	**Burnout**; **Engagement Levels**; Career Satisfaction; Intention to Stay at the Current Role	N = 1882 (2014-2017)	Career stage; speciality; satisfaction with opportunity to consult with peers; satisfaction with work load; satisfaction with trusted advisor; satisfaction with CME support; gender; race	Based on a Biannual survey (Utrecht Work Engagement Scale)
Silvaggi, et al. (2019)	**Health in the workplace**; training tools; chronic diseases; return to work; inclusion; managers; HR Department; **presenteeism**.	N = 42 (2016-2019)	Illness; chronic disease; organisations; training tool	Exploratory study
Singh, et al. (2019)	**HR Best Practices**; **Open Innovation**; Top Management Knowledge Value (TMKV); Knowledge Sharing; Organizational Performance; SMEs	N = 404 SMEs (2019)	Production managers, HR managers, SMEs, gender, education level, top management knowledge value, knowledge sharing performance, organisational performance, open innovation	Least squares structural equation modeling

Figure 2.1: Main Empirical Studies
Personal elaboration

2.9) Research Hypotheses and Conceptual Framework

Having in mind the presented literature review and its analysed concepts and theories, as well as this study's proposed goals, the following research hypotheses were defined:

- **Hypothesis 1**

H0 (Null hypothesis)**:** People Management Best Practices influence the preservation of employees' mental health, based on an Organisational Engagement variable perspective.

Ha (Alternative hypothesis)**:** People Management Best Practices do not influence employees' mental health preservation, based on an Organisational Engagement variable perspective.

- **Hypothesis 2**

H0: Employees who do not recognise People Management Best Practices, at their organisations, show lower levels of Organisational Engagement than those who do.

Ha: Employees who do not recognise People Management Best Practices, at their organisations, do not show lower levels of Organisational Engagement than those who do.

- **Hypothesis 3**

H0: Employees registered low levels of Organisational Engagement during the COVID-19 pandemic situation.

Ha Employees did not register low levels of Organisational Engagement during the COVID-19 pandemic situation.

- **Hypothesis 4**

H0: Organisational Engagement, influenced by People Management Best Practices, registered higher results for the chosen HR Consulting firm than for the General Population.

Ha: Organisational Engagement, influenced by People Management Best Practices, did not register higher results for the chosen HR Consulting firm than for the General Population.

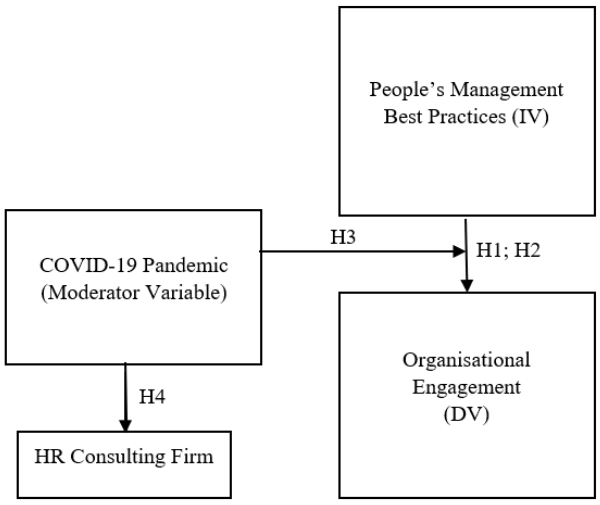

Figure 2.2: Conceptual Framework
Personal elaboration

The present conceptual framework intends to visually allow the reader to better understand this research's purposed goal, its developed hypothesis and the correspondent research's methodology, previously precisely outlined.

This dissertation's purpose is to study the direct causal relation of People Management best practices' impact on employees' Organisational Engagement, under a COVID-19 pandemic situation. It is important to note that, in this study, Human Resources Management Best Practices and People Management Best Practices will be used as equivalent concepts. The previously indicated factors are considered as being the study's variables. In accordance with Reis (2018), variables have the goal of describing the characteristics or attributes that they are measuring, that is, the qualities or personal characteristics in study, meaning then they can take different values.

Variables can be categorised, according to their relationship with other variables, as Dependent or Independent variables. Dependent Variables (DV) are the ones that the author intends to explain and understand, that is, the answer to the result which authors intend to develop (Reis, 2018). On the other hand, Independent Variables (IV) are used to measure their effect on the dependent variable, that is, the influence in relation to the dependent variable (Reis, 2018). In turn, the Moderator variable is defined by Mâroco (2011) as a variable with capacity, both in magnitude (strength) and signal (direction), to affect the relationship between the Independent Variable on the Dependent Variable.

Therefore, People Management best practices can be identified as the independent variable and employee's Organisational Engagement as the dependent variable. The COVID-19 pandemic thus arises as being the moderator variable.

Moreover, analysing the extent to which the COVID-19 pandemic differently might impact the direct causal relationship between the dependent and independent variables, under an HR consulting firm perspective, was also one of the main goals of this research.

As possible control variables, which will not be the focus of this research and therefore are not represented in the conceptual framework, it was possible to identify burnout, neuromanagement and neuroleadership, presenteeism, work-life balance, organisational culture and the managerial role.

CHAPTER 3

Methodology

3.1) Method and Instruments

When presenting this investigation methodology, the author's objective was to clarify all factors accurately, relevant data in the study, procedures and methods that have allowed the dissertation's operationalisation and open the space for its replication in the scientific community (Reis, 2018). The present research is a correlational and explanatory study that intends to evaluate a possible existing correlation between two main variables, previously mentioned, under the moderation of a third one, by the conduction of exploratory and quantitative research (Reis, 2018). According to Yin (1994), explanatory studies intend to explain cause-and-effect relations under the analysis of the defined variables.

About the study's design, both primary and secondary data sources were used. Secondary data relied on the combination and analysis of a deep research based on scientific articles, books and case studies, which were then compiled on an excel comparative table, to ease the analysis and drawing of conclusions. Both, the analysis and interpretation were crucial in the problem's definition, as well as on the choice of the appropriate research design itself.

This study was based on quantitative and qualitative primary data, collected from the working population who has been working and living in Portugal during the COVID-19 pandemic (Portuguese and foreign citizens), by the application of an online questionnaire (via Qualtrics platform) and by the conduction of an online interview with the HR Firm's Portugal Human Resources Manager (semi-estructured interview).

The online survey was randomly distributed among the previously referred population and was made accessible to several job categories, job levels, genders, nationalities and age ranges. In addition, it was specifically applied to individuals working on the selected HR Consulting Firm, being also randomly distributed inside the organisation. The information collected by the online survey happened during April and May 2021, under the previously explained conditions and population. The survey was only administered to individuals with 18 years or older, since those elements were defined as having relevant experience to this research's goals.

The survey's exclusively online sharing was made via different social media platforms (LinkedIn, Facebook, Instagram), through different message platforms (Messenger, WhatsApp, Email) and directly sent to the HR Consulting firm. The survey's online distribution allowed the broadening of the number of obtained responses.

The application of a questionnaire can be justified by the descriptive characteristics of the research questions, as well as by the possibility of reaching out to a suitable and higher number of inquiries, to viably perform the proposed study, with a reduced probability of incurring in a selection moulded by unconscious bias. The referred target's selection can be justified by the intention of comparison between HR practices applied in different professional areas, under a COVID-19 perspective, and evaluate its impact on employee's mental health. The previous definition of a specific study area (HR Consultancy), is justified by the pressure inherent to all consultancy work (strict timmings and high workload), as well as by the pertinence of studying an HR company's capacity of procedures and policies' adaptation (under a People Management perspective), to its employees' benefit, under unpredictable and unexpected situations.

It is also pertinent to refer to the author's original intention to perform a comparative analysis between the general population results and the ones obtained on both an HR Consulting Firm and a Health Unit Area. However, after several unsuccessful attempts to establish a collaboration, it was decided to redefine the target population, to effectively manage the available time and resources and conduct an optimal investigation.

3.2) Data Gathering Techniques

Both primary data collection techniques were performed online due to the COVID-19 pandemic restrictions and measures. The collected data was always treated with absolute confidentiality and only for investigation purposes, respecting all ethical and data protection principles.

3.2.1) Online Survey

The applied online survey has been made available in two different languages, those being Portuguese and English. The choice of making the survey available in Portuguese relies on the intention of having as target population individuals who have been working and living in Portugal in the last calendar year. The choice for the English language relies on the intention to make the survey totally understandable to individuals who have been living and working in Portugal during the last calendar year, even if their native language is not Portuguese.

After choosing the preferred language to answer to the survey, a brief contextualisation text was presented. The referred text explained the study's context, goal, applicability, duration, eligible individuals and guaranteed the confidentiality of all answers. Before starting the survey itself, a question of concordance with one's voluntary participation was presented. At the survey's beginning, two initial "Yes/No answer" questions were presented. The first one

evaluated the respondent's eligibility to the survey, by the confirmation of having been working in Portugal during the last calendar year. The second question confirmed if, during the last year, the respondent had performed a professional change (company or occupation).

The questionnaire was divided into four different sections from that moment on, each one having different goals. The first three sections were drawn to gather suitable and viable information for the validation of the proposed hypotheses. By applying seven multiple answer questions, the last section intended to gather demographic information about the respondent to characterise the sample on relevant points for the present study. Detailing the explanation of each section's structure, the first one allowed to perform a brief characterisation of the respondent's organisation's culture, by the application of one multiple answer question, based on the Competing Values Framework of Quinn (1988), as well as on the work of Neves (1996), cited by Caetano and Vala (2007). Applying one single question is justified since the organisational culture is not the central point of this dissertation's goal.

The succeeding section's elaboration resorted to a seven-point Linkert scale, to analyse the application of People Management Best Practices, in organisations. The section was self-elaborated, having as theoretical references the work of Silvaggi, et al. (2019), Florea (2014), Singh, et al. (2019), Carneiro (2016), Martins (2015), Chagas (2018) and Gigauri (2020b).

The third section measured Organisational Engagement, and this analysis was also performed by the application of seven-point Linkert Scale questions. For this purpose, the widely scientifically validated Utrecht Work Engagement Scale (UWES) was applied, assuring the suitableness and pertinence of the variable measured. This instrument was proved to be a highly reliable indicator of work engagement, which can be used to research the theme (Schaufeli and Bakker, 2004). The UWES-9 (nine items version), created by Schaufeli, et al. (2003), cited by Schaufeli and Bakker (2004), was the applied version, since the shortened scale shows a very satisfying internal consistency, exceeding the generally accepted criterion of $\alpha \geq 0.70$ (Nunnaly & Bernstein, 1994; cited by Schaufeli and Bakker, 2004). The UWES-9 has revealed similarly positive in terms of psychometric characteristics to the 15 items version (Schaufeli and Bakker, 2004). That way, since this study is interested in the concept of Organisational Engagement as a whole and not in its constituting parts, as well as for practical purposes and to reduce the survey's time of completion, the UWES-9 version was accordingly adopted. Additionally, a final "Yes/No answer" question was made to understand if one had considered performing a professional change (company or occupation) during the last year.

Finally, as previously referred, the survey's last section had as its main goal the sample's demographic characterisation, by the application of seven multiple answer questions which

covered topics as Age, Gender, Nationality, Region of Work, Years of Work Experience, Type/Sector of Organisation and a final question which allowed the two defined target populations to differentiate themselves from each other (HR Consulting Firm; Other). Out of interest, the option of working in a "Health Unit Area/Life Sciences" was also available. The Age variable was divided into six ranges, only allowing individuals above 18 years old to answer the survey and not specifying one's age when above 67 years old, since it is the current retirement age, in Portugal, and thus no longer constitutes a part on the active working population. The Gender variable allowed the individual to choose between a Female and Male option or select the option "Prefer not to answer". Regarding the Nationality variable, a list of all the known countries, up to date, was provided. On variables like Region of Work and Type of Organisation, five restricted options were allowed, those being respectively: North; Center; South; Madeira; Açores; and Private Sector; Public Sector; Public-Private Sector; Non-Profit Organization; Self-Employed. In terms of Years of Experience, the differentiation was made in ranges of five years, with an exception for individuals with less than one year of experience and for individuals with more than sixteen years of professional experience.

All the seven chosen parameters were exclusively for academic and statistic purposes and processed in a totally confidential and anonymous way, according to the GDPR normative. All the demographic questions were applied having as basis former published and validated scientific studies, being thus correctly adapted to the present study's intentions and needs.

3.2.1.1) Sample Characterisation

In accordance with Reis (2018), the bigger the sample's dimension, the bigger the probabilities of obtaining significant information about the target population. That way, it was the author's expectation for this survey to obtain a representative sample of individuals who have been working and living in Portugal during the pandemic.

Following that line of reasoning, surpassing the initial expectations, it was possible to collect a sample of 319 valid answers out of the 440 individuals who had accepted to participate in the present study. The registered difference of 121 invalid answers can be justified by a recorded number of 98 individuals who had not answered the survey until its end, having predominantly stopped when it was required to fill in the demographic information, even if announced the process' anonymity. Moreover, 23 people (2 from English and 21 from the Portuguese selected language) did not match the initial criteria of working and living in Portugal in the previous calendar year. The refereed question was defined as being a filter question, allowing the identification of the target representative sample for the study. Additionally, from

the total of 319 valid registered answers, 318 respondents chose the "Portuguese language" option, which is translated in only one respondent who chose the "English language" option. For statistical analysis, all data were treated as a whole and traduced to the English language.

Analysing the sample's demographic information (Table A.2.3. in Annexes), from the totality of 319 respondents, 230 individuals relate to the female gender (72,1%), and 89 individuals to the male gender (27,9%). In terms of age range, the majority of the respondents (26,6%) are between 18 and 25 years old, being the second biggest range of respondents (24,5%) registered in individuals between 46 and 55 years old (Table A.2.1. in Annexes).

If evaluating the individual's years of professional experience, the data shows that the biggest percentage (40,4%) have been working for more than 16 years, while the smallest percentage of respondents (7,5%) have been working from 6 to 10 years (Table A.2.5. in Annexes). From those individuals, the majority have been working in private sector companies (73,4%) and 18,5% in the Portuguese public sector. The remaining respondents have been working as self-employed (4,1%), in the public-private sector (2,5%) or on a non-profit organisation (1,6%) – Table A.2.7. in Annexes. In terms of nationality, 99,1% are Portuguese individuals, with the remaining 0,9% being equally distributed by Brazilian, Cape Verdean and Zambian individuals (Table A.2.8. in Annexes). In terms of region of work, 48,3% of respondents are working in the South of Portugal, 43,6% in the Center of Portugal, and 6,9% in the North of Portugal (Table A.2.4. in Annexes).

Moreover, it is also relevant to point out that from all the 319 valid answers, 50 respondents are currently working on the selected HR Consulting firm (15,7%). In contrast, 80,9% of respondents have selected the option "Other" for their current professional occupation area. For statistical analysis purposes, the sample of the 269 individuals, who do not constitute the HR Consulting Firm's structure, will be analysed as a whole (Table A.2.9. in Annexes).

3.2.1.2) Pre-Testing

Since this dissertation's author elaborated the second and fourth sections of the survey, it was thus required the application of a pre-testing to evaluate the suitableness and understanding of the drawn questions, as well as to validate the clarity and comprehension of the application language, terms and structure (Reis, 2018). Therefore, an online pre-testing was applied to a randomly selected sample of 20 individuals, 18 years old or older, working and living in Portugal during the COVID-19 pandemic. The test was shared on online groups and closed when the number of responses reached the stipulated.

Due to its application's success, there was no need to reformulate any of the drawn questions, since all registered an adequate level of understandability and validity.

3.2.2) Online Interview

The conducted interview was performed during July 2021, via Microsoft Teams (with both audio and video), to the Portugal Human Resources Manager of the selected HR Consulting Firm, from now on, also referred to as "Company A". The interview was conducted on a semi-structured perspective, with the goal of increasing the flexibility and spontaneity of the given answers and questions asked, as well as to increase the given space for the interviewee to structure her reflection, obtain truer responses and optimise the scheduled slot (Reis, 2018).

That way, this interview's goal was to obtain a deep and internal view about Company A's People Management practices and organisational culture. Furthermore, it was the author's objective to understand how the COVID-19 has impacted Company A's employees' mental health, organisational engagement and the adopted practices from the organisation side. It might also be pertinent to highlight that the answers were based on the Portuguese group reality, however whenever possible, directly linked with Company's A global group perspective.

The interview was only performed to the Portugal Human Resources Manager of Company A, since in accordance with Tushman and O'Reilly (1996) cited by Nieves (2016), managers do play a central role in the overall organisational process, in this specific case, in Company A's Human Resources process and policies. Before starting the online interview's central theme, the author performed a brief contextualisation regarding the conversation's goal, the dissertation's theme and the research topics, asking the interviewee to also perform a brief introduction about Company A (Annexe F and Annexe G).

3.3) Data Treatment Techniques

To analyse the survey's data, Microsoft Excel® sheets and SPSS Statistics® statistical analysis simplified the data examination and interpretation. The information collected from the online interview allowed an easier understand of the HR Firm's organisational characteristics. Following Podsakoff, et al. (2003), to control and avoid the bias of the applied methods, the author intended to: broaden the target population, in order to include elements of different backgrounds and demographic characteristics; to clarify the preservation of the individual's anonymity, in order to demystify the idea of been evaluated; to balance the order of the presented questions; and to avoid ambiguous, vague and double-meaning terms.

CHAPTER 4

Results and Discussion

In order to allow a richer analysis of the study's defined questions, accomplish the proposed goals and verify the validity of the proposed hypothesis, several statistical analyses were performed. Among them, it might be pertinent to highlight the Descriptive Statistics Analysis, Principal Components Analysis, Multiple and Stepwise Regression Analysis and Parametric Tests like One-Sample T-Tests, Independent-Samples T-Tests and Means comparison tests.

It is relevant to point out that, to perform all of the above, the data was divided, throughout the study, in between the General Population and the Company A realities. All relevant analyses and evaluations were drawn, having in mind this separation.

To clarify, all individuals working and living in Portugal, 18 years old or older, with a non-specified professional category were considered part of the General Population. On the other hand, all individuals who selected the "HR Company Firm" as their current employer, were considered part of Company A.

4.1) Descriptive Statistics Analysis

Approaching the Descriptive Statistics analysis, even if it is not this study's main focus, due to its literature association to this research's main topics and to add information to a richer sample, the respondent's perception and evaluation of organisational culture were analysed.

For the General Population reality, most of the respondents have chosen the Productivity Driven culture (47,2%), followed by a People's Driven culture (29,4%). The Fosters Innovation and Fosters Stability options accounted for 10,4% and 13,0% of the sample's individuals, correspondingly (Table A.3.2. in Annexes). For the Company A reality, most employees tended to characterise the company's culture as being Productivity Driven (52%), followed by 36% of employees who have chosen a People Driven culture. The dimensions of Fosters Innovation and Fosters Stability were chosen by 4% and 8% of employees, respectively (Table A.3.5. of in Annexes). According to Loureiro, et al. (2008), individuals who perceive their organisational environment and culture as economically driven have a higher probability of developing a mental and physical exhaustion reaction or withdraw either from the company or from their working responsibilities.

Following that line of reasoning, in terms of professional changes, in accordance with Table A.3.1. in Annexes, during the last calendar year, a total of 80,7% of the respondents did not

perform a professional change (company or occupation). However, even if not concretised, most individuals (58,4%) did consider the possibility of performing a professional change during the last calendar year (Table A.3.3. in Annexes). In the Company A reality (Table A.3.4. in Annexes), most individuals (82%) have been working in the organisation during the last calendar year, that is, during the COVID-19 pandemic. Nevertheless, most of the respondents (52%) have considered the hypothesis of performing a professional change, also during this time, even if they had not realised it. On the other hand, 42% of employees did not evaluate this possibility (Table A.3.6. in Annexes). In these cases, the inhibition to perform a professional chance during the last year could be explained by the highly uncertain times experienced during the COVID-19 pandemic, as referred by Ayudhya (2019).

In terms of People Management practices which were valued and perceived as important, for the General Population, in accordance with Silvaggi, et al. (2019), Florea (2014) and Singh, et al. (2019), most of the respondents selected the options of Training and Development (209 individuals), Clear Communication practices (161 individuals), Career Progression Plans (133 individuals) and Bonus and Compensation practices (132 individuals). Moreover, three individuals shared their non-recognition of PMBP as being organisationally relevant practices (Table 4.2). In addition, as is possible to analyse in Table 4.2, 41 employees of Company A have chosen Training and Development Practices as being a relevant PMBP, being this the most selected dimension, followed by Clear Communication practices and Bonus and Compensation practices (34 registered individuals in both dimensions). Interestingly, none of Company A's employees has considered People Management practices unimportant to the organisation.

Table 4.1: Descriptive Analysis for PMBP recognition – General Population
SPSS

Statistics

		Relevant People Management Practices: Training and Development.	Relevant People Management Practices: Performance Management.	Relevant People Management Practices: Clear Communication.	Relevant People Management Practices: Participation in the Decision Making.	Relevant People Management Practices: Work Autonomy.	Relevant People Management Practices: Recruitment and Selection based on skills and capabilities.	Relevant People Management Practices: Bonus and Compensation.	Relevant People Management Practices: Occupational Safety.	Relevant People Management Practices: Career Progression Plans.	Relevant People Management Practices: Mentorship Programmes.	Relevant People Management Practices: Non-Discriminatory Policies.	I do not consider People's Management Practices as being relevant.
N	Valid	209	82	161	90	113	59	132	81	133	28	35	3
	Missing	60	187	108	179	156	210	137	188	136	241	234	266

Table 4.2: Descriptive Analysis for PMBP recognition – Company A
SPSS

Statistics

		Relevant People Management Practices: Training and Development.	Relevant People Management Practices: Performance Management.	Relevant People Management Practices: Clear Communication.	Relevant People Management Practices: Participation in the Decision Making.	Relevant People Management Practices: Work Autonomy.	Relevant People Management Practices: Recruitment and Selection based on skills and capabilities.	Relevant People Management Practices: Bonus and Compensation.	Relevant People Management Practices: Occupational Safety.	Relevant People Management Practices: Career Progression Plans.	Relevant People Management Practices: Mentorship Programmes.	Relevant People Management Practices: Non-Discriminatory Policies.	I do not consider People's Management Practices as being relevant.
N	Valid	41	23	34	18	19	9	34	8	31	4	4	0
	Missing	9	27	16	32	31	41	16	42	19	46	46	50

4.2) Principal Components Analysis: People Management Best Practices and Organisational Engagement

Aiming to simplify the analysis of People Management Best Practices and Organisational Engagement variables, both in the General Population and Company A samples, some Principal Components Analyses (PCA) were conducted. The PCA allowed the reduction of data dimensionality, by substituting a set of original variables with a new set of variables (with a lower number of variables), the Principal Components (PCs), making it possible to explain the correlation structure between the set of original variables through the PCs usage. Those new variables are linear combinations of the original variables and are classified as non-correlated between them (Vicente and Cardoso, 2019).

Before conducting the PCA analyses, all the associated requirements were checked to ensure the sample's suitability and adequacy to the performance of this statistical test. Following Vicente and Cardoso (2019), it was first checked if the number of observations in the data set was considerably larger (five times) than the number of variables in the study. Moreover, it was also ensured the classification of all original variables as metric or as possible to be treated as metric. Also relating with the variables characterisation, it is important to refer that the variable PBMB7 "My organisation does not have a defined career progression plan for me" was previously recoded from a negative to a positive sentence structured variable, in order to allow the non-conditioned conduction of the PCA, being in all this study's statistical analysis, from now on, referred as "PBMB7_Recoded".

Additionally, the correlation matrices were also analysed, to ensure its adequacy and correlation between the original variables to verify the existence of strong correlations (higher than 0,3). Lastly, when analysed the correlation matrix between all original variables within one Principal Component, all values were above 0,3 (Vicente and Cardoso, 2019).

4.2.1) General Population: People Management Best Practices

After all the confirmation of all assumptions, Table 4.3. shows the tested adequacy of the sample, by the Kaiser-Meyer-Olkin's Test (KMO Test), and the adequacy of the population, by the Bartlett's Test, to the PCA analysis. The KMO's test requirement was verified with a value of KMO = 0,907, which allows the conclusion that the original variables are correlated in the sample. By the analysis of the Bartlett's test ($Bartlett_{(55)}$ = 1147,276; Sig = 0,000), it was possible to reject H0 (H0 = The correlation matrix is the identity matrix; H1 = The correlation matrix is not the identity matrix) and thus to conclude the existence of a significant correlation

between the original variables, in the population. Multicollinearity was thus proved among the original variables, both in the sample and in the population.

Table 4.3: KMO and Bartlett's Test for PMBP – General Population
SPSS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequancy		,907
Bartlett's Test of Sphericity	Approx. Chi-Square	1147,276
	df	55
	Sig.	,000

After verifying the previously mentioned requirements, the PCA Analysis was then conducted, being decided to extract three PCs. In this specific case, the three Principal Components can explain a total variance of 63,848% (Table A.4.4. in Annexes), being thus considered as acceptable. Both the Kaiser Criteria and Scree Plot analysis suggested the extraction of only two PCs. However, this reality would only explain 55,648% of the total variance, below the minimum acceptable to be considered as valid (Jolliffe and Cadima, 2016).

Nevertheless, as required, all the extracted variables showed a communality value < 0,5 and were confirmed as useful to the decision-making process, that is, being interpretable (Table A.4.2. in Annexes).

In order to facilitate the association of each original variable and the respective PC the Component Matrix was orthogonally rotated by the use of both Varimax and Quartimax methods, since the variables PMBP8 "My organisation takes into account my health and well-being, in my performance of functions", PMBP5 "My work allows me to make decisions on an autonomous way" and PMBP3 "My Performance Appraisal results are shared in a clear and constructive way" were showing values equal or close to 0,5 in more than one PC. That way, the increase of the highest value in a certain component and the decrease of the remaining values in the other components was achieved.

Table 4.4: Principal Components Resume for PMBP – General Population
Personal elaboration

Principal Component (PC)	PC Characterisation Nomenclature	PC Label	PC Label Legend	Associated Original Variables
PC1	**Sense of organisational transparency, belonging and autonomy (IV)**	BP1	People Management Best Practices variables associated with PC1	PMBP1; PMBP2; PMBP3; PMBP5; PMBP6; PMBP8; PMBP11
PC2	**Recognition of benefits and advantageous programmes (IV)**	BP2	People Management Best Practices variables associated with PC2	PMBP9; PMBP10
PC3	**Career progression and development opportunities (IV)**	BP3	People Management Best Practices variables associated with PC3	PMBP4; PMBP7_Recoded

After its extraction, the respondents' scores for each PC were saved as standardised scores based on the Regression method and a Reliability Analysis was performed, resorting to the Cronbach's Alpha, to verify the internal consistency of the original variables highly correlated with a certain PC. As displayed from Table A.4.8. to Table A.4.10. in Annexes, the Cronbach's Alpha registered a satisfactory value, higher than 0,6 (Nunnally and Bernstein, 1994; cited by Daud et al., 2018), for the variables which constitute PC1 and for the variables constituting PC2 and PC3, even if lower, the values are close to the acceptable and the analysis can thus be continued (Vicente and Cardoso, 2019). The lower values registered in the Cronbach's Alpha related to PC2 and PC3 can be explained by the low number of variables (two in each) that constitute the respective components (Tavakol and Dennick, 2011).

4.2.2) General Population: Organisational Engagement

A similar PCA procedure was applied to the Organisational Engagement dimension. In order to check the adequacy of the analysis, the KMO test = 0,894 verified the existence of correlation within this study's sample. Additionally, the rejection of the null hypothesis (H0) in Bartlett's test allowed the conclusion of the existence of a significant correlation between the original variables in the population: $Bartlett_{(36)}$ = 1945,889; Sig = 0,000 (Table 4.5). The communalities values were also satisfactory to the continuation of the analysis.

Table 4.5: KMO and Bartlett's Test for OE – General Population
SPSS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,894
Bartlett's Test of Sphericity	Approx. Chi-Square	1945,889
	df	36
	Sig.	,000

Having as a reference a total explained the percentage of 74,637% (Table A.4.16 in Annexes), two Principal Components were extracted, with a Cronbach's Alpha validation in both PC higher than 0,6 (from Table A.4.20 to Table A.4.21 in Annexes).

Table4. 6: Principal Components Resume for OE – General Population
Personal elaboration

Principal Component (PC)	PC Characterisation Nomenclature	PC Label	PC Label Legend	Associated Original Variables
PC1	**Vigour and Dedication Related (DV)**	OEE1	Organisational Engagement variables associated with PC1	OE1, OE2, OE3, OE4, OE5, OE6, OE7
PC2	**Absorption Related (DV)**	OEE2	Organisational Engagement variables associated with PC2	OE8, OE9

Considering the Organisational Engagement defined dimensions on the existing UWES-9 literature, it could be expected that this analysis of Principal Components would be forced into Absorption, Dedication and Vigour. However, differing from the expected and not letting this analysis be conditioned by the literature, analysing the specificities of this research and its data, the Principal Components extracted differed from the established ones.

Notwithstanding, if forced into the three dimensions already defined in the literature, the Cronbach's Alpha would also assume satisfactory values, that is, the variables would continue to be strongly correlated. Nevertheless, to ensure the statistical analysis' suitability, considering that this research's goal lays on the Organisational Engagement variable as a whole and not in its specific dimensions, the two PC extracted were the ones considered for the study's continuity. Considering the defined dimensions nomenclature, similar names were adopted to classify PC1 and PC2, being always referred to the "related" association, allowing thus its differentiation from the original dimensions from which they obtained their name.

4.2.3) Company A: People Management Best Practices

To check the existence of correlation within the original variables in the sample, the KMO test was performed, registering a value of 0,839, which allowed the confirmation of the referred correlation. In Bartlett's test, the null hypothesis (H0) was rejected, leading to the conclusion of the existence of a significant correlation between the original variables in the population ($Bartlett_{(45)}$ = 224,726; Sig = 0,000). Due to the tests' adequacy, the analysis was continued (Table 4.7). In addition, all communalities registered values above 0,5, and the correlation matrix also presented suitable values (Table A.4.25 and Table A.4.26 in Annexes).

Table 4.7: KMO and Bartlett's Test for PMBP – Company A
SPSS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,839
Bartlett's Test of Sphericity	Approx. Chi-Square	224,726
	df	45
	Sig.	,000

Laying on the total variance explained method and on the scree plot, three PCs with a 70,420% of explained variance (Table A.4.27 in Annexes) were extracted. In this specific PCA, it is pertinent to point out that the original variable PMBP7_Recoded "My organisation does not have a defined career progression plan for me" was excluded from the analysis due to a registered communality value of 0,376 (< 0,5). The option which allowed all original variables to register a communality value > 0,5 was the extraction of four PC. However, this alternative addressed a solution where PC4 was constituted only by a single original variable, which does

not provide a satisfactory PCA's result. The need for this exclusion could be explained by a misunderstanding on the comprehension of the variable, from Company A's sample, since the variable was formulated as a negative sentence.

The PCs were rotated by both Varimax and Quartimax methods, and following the PC identification and extraction, a Cronbach's Alpha validation was conducted (from Table A.4.32 to Table A.4.34 in Annexes) to allow a valid PCs construction. When analysing the case of PC3, even if noted a value of 0,527, the analysis was continued due to its proximity to the expected value. Furthermore, among the possible explanations for this occurrence, the reduced number of presented original variables in the PC can be pointed out. It is likewise interesting to note that for Company A's reality, from a statistical point of view, the PMBP variable are associated in a different way among them than they are for the General Population reality.

Table 4.8: Principal Components Resume for PMBP – Company A
Personal Elaboration

Principal Component (PC)	PC Characterisation Nomenclature	PC Label	PC Label Legend	Associated Original Variables
PC1	**Benefits and Clear Procedures (IV)**	BPA1	PMBP variables associated with PC1	PMBP_1; PMBP_4; PMBP_8; PMBP_9; PMBP_10
PC2	**Sense of Transparency (IV)**	BPA2	PMBP variables associated with PC2	PMBP_3; PMBP_6; PMBP_11
PC3	**Belonging and Autonomy (IV)**	BPA3	PMBP variables associated with PC3	PMBP_2; PMBP_5

4.2.4) Company A: Organisational Engagement

It was lastly conducted a PCA for the Organisational Engagement dimension in Company A. In this analysis, a KMO = 0,840 and a $Bartlett_{(28)}$ = 313,802; Sig = 0,000 were registered, allowing thus to conclude the existence of correlation within the original variables, both in the sample and in the population (Table 4.9). All communalities' values were > 0,5 (Table A.4.39 in Annexes).

Table 4.9: KMO and Bartlett's Test for OE – Company A
SPSS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,840
Bartlett's Test of Sphericity	Approx. Chi-Square	313,802
	df	28
	Sig.	,000

It is also important to highlight that, to achieve a suitable correlation matrix, exclusively with positive values, the original variable OE8, "I am immersed in my work", was excluded from this specific analysis, letting the analysis with the remaining eight relevant original variables. This occurrence might be explained by a comprehension misunderstanding, from the

sample, due to either the applied vocabulary or a loss of meaning in the translated version of UWES-9. In addition, following both the total variance explained method and the scree plot analysis, two PC were extracted with 77,565% of cumulative explained variance (Table A.4.41 in Annexes), and both were rotated with the usage of the Varimax method. Cronbach's Alpha registered values > 0,6 for PC1 and PC2 (Table A.4.45 and Table A.4.46 in Annexes), allowing thus the corresponding items to be constructed. Similar to the PMBP reality, in the OE variable, it is interesting to highlight that the PC association and extraction presented different values for Company A's reality and for the General Population reality.

Table 4.10: Principal Components Resume for OE – Company A
Personal elaboration

Principal Component (PC)	PC Characterisation Nomenclature	PC Label	PC Label Legend	Associated Original Variables
PC1	**Vigour and Absorption Related (DV)**	OEA1	Organisational Engagement variables associated with PC1	OE1, OE2, OE3, OE5, OE6
PC2	**Dedication Related (DV)**	OEA2	Organisational Engagement variables associated with PC2	OE4; OE7, OE9

As mentioned for the General Population analysis, even if differing from the dimensions previously defined in UWES-9 literature (Schaufeli and Bakker, 2004), to ensure this statistical analysis suitability, the two PCs extracted were the ones considered for this study's continuity, since the goal stays in the analysis of the OE variable as a whole and not in its defined dimensions. Likewise, considering the defined dimensions nomenclature, similar names were adopted to classify PC1 and PC2, being always referred the only "related" association.

4.3) People Management Best Practices Registered Influence on Organisatioanl Engagement

Based on the previous section's results, a Multiple Linear Regression Analysis was conducted, to attest Hypothesis 1 confirmation. This analysis intended to verify the direct impact that PMBP (IV or predictor variable) might have in OE (DV or criterion variable), that is, to verify the extension to which the independent variable is capable of predicting the dependent variable.

The IV will be represented, in two scenarios, by the three PCs extracted for the General Population reality and also by the three PCs extracted for Company A, while the DV will be explained by the two extracted PCs, which also differ from the General Population to Company A. The analyses were performed in two perspectives, being firstly verified the impact of the

three PMBP PCs in the first OE PC and then the same analysis was conducted for the second OE PC, in both samples.

Additionally, in order to validate the Multiple Linear Regression Model (MLRM) for the conducted analyses, all required assumptions were verified, which were: the existence of a linear relationship between independent variables, residual's normality with mean zero and constant variance and the inexistence of multicollinearity, by TOL and VIF (Field, 2009).

4.3.1) General Population Analysis

a) Independent Variables: BP1, BP2, BP3; Dependent Variable: OEE1

For this first conducted analysis, the residuals normality was confirmed with a Kolmogorov-Smirnov (K-S) test sig = 0,200 > α= 0,05 (Table A.5.5 in Annexes), allowing the rejection of H0 (H0 = Residuals have Normal distribution; H1: Residuals do not have Normal distribution). The residuals mean zero was also confirmed by the Residuals Statistics table. In addition, residuals constant variance was checked by verifying a random-looking scatterplot, where the majority of points are mainly around zero. The multicollinearity assumption was possible to be verified by a TOL > 0,1 and a VIF < 10 (Table A.5.4 in Annexes) in all independent variables.

The Pearson's correlation table registered a moderate linear correlation (+0,554) between BP1 and OEE1 variables, a moderate low correlation (+0,384) between BP2 and OEE1 variables and also a moderate low correlation (+0,368) between BP3 and OEE1 variables (Table A.5.1 in Annexes). The Coefficient of Determination (R^2) registered a value of 0,323 (Table 4.11), proving that predictors variables account for 32,3% of the variance of the Vigour and Dedication Related variables, through the MLRM (Vicente and Cardoso, 2019).

Table 4.11: Model Summary for BP1, BP2, BP3 and OEE1
Linear Regression Analysis – General Population
SPSS

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,568[a]	,323	,315	,89874

a. Predictors: (Constant), Progression_Development, Benefits_Programmes, Transparency_Belonging_Autonomy

b. Dependent Variable: Vigour_Dedication_Related

That said, the model's validity was assessed by the ANOVA's table analysis, since sig = 0,000 < α= 0,05 (Table A.5.2 in Annexes), allowing the rejection of H0 (H0: $\beta 1 = \beta 2 = \beta 3 = 0$; $H1$: $\exists\ \beta i \neq 0$, i=1, …, 3) and the conclusion of a valid linear relationship, or in other words, the independent variables are useful to explain the OEE1 variable and should be kept in the model. The overall regression model was significant in F(3,265) = 42,051; α < 0,05.

Finally, by the analysis of the model's Coefficients (Table A.5.4 in Annexes), it was verified that the coefficient of Sense of Organisational Transparency, Belonging and Autonomy variables is significantly different from zero (sig = 0,000 < α= 0,05), while the coefficients of Recognition of Benefits and Advantageous Programmes variables (sig = 0,105 < α= 0,05) and of Career Progression and Development Opportunities variable (sig = 0,141 < α= 0,05), do not reveal values significantly different from zero. Therefore, it is possible to infer that BP1 does have a prediction effect on OEE1, while BP2 and BP3 do not gather the necessary significance to be considered as valid predictors of OEE1 in the General Population.

Following the stated result, to verify if the significance levels and remaining results would continue to register equal values, a Stepwise Regression Analysis was conducted, allowing the automatic exclusion of all non-significant IVs, to identify the most suitable regression model.

The obtained results allowed the reinforcement of the LMRM verifications, where BP1 was the only IV with a significant prediction value, accounting for 30,7% of total variance explained of the Vigour and Dedication Related variable (Table 4.12). The model was significant in F(1,267) = 118,294; α < 0,05. The BP2 and BP3 variables were automatically excluded from Stepwise's analysis due to its non-significant capacity to predict OEE1.

Table 4.12: Model Summary for BP1, BP2, BP3 and OEE1
Stepwise Regression Analysis – General Population
SPSS

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,554[a]	,307	,304	,90555

a. Predictors: (Constant), Transparency_Belonging_Autonomy

b. Dependent Variable: Vigour_Dedication_Related

b) Independent Variables: BP1, BP2, BP3; Dependent Variable: OEE2

To confim IV's capacity of prediction of OEE2, all assumptions were likewise checked, allowing the analysis continuation. In this case, residuals normality was confirmed by the K-S test considering a α= 0,01 (Table A.5.13 in Annexes), due to a stated sig = 0,015, being even stricter and thus allowing a more appropriated analysis, following Vicente and Cardoso (2019) and Tenny and Abdelgawad (2021). The non-multicollinearity assumption was verified by the TOL and VIF analysis and the residuals mean zero assumption. (Table A.5.12 in Annexes). The overall regression model was considered significant in F(3,265) = 11,823; α < 0,05.

The Pearson's correlation table registered a moderate low linear correlation (+0,305) between BP1 and OEE2, a low linear correlation (+0,294) between BP2 and OEE2 and a low linear correlation (+0,216) between BP3 and OEE2. By the R^2 analysis (Table 4.13), through

the MLRM, the predictor variables allowed an explanation of 11,8% of the variance of the Absorption related variable. Furthermore, the model's validity was assessed by a sig = 0,000 < α= 0,05, allowing the conclusion of a significant overall regression model.

Table 4.13: Model Summary for BP1, BP2, BP3 and OEE2
Linear Regression Analysis – General Population
SPSS

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,344[a]	,118	,108	1,14191

a. Predictors: (Constant), Benefits_Programmes, Progression_Development, Transparency_Belonging_Autonomy

b. Dependent Variable: Absorption_Related

Interpreting the model's Coefficients (Table A.5.12 in Annexes), the Sense of Organisational Transparency, Belonging and Autonomy (sig = 0,012 < α= 0,05), and the Recognition of Benefits and Advantageous Programmes (sig = 0,014 < α= 0,05), revealed as being Absorption related predictors, while Career Progression and Development Opportunities (sig = 0,525 < α= 0,05), did not manifest a significant influence on the Absorption related variables. The variable BP1 showed a higher predictive capacity of OE2 (β=0,189, α < 0,05).

To analyse OEE2 variables significant predictors, a Stepwise Regression Analysis was also conducted. The obtained results allowed the reinforcement of the LMRM verifications, where BP1 and BP2 registered a significant prediction capacity of OEE2, accounting for 11,0% of total variance explained of the Absorption Related variable (Table 4.14). The model was significant in F(2,266) = 17,571; α < 0,05. The BP3 variables were automatically excluded from the analysis, being thus possible to verify its non-significant capacity to predict the DV.

Table 4.14: Model Summary for BP1, BP2, BP3 and OEE2
Stepwise Regression Analysis – General Population
SPSS

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,305[a]	,093	,090	1,15353
2	,342[b]	,117	,110	1,14063

a. Predictors: (Constant), Transparency_Belonging_Autonomy

b. Predictors: (Constant), Transparency_Belonging_Autonomy, Benefits_Programmes

c. Dependent Variable: Absorption_Related

4.3.2) Company A Analysis

a) Independent Variables: BPA1, BPA2, BPA3; Dependent Variable: OEA1

For the Company A MLRM analysis, it might be pertinent to reinforce that the PMBP and OE PCs register different dimensions associations among them, from those registered for the

General Population reality. As IVs, it was considered BPA1, BPA2 and BPA3, and as DPs it was considered OEA1 and OEA2. As in the General Population analysis, all IVs prediction capacity was firstly analysed in OEA1 and then in OEA2, separately.

Afterwards, a MLRM for all IVs and OEA1 was conducted. The model revealed the existence of a linear relationship between IVs (Table A.5.21 in Annexes), by the K-S test (sig = 0,200 > α= 0,05), and confirmed the residual's normality with zero mean and the inexistence of multicollinearity: TOL and VIF values (Table A.5.20 in Annexes). The overall regression model was considered as being significant in F(3,46) = 13,589; α < 0,05.

By the Pearson's correlation values (Table A.5.17 in Annexes), the association between BPA1 and OEA1 was registered as being a high linear correlation (+0,630), BPA2 and OEA1 registered a moderate linear correlation (+0,579), and it was also possible to register a moderate linear correlation (+0,491) between BP3 and OEA1.

By the R^2 analysis(Table 4.15), it was infered that the predictor's variables explained 47,0% of the Vigour and Absorption Related variable variance. Furthermore, the model's validity was confirmed by the ANOVA's (Table A.5.18 in Annexes) results (sig = 0,000 < α = 0,05).

Table 4.15: Model Summary for BPA1, BPA2, BPA3 and OEA1
Linear Regression Analysis – Company A
SPSS

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,685[a]	,470	,435	,72754

a. Predictors: (Constant), Belonging_Autonomy, Sense_Transparency, Benefits_ClearProcedures

b. Dependent Variable: Vigour_Absorption_Related

Additionally, it was determined the existence of a significant prediction effect for Benefits and Clear Procedures (sig = 0.010 < α= 0.05) in OEA1, while it was possible to conclude that Sense of Transparency (sig = 0,079 > α= 0,05) and Belonging and Autonomy (sig = 0,240 > α= 0,000) did not manifest a significant prediction capacity for OEA1 (Table A.5.20 in Annexes).

Nevertheless, by the conduction of the Stepwise Regression Analysis, the BPA2 variable was also included in the model, in addition to BPA1. Considering both IVs as significant predictors of OEA1, a total of 45,4% of the variance can be explained (Table 4.16). The model is significant in F(2,47) = 19,503; α < 0,05. Nonetheless, in both regression analysis, the BP3 variable was not considered a relevant or significant predictor of OEE1, being thus automatically excluded from the model (Table A.5.25 in Annexes).

Table 4.16: Model Summary for BPA1, BPA2, BPA3 and OEA1
Stepwise Regression Analysis – Company A
SPSS

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,630[a]	,397	,385	,75950
2	,673[b]	,454	,430	,73075

a. Predictors: (Constant), Benefits_ClearProcedures

b. Predictors: (Constant), Benefits_ClearProcedures, Sense_Transparency

c. Dependent Variable: Vigour_Absorption_Related

b) Independent Variables: BPA1, BPA2, BPA3; Dependent Variable: OEA2

In the MLRM applied for OEA2, all required assumptions were also confirmed: a linear relationship existence between IVs (Table A.5.29 in Annexes) by the K-S test (sig = 0,200 > α= 0,05); residual's normality with zero mean and the multicollinearity inexistence, by TOL and VIF values (Table A.5.30 in Annexes). The overall regression model was considered as significant in F(3,46) = 7,811; α < 0,05.

By the analysis of Pearson's correlation values, it was registered a moderate linear correlation (+0,469) between BPA1 and OEA2, a moderate linear correlation (+0,546) between BPA2 and OEA2 and also a moderate linear correlation (+0,414) between BP3 and OEA2.

Following the R^2 analysis (Table 4.17), it was possible to infer that the predictor variables allow to explain 33,7% of the Dedication related variable variance, through the MLRM. Additionally, the model's validity was assessed by the ANOVA's table (sig = 0,000 < α= 0,05), allowing the conclusion of a valid linear relationship (Table A.5.27 in Annexes).

Table 4.17: Model Summary for BPA1, BPA2, BPA3 and OEA2
Linear Regression Analysis – Company A
SPSS

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,581[a]	,337	,294	,72451

a. Predictors: (Constant), Belonging_Autonomy, Sense_Transparency, Benefits_ClearProcedures

b. Dependent Variable: Dedication_Related

With the model's Coefficients analysis, it was concluded that there is a significant influence effect of Sense of Transparency on the Dedication Related variables (sig = 0,024 < α= 0,05), while it was also possible to infer that Benefits and Clear Procedures (sig = 0,315 > α= 0,05) and Belonging and Autonomy (sig = 0,355 > α= 0,05), did not represent a significant prediction effect for Dedication Related variables (Table A.5.30 in Annexes).

The Stepwise Regression Analysis allowed the confirmation of the LMRM results, where BPA1 and BPA3 were identified as being IVs with a non-significant prediction capacity of OEA2. On the other hand, BPA2 was verified as an IV with a significant impact on OEA2,

accounting for 29,8% of the total variance explained (Table 4.18). The model was significant in $F(1,48) = 20,384$; $\alpha < 0,05$. The BP1 and BP3 variables were automatically excluded from the analysis (Table A.5.33 in Annexes).

Table 4.18: Model Summary for BPA1, BPA2, BPA3 and OEA2
Stepwise Regression Analysis – Company A
SPSS

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,546[a]	,298	,283	,73005

a. Predictors: (Constant), Sense_Transparency

b. Dependent Variable: Dedication_Related

By drawing the above stated, Hypothesis 1 was partially validated for both General Population and Company A realities: 1) For the General Population, a positive influence relationship between PMBP and OE was verified, explained by the Sense of Organisational Transparency, Belonging and Autonomy for the Vigour and Dedication Related variable. Moreover, another positive influence relationship was verified for the General Population, explained by the Sense of Organisational Transparency, Belonging and Autonomy and by the Recognition of Benefits and Advantageous Programmes for the Absorption Related variables; 2) On the other hand, for Company A reality, it was possible to verify two different positive influence relationships. Following a Stepwise Regression Analysis, the first one is explained by both Benefits and Clear Procedures existence and Sense of Transparency, for the Vigour and Absorption Related variable. Nonetheless, the Benefits and Clear Procedures variable explains most of the influence. In turn, the second one can be explained by the Sense of Transparency, in the organisation, for the Dedication Related variable.

Those results are thus relatively aligned with the study of Silvaggi, et al. (2019), where the relationship between People Management practices and employee's mental health is highlighted as relevant. Moreover, Carneiro (2016) also referred to the importance of the implementation of satisfactory organisational practices in order to prevent negative consequences for companies, originated by the incapacity of meeting employees' necessities.

Additionally, the study of Junne, et al. (2018) is also reinforced by these results, due to the confirmation of relevance of People Management on the development and implementation of prevention programs for work related stress and mental health disorders. That is, as confirmed by Rao, et al. (2020), this research supports HRM importance to achieve greater employees' mental health levels, carrer satisfaction, higher performance and individual's retention capacity, by the increase of Organisational Engagement and continuous investment in training programs.

4.4) Association Between People Management Best Practices Recognition and Lower Organisational Engagement Levels

To verify the possible confirmation of Hypothesis 2, an Independent-Sample T-Test was performed, allowing the comparison of two independent groups: 1) Individuals who recognise the existence or application of PMBP, at their organisation and 2) Those who do not recognise the existence or application of PMBP, at their organisation. The usage of a Parametric Test is validated by the Central Limit Theorem (CLT) since in both samples (General Population and Company A), was verified a satisfactory large dimension of individuals ($n \geq 30$).

Before applying the Independent Sample T-Test, all PCs constituting the PBMP variable (IV), both for the General Population and Company A realities, were recoded to allow the distinction between the recognition of PMBP or its inexistence for each individual. All individuals who scored a value between 0 and 3,99 in a certain PC were associated with the label "Low PMBP". On the other side, all individuals who likewise scored a value between 4 and 7 in a certain PC were, in turn, associated with the "Medium or High PMBP" label. The categorisation was performed according to the correspondent Seven-point Linkert scale used.

After this categorisation, the analyses were performed for the two different OE PCs, as known, differently associated for both samples' realities.

4.4.1) General Population Analysis

As is possible to analyse from Table A.6.1 to Table A.6.3 in Annexes, for BP1, only 17,1% of individuals were associated with a Low PMBP recognition, against 82,9% of individuals with a Medium or High PMBP association. However, this percentages difference is smaller for the remaining PCs since it was registered 46,1% of individuals with Low PMBP recognition in BP2 and 36,8% of Low PMBP recognition in BP3.

Verifying the equality of means of each PMBP PC, it was confirmed, by the analysis of Table 4.19, the existing difference of means between individuals who recognise the BP1, in their organisation, from the ones who do not recognise BP1 for both Vigour and Dedication Related variables [$t(267) = -6{,}528$; $\alpha = 0{,}000$] and Absorption Related variables [$t(267) = -3{,}024$; $\alpha = 0{,}003$], rejecting thus H0. Moreover, by the analysis of Table 4.20, H0 was also rejected, thus confirming the difference of means between individuals who recognise the BP2, in their organisation, from the ones who do not recognise BP2, for both OEE1 [$t(267) = -5{,}940$; $\alpha = 0{,}000$] and OEE2 [$t(267) = -4{,}316$; $\alpha = 0{,}000$]. Additionally, by the analysis of Table 4.21, H0 was rejected, confirming the existence of different means between individuals who

recognise the BP3, in their organisation, from the ones who do not recognise BP3, in both OEE1 variable [t(267) = -6,185; α = 0,000] and OEE2 variable [t(267) = -4,023; α = 0,000].

Table 4.19: Independent Sample T Test for BP1 – General Population
SPSS

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Vigour_Dedication_Related	Equal variances assumed	,013	,908	-6,528	267	,000	-1,06786	,16358	-1,38994	-,74578
	Equal variances not assumed			-6,565	65,288	,000	-1,06786	,16265	-1,39268	-,74305
Absorption_Related	Equal variances assumed	,794	,374	-3,024	267	,003	-,58325	,19289	-,96303	-,20347
	Equal variances not assumed			-2,819	60,919	,006	-,58325	,20689	-,99696	-,16955

Table 4.20: Independent Sample T Test for BP2 – General Population
SPSS

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Vigour_Dedication_Related	Equal variances assumed	2,312	,130	-5,940	267	,000	-,74278	,12505	-,98899	-,49657
	Equal variances not assumed			-5,870	244,123	,000	-,74278	,12654	-,99203	-,49353
Absorption_Related	Equal variances assumed	1,029	,311	-4,316	267	,000	-,61827	,14326	-,90033	-,33622
	Equal variances not assumed			-4,282	250,661	,000	-,61827	,14437	-,90261	-,33393

Table 4.21: Independent Sample T Test for BP3 – General Population
SPSS

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Vigour_Dedication_Related	Equal variances assumed	,396	,530	-6,185	267	,000	-,79555	,12862	-1,04879	-,54231
	Equal variances not assumed			-6,095	195,949	,000	-,79555	,13052	-1,05295	-,53816
Absorption_Related	Equal variances assumed	,002	,963	-4,023	267	,000	-,59831	,14871	-,89109	-,30552
	Equal variances not assumed			-4,001	201,586	,000	-,59831	,14953	-,89315	-,30347

Following that line of reasoning, Hypothesis 2 H0 was totally confirmed, in all PMBP dimensions, for the General Population reality, being possible to state that, in the sample, individuals who do recognise the existence and application of PMBP register higher levels of Organisational Engagement. This result is aligned with Florea (2014) and Carneiro (2016), for whom the investment in organisational good People Management practices is directly linked with achieving higher organisational performance and engagement levels.

4.4.2) Company A Analysis

When analysing Company A's reality, from Table A.6.4 to Table A.6.6 in Annexes, it is possible to verify that for all PMBP PCs, the frequency of individuals who were associated with a Low PMBP recognition was lower, when in comparison with the General Population reality (BPA1 = 12%; BPA2 = 6%; BPA3 = 4%).

For the verification of equality of means of each PMBP PC, it was not possible to confirm the existence of different means between individuals who recognise BPA1 and the ones who do not recognise BPA1 for Vigour and Absorption Related variables [t(48) = -1,744; α = 0,088], not rejecting H0. The confirmation was, in turn, possible for the Dedication Related variables [t(48) = -2,947; α = 0,005] (Table 4.22), rejecting thus H0. Moreover, by the analysis of Table 4.23, H0 was also not rejected for OEA2, thus rejecting the difference of means between individuals who recognise the BPA2, from the ones who do not recognise BPA2 [t(48) = -1,535; α = 0,131]. H0 was however rejected for OEA1 [t(48) = -4,864; α = 0,006], allowing the confirmation of different means for individuals who recognise BPA2, from the ones who do not recognise BPA2. Additionally, by the analysis of Table 4.24, H0 was not rejected for both OEA1 [t(48) = -0,766; α = 0,447] and OEA2 [t(48) = -0,755; α = 0,454], thus rejecting the existence of different means between individuals who do and who do not recognise BPA3.

Table 4.22: Independent Sample T Test for BPA1 – Company A
SPSS

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedication_Related	Equal variances assumed	2,146	,149	-1,744	48	,088	-,64141	,36775	-1,38082	,09799
	Equal variances not assumed			-2,387	8,534	,042	-,64141	,26867	-1,25428	-,02854
Vigour_Absorption_Related	Equal variances assumed	,494	,486	-2,947	48	,005	-1,15455	,39172	-1,94215	-,36694
	Equal variances not assumed			-2,214	5,665	,071	-1,15455	,52138	-2,44886	,13977

Table 4.23: Independent Sample T Test for BPA2 – Company A
SPSS

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedication_Related	Equal variances assumed	1,454	,234	-1,535	48	,131	-,77778	,50661	-1,79639	,24083
	Equal variances not assumed			-2,432	2,796	,099	-,77778	,31976	-1,83881	,28325
Vigour_Absorption_Related	Equal variances assumed	3,533	,066	-2,864	48	,006	-1,54184	,53830	-2,62417	-,45951
	Equal variances not assumed			-1,537	2,063	,260	-1,54184	1,00325	-5,73536	2,65167

Table 4.24: Independent Sample T Test for BPA3 – Company A
SPSS

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Dedication_Related	Equal variances assumed	,135	,715	-,755	48	,454	-,47222	,62516	-1,72919	,78475
	Equal variances not assumed			-,561	1,045	,672	-,47222	,84249	-10,15344	9,20899
Vigour_Absorption_Related	Equal variances assumed	,145	,705	-,766	48	,447	-,53750	,70166	-1,94828	,87328
	Equal variances not assumed			-,872	1,113	,531	-,53750	,61627	-6,71902	5,64402

According to the aforementioned verification, Hypothesis 2 H0 was partially confirmed, for Company A's reality, that is, it was validated for BPA1 association with the Dedication Related variables and BPA2 association with Vigour and Absorption Related variables. For all

the remaining association, Hypothesis 2 H0 was rejected, thus not being completely possible to infer that, in the sample, those who do recognise the existence and application of PMBP register higher levels of Organisational Engagement. Therefore, for this specific reality, the results are just moderately aligned with Rao, et al. (2020) or Silvaggi, et al. (2019), since the correlation of PMBP with the increase engagement levels was not totally verified in all dimensions, being not completely possible to associate PMBP with positive organisational outcomes.

4.5) Organisational Engagement Registered Levels During COVID-19 Pandemic

In order to verify the validation of this study's Third Hypothesis, both One Sample T-Test and a Means Analysis Test were conducted. The UWES-9 total values, shared by Schaufeli and Bakker (2004), were considered as expectable pattern values in the scale's application for Other Languages and Group Norms. Thus, as pattern values, the following were considered: Mean = 4,05; Standard Deviation = 1,19; Standard Error = 0,01. Moreover, it might also be pertinent to reinforce that the "Total Values" patterns there were considered, since this research's goal is to comprehend and analyse OE as a whole and not in its specific dimensions.

The hypothesis was also tested for both General Population and Company A, separately. Furthermore, it is relevant to highlight that, since this research was not equally performed on a pre-COVID-19 reality, the analysis will just contemplate the classification of the values as being above or below the ones defined as the standard ones, in a non-pandemic situation reality, allowing the consequent inference of the COVID-19 pandemic influence.

4.5.1) General Population Analysis

By the analysis of Table 4.25, it was verified the registration of a Mean = 3,72 for the Vigour and Dedication Related variables and a Mean = 3,64 for the Absorption Related variables for the General Population sample's reality. With this Means Analysis test, it was possible to state that both dimensions account for a lower OE level compared to the pattern value defined by Schaufeli and Bakker (2004). Moreover, it was verified a lower Standard Deviation value for Vigour and Dedication Related variables (1,086), being, in turn, registered a slightly higher value for the Absorption Related variables (1,209). Additionally, the values for the Standard Error were higher in both OE related dimensions (OEE1 = 0,066; OEE2 = 0,074).

Nevertheless, for OEE1, Table A.7.1 and Table A.7.2 in Annexes shows that almost half of the sample's individuals (43,5%) have a mean score of either 5 "Very Often" or 6 "Always".

As such, it is possible to infer that most individuals scored high values on OE, against 4,8% of individuals who reported those feelings to occur "Never" or "Almost never" for the OEE1. For the OEE2 reality, it was possible to register a percentage of 45,4% of individuals who reported the existence of related feelings either 5 "Very Often" or 6 "Always", and 6% recognised to register those feeling either "Never" or "Almost Never", for OEE2.

With the above stated, for the General Population, it is possible to confirm that the H0 on Hypothesis 3 was then not rejected, being thus possible to infer the registration of low levels of engagement during the COVID-19 pandemic situation, when in comparison with the pattern UWES-9 defined values (Schaufeli and Bakker, 2004). Moreover the performed One-Sample T-Test, for both dimensions [OEE1: $t(268) = -4{,}945$; $\alpha = 0{,}00$; OEE2: $t(268) = -5{,}620$; $\alpha = 0{,}00$], allowed the rejection of H0 and thus the conclusion that, in the population, the OE's Mean value is not equal to 4,05, representing thus a lower level (Table A.7.3 in Annexes).

Those inferences are in line with Hiremath, et al. (2020) and Rajkumar (2020) since both authors warn for the consequences of the COVID-19 pandemic for the general and organisational mental health levels decrease.

Table 4.25: One Sample T Test for OEE1 and OEE2 – General Population SPSS

Report

	Vigour and Dedication Related	Absorption Related
Mean	3,72	3,64
N	269	269
Std. Deviation	1,086	1,209
Std. Error of Mean	,066	,074
Minimum	0	0
Maximum	6	6

4.4.3) Company A Analysis

For Company A, there were registered values of Mean = 4,116 for the Vigour and Absorption Related variables and a Mean = 4,287 for the Dedication Related variables (Table 4.26). Those results allow to infer that both dimensions account for higher OE values, even if those values are just slightly higher, compared with the pattern value defined by Schaufeli and Bakker (2004). Additionally, a lower Standard Deviation value was verified for both OEA1 (0,968) and for OEA2 (0,862). Furthermore, the values for the Standard Error were also higher in both OE related dimensions (OEA1 = 0,137; OEA2 = 0,122).

Nevertheless, Table A.7.4 and Table A.7.5 in Annexes shows that most of Company A's employees have a mean score of either 5 "Very Often" or 6 "Always" on both OE dimensions (OEA1 = 58%; OEA2 = 68%), stressing the high values on OE dimensions, as being dominant.

That way, for Company A, the H0 on the proposed Hypothesis 3 was rejected, allowing the inference of slightly higher levels of OE during the COVID-19 pandemic compared with the

pattern UWES-9 defined values (Schaufeli and Bakker, 2004). However, by the analysis of the One-Sample T-Test, for both dimensions [OEA1: t(49) = 0,482; α = 0,632; OEA2: t(49) = 1,940; α = 0,058], it was possible to do not reject H0 and consequently conclude that, even if recorded higher values in OEA1 and OEA2, statistically, in the population, the OE's Mean value is not significantly different from the Mean = 4,0 (Table A.7.6 in Annexes).

In accordance with Carnevale and Hatak (2020), these results can be explained by the already performed adaptation and reinvention of Company A's management policies to the current pandemic and its associated HRM challenges for managers.

Table 4.26: One Sample T Test for OEA1 and OEA2 – Company A SPSS

Report

	Vigour and Absorption Related	Dedication Related
Mean	4,1160	4,2867
N	50	50
Std. Deviation	,96814	,86244
Std. Error of Mean	,13692	,12197
Maximum	6,00	6,00
Minimum	,80	2,33

4.6) Organisational Engagement Levels Comparison Between General Population and Company A Realities

Following the initial separation of the data analysis on a General Population perspective and on a Company A perspective, Hypothesis 4 ended up being responded to along the analysis.

Notwithstanding, in order to highlight the main results, in Company A, it was possible to register a Mean = 4,116 for the Vigour and Absorption Related variables and a Mean = 4,287 for the Dedication Related variables, which accounted for higher values than the Mean = 3,721 for the Vigour and Dedication Related variables and the Mean = 3,636 for the Absorption Related variables, for the General Population sample's reality.

Moreover, it is important to point out that, for Company A, the registered results were influenced by the Sense of Transparency, in the organisation, for the Vigour and Absorption Related variables and by both Benefits and Clear Procedures existence and Sense of Transparency for the Dedication Related variables. Therefore, it was possible to affirm the hypothesis' validation, that is, H0 was not rejected. Higher values on the OE variable (DV), influenced by PMBP (IV), on the chosen HR Consulting Firm (Company A) were registered. This conclusion is interesting to be analysed, bearing in mind the area of activity of Company A (HRM), compared to a general view where non-specified areas are included.

CHAPTER 5

Conclusions

Aiming to infer the possible relevance and impact of PMBP, in an organisational context, on the preservation of Employee's Mental Health, under an Organisational Engagement variable, on a COVID-19 influence perspective, the present study was conducted.

Considering the four distinctive research's hypotheses and its respective validation or rejection, it was possible to obtain a scientifically aligned answer to the study's initial three research questions. Clear evidence regarding the specific People Management Best Practices that have highly impacted the Organisational Engagement of the Portuguese adult working population, in the Portuguese territory, in the last calendar year was provided.

This analysis was conducted from a General Population perspective and from a specific HR Consulting Firm (Company A) perspective, where the previously defined goal was achieved, as stated by the conclusions presented below. The research's results can be interestingly analysed as representative of the general Portuguese organisational realities, since for both General Population and Company A perspectives, the majority of respondents have been working in the same company, during the year where the COVID-19 pandemic emerged in the Portuguese territory, that is, their inputs are mostly related to a single company practices and procedures. Moreover, with a sample of 269 individuals for the General Population and a sample of 50 individuals for Company A, the obtained results, related with both samples, can be considered as interesting representations of the expected overall population reality. Company A's sample account for 20% of the organisation's number of Portuguese employees.

It might be pertinent to reinforce that PMBP and OE were divided for General Population and Company A in different dimensions. For the General Population, PMBP were associated in 1) Sense of organisational transparency, belonging and autonomy; 2) Recognition of benefits and advantageous programmes; 3) Career progression and development opportunities, while Organisational Engagement dimensions were 1) Vigour and Dedication Related; 2) Absorption Related. For Company A, PMBP were associated in 1) Benefits and Clear Procedures; 2) Sense of Transparency; 3) Belonging and Autonomy, while OE was associated in 1) Vigour and Absorption Related; 2) Dedication Related.

In the present research, the influence of PMBP on the preservation of employee's mental health, based on the OE variable perspective, was confirmed for the General Population for the dimensions: a) Sense of Organisational Transparency, Belonging and Autonomy predicting the

Vigour and Dedication Related variable; b) Sense of Organisational Transparency, Belonging and Autonomy and the Recognition of Benefits and Advantageous Programmes predicting the Absorption Related variable. For Company A, this influence was also confirmed for: a) Sense of Transparency predicting the Vigour and Absorption Related variable; b) following a Stepwise Regression Analysis, for benefits and Clear Procedures and Sense of Transparency predicting the Dedication Related variable. These results add, thus, information to Ibrahim, et al. (2020) and Carneiro (2016), confirming the relevance of PMBP to one's mental health disorders avoidance due to the prediction capacity of PMBP for a certain related OE dimension.

Moreover, it was registered a total association, in the General Population, between the recognition of PMBP and the registration of high OE levels. For Company A, this association was strictly verified for recognising Benefits and Clear Procedures with the Dedication Related variable; and recognising Sense of Transparency with the Vigour and Absorption Related variable. Adding to Rao, et al. (2020), the consequent increase of OE levels, by the recognition of PMBP, is a theme of high significance since OE accounts for a vast impact in one's satisfaction throughout their careers, thus being protective of burnout appearance and able to manage burnout levels. Nevertheless, following Weiner (2018) cited by Morcos (2018), each organisational reality and culture is unique and cannot be fully compared with any other.

For the General Population, lower levels of OE were verified, during the pandemic, compared with the standard UWES-9 values of Schaufeli and Bakker (2004). This reality might be related to direct consequences as the intention of withdrawal or absence from work (Darr, 2008; Johns, 2015; cited by Kuehnl et al., 2020). For Company A, those values, even if not lower, were also not statistically considered as higher than the UWES-9 values, being classified as statistically similar. Following that line of reasoning and agreeing with Torales, et al. (2020), the COVID-19 pandemic situation exacerbated, in general, organisational mental health issues, in this case, in the light of OE. This reality can be associated with the reduced access to the establishment of direct and presential contact with family, friends, colleagues and hierarchical superiors, which has the potential to increase one's feelings of loneliness and anxiety (Hiremath, 2020).

Adding to the above stated, higher levels of OE were verified, influenced by PMBP, in Company A compared with the General Population results. This evidence allows the conclusion of a faster and more efficient adaptation, from a company of the Human Resources area, in terms of applied HR practices and procedures, with the goal of achieving the preservation and increment of its employees' levels of mental health, on an OE variable perspective, under challenging conditions as a pandemic, when in comparison with the generality of Portuguese

organisations, operating in Portugal. In addition, by the information obtained from the Company's A Portuguese HR Manager, the organisation's applied procedures are, even if unconsciously, related with Neuromanagement's principles by using previously validated internal motivations and rewards systems. This register a direct impact on the achievement of superior organisational performance and higher OE levels and internal positive emotions (Teacu et al., 2020). Interestingly, even though recording significantly high OE levels, most of Company A's employees have considered a professional change, during the COVID-19 pandemic. Additionally, Company A's employees are fully aware of the importance of People Management practices since not even one individual associated those practices as not relevant.

In the General Population, most individuals revealed similar results, with most of them not effectively performing a professional change during the last calendar year but intending to do so. This reality is highly associated with Kristman, et al. (2019) research, being easily related to the existence of presenteeism and thus a potential productivity loss, as stated by Yang, et al. (2019). These results align with Maslach, et al. (2001), for whom the permanence of not committed employees, who consider a professional change, is related to presenteeism or absenteeism actions, accounting then for higher organisational costs due to their lack of productivity and absence of intention to apply their full potential, to help the organisation to succeed and develop.

People Management practices like Training and Development, Clear Communication Practices, Career Progression Plans and Bonus and Compensation Practices were classified as the most highly valued, by employees, by both samples. Therefore, the application of those practices is directly linked with the rise of OE levels which, in turn, is strictly associated with high employee's mental health levels. This results thus in an increase of organisational capacity to maintain its competitive advantage and registering a profit and results' growth, due to an increase of employee's organisational performance. This conclusion is aligned with Kristman, et al. (2019), reforcing those authors evidences and opening space to the prevision of upcoming unfavourable general economic consequences for Portuguese organisations.

Nevertheless, following the above stated, as all investigations, this study was also susceptible to some limitations. Regarding language diversification, from all individuals who selected the "English" option, only one response was considered as being valid, however due to the existence of responses from other nationalities rather than the Portuguese one, this can imply a loss of meaning in the translation from individuals whose native language is not Portuguese. Consequentelly, another identified limitation is the lack of diversity in terms of the sample's nationalities. Furthermore, it can be pointed out the reduced representativeness of the

overall adult working population in Portugal, due to the percentage of the collected number of answers against the number of individuals living and working in the country.

Moreover, the impossibility of collaboration with a Health Unit Area for statistically data gathering purposes and for the performance of an interview to the respective HR Manager can also be pointed out as a research limitation, due to the potential richer data collected on a health reality, during a pandemic outbreak, from an HRM view. Additionally, the direct HR Consulting Firm choice can be considered biased due to factors like the easiness of contact and previous knowledge of the company by the research's author, being traduced in a convenience sample. Therefore, it would be of high pertinence that, in future research, the stated limitations could be mitigated, increasing the study's pertinence and contributions capacity.

In addition, as suggestions of interest for future research and supporting Torales, et al. (2020), the possibility of application of the study to a Health Unit Area, allowing the gathering of experience of health professionals, who are in daily contact with the COVID-19 pandemic and its effects, would be of great interest, from a People Management perspective.

As another line for further research, the replication of this study comparing the General Population perspective with a broader set of companies, from different professional sectors, could also be beneficial to obtain a richer view. Moreover, a more profound exploration of new literature trends as Neuromanagement and Neuroleadership and its application to a practical research could allow the obtaining of richer and complementary conclusions. On the other hand, the deeper investigation of topics like Organisational Culture, Managerial Styles and Presenteeism could also represent an increased scientifical interest.

Following all of the above stated, since in the light of Odonkor and Frimpong (2020), Burnout and OE are highly negatively associated, this research's results allow the final conclusion that OE, influenced by PMBP, is capable of helping in the prevention and reduction of mental health issues, even if under unusual and unexcepted circumstances, as the case of the COVID-19 pandemic.

Therefore, this research reflects a considerable interest in theoretical and practical perspectives due to its contribution to the already existing literature. At the same time, it adds new information, allowing organisations to increase their sustainability and competitive advantage by applying adequate People Management tools, also openning the way for trendy topics as, per example, Neuromanagement. By the adherence to the impacting and analysed effect of PMBP as predictive of OE, companies will be able to preserve and increase the mental health levels of employees, at the same time that, they will be capable to maintain high profits and revenues levels.

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Annexes

Annexes Index

Annexe A – SPSS Analysis:

1) Initial Information and Respondents Validation – Descriptive Statistics

1.1) Selected Language

Table A.1.1: Selected Language Total Perspective
SPSS

Language

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Português/Portuguese	318	99,7	99,7	99,7
	English/Inglês	1	,3	,3	100,0
	Total	319	100,0	100,0	

1.2) Agreement to Participate

Table A.1.2: Agreement to Participate Total Perspective
SPSS

Agreeement To Participate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I do.	319	100,0	100,0	100,0

1.3) Work in Portugal during the last calendar year – Filter Question

(including not valid respondents' count)

Table A.1.3: Filter Question English
SPSS

Have you been working in Portugal, during the last calendar year?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I have.	2	,5	50,0	50,0
	No, I have not.	2	,5	50,0	100,0
	Total	4	,9	100,0	
Missing	System	436	99,1		
Total		440	100,0		

Table A.1.4: Filter Question Portuguese
SPSS

Tem estado a trabalhar em Portugal, durante o último ano civil?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim, tenho.	380	86,4	94,8	94,8
	Não, não tenho.	21	4,8	5,2	100,0
	Total	401	91,1	100,0	
Missing	System	39	8,9		
Total		440	100,0		

Table A.1.5: Valid Respondents Count
SPSS

Crosstabs Have you been working in Portugal, during the last calendar year? * Respondent Finished Survey					
			Respondent Finished Survey		Total
			False	True	
Have you been working in Portugal, during the last calendar year?	Yes, I have.	Count	62	319	381
		% in Have you been working in Portugal, during the last calendar year?	16,3%	83,7%	100,0%
		% in Finished	100,0%	93,3%	94,3%
		% Total	15,3%	79,0%	94,3%
	No, I have not.	Count	0	23	23
		% in Have you been working in Portugal, during the last calendar year?	0,0%	100,0%	100,0%
		% in Finished	0,0%	6,7%	5,7%
		% Total	0,0%	5,7%	5,7%
Total		Count	62	342	404
		% in Have you been working in Portugal, during the last calendar year?	15,3%	84,7%	100,0%
		% in Finished	100,0%	100,0%	100,0%
		% Total	15,3%	84,7%	100,0%

2) Demographic Information – Descriptive Statistics

2.1) Age Variable

Table A.2.1: Age Variable – Frequencies
SPSS

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	85	26,6	26,6	26,6
	26-35 years	67	21,0	21,0	47,6
	36-45 years	60	18,8	18,8	66,5
	46-55 years	78	24,5	24,5	90,9
	56-67 years	26	8,2	8,2	99,1
	>67 years	3	,9	,9	100,0
	Total	319	100,0	100,0	

Table A.2.2: Age Variable – Statistics
SPSS

Statistics

Age

N	Valid	319
	Missing	0
Mean		2,69
Std. Deviation		1,357
Skewness		,214
Std. Error of Skewness		,137
Kurtosis		-1,105
Std. Error of Kurtosis		,272
Range		5
Minimum		1
Maximum		6

2.2) Gender Variable

Table A.2.3: Gender Variable
SPSS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	230	72,1	72,1	72,1
	Male	89	27,9	27,9	100,0
	Total	319	100,0	100,0	

2.3) Region of Work Variable

Table A.2.4: Region of Work Variable
SPSS

Region of Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	North	22	6,9	6,9	6,9
	Center	139	43,6	43,6	50,5
	South	154	48,3	48,3	98,7
	Açores	2	,6	,6	99,4
	Madeira	2	,6	,6	100,0
	Total	319	100,0	100,0	

2.4) Years of Work Experience Variable

Table A.2.5: Years of Work Experience Variable – Frequencies
SPSS

Years of Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 year	34	10,7	10,7	10,7
	1-5 years	101	31,7	31,7	42,3
	6-10 years	24	7,5	7,5	49,8
	11-15 years	31	9,7	9,7	59,6
	>16 years	129	40,4	40,4	100,0
	Total	319	100,0	100,0	

Table A.2.6: Years of Work Experience Variable – Statistics
SPSS

Statistics

Years of Work Experience

N	Valid	319
	Missing	0
Mean		3,38
Std. Deviation		1,524
Variance		2,323
Skewness		-,144
Std. Error of Skewness		,137
Kurtosis		-1,635
Std. Error of Kurtosis		,272
Minimum		1
Maximum		5

2.5) Type of Organisation Variable

Table A.2.7: Type of Organisation Variable
SPSS

Type of Organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Private Sector	234	73,4	73,4	73,4
	Public Sector	59	18,5	18,5	91,8
	Public-Private Sector	8	2,5	2,5	94,4
	Non-Profit Organization	5	1,6	1,6	95,9
	Self-Employed	13	4,1	4,1	100,0
	Total	319	100,0	100,0	

2.6) Nationality Variable

Table A.2.8: Nationality Variable
SPSS

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Brazil	1	,3	,3	,3
	Cabo Verde	1	,3	,3	,6
	Portugal	316	99,1	99,1	99,7
	Zambia	1	,3	,3	100,0
	Total	319	100,0	100,0	

2.7) Current Occupational Area

Table A.2.9: Current Occupational Area
SPSS

Current Occupation Area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HR Consulting Firm	50	15,7	15,7	15,7
	Health Unit Area/Life Sciences	11	3,4	3,4	19,1
	Other	258	80,9	80,9	100,0
	Total	319	100,0	100,0	

3) Sample Descriptive Characterisation – Professional Perspective

3.1) General Population Analysis

a) Performance of a professional change, during the last year, (company or occupation) Variable

Table A.3.1: Professional Change During Last Year (company or occupation)
SPSS

Have you performed a professional change during the last year (company or occupation)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I have.	52	19,3	19,3	19,3
	No, I have not.	217	80,7	80,7	100,0
	Total	269	100,0	100,0	

b) Organisational Culture

Table A.3.2: Organisational Culture
SPSS

Organisational Culture Reality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Productivity Driven	127	47,2	47,2	47,2
	People Driven	79	29,4	29,4	76,6
	Fosters Innovation	28	10,4	10,4	87,0
	Fosters Stability	35	13,0	13,0	100,0
	Total	269	100,0	100,0	

c) Consideration of perform a professional change, during the last year, (company or occupation) Variable

Table A.3.3: Consideration of a professional change (company or occupation)
SPSS

In the last year, have you considered to make a professional change (company or occupation)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I have.	157	58,4	58,4	58,4
	No, I have not.	112	41,6	41,6	100,0
	Total	269	100,0	100,0	

3.2) Company A Analysis

a) Performance of a professional change, during the last year, (company or occupation) Variable

Table A.3.4: Professional Change During Last Year (company or occupation)
SPSS

Have you performed a professional change during the last year (company or occupation)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I have.	9	18,0	18,0	18,0
	No, I have not.	41	82,0	82,0	100,0
	Total	50	100,0	100,0	

b) Organisational Culture

Table A.3.5: Organisational Culture
SPSS

Organisational Culture Reality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Productivity Driven	26	52,0	52,0	52,0
	People Driven	18	36,0	36,0	88,0
	Fosters Innovation	2	4,0	4,0	92,0
	Fosters Stability	4	8,0	8,0	100,0
	Total	50	100,0	100,0	

c) Consideration of perform a professional change, during the last year, (company or occupation) Variable

Table A.3.6: Consideration of a professional change (company or occupation)
SPSS

In the last year, have you considered to make a professional change (company or occupation)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I have.	26	52,0	52,0	52,0
	No, I have not.	24	48,0	48,0	100,0
	Total	50	100,0	100,0	

4) Principal Components Analysis: People Management Best Practices and Organisational Engagement

4.1) General Population: People Management Best Practices

Table A.4.1: Descriptive Statistics
SPSS

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	5,18	1,595	269
At work, my suggestions and opinions are taken into consideration.	5,33	1,424	269
My Performance Appraisal results are shared in a clear and constructive way.	4,71	1,933	269
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	4,90	1,770	269
My work allows me to make decisions on an autonomous way.	5,23	1,341	269
At work, I can establish a clear and direct communication with my manager.	5,85	1,262	269
My organisation does not have a defined career progression plan for me_Recode	3,61	1,964	269
My organisation takes into account my health and wellbeing, in my performance of functions.	4,94	1,784	269
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	3,33	2,130	269
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	4,57	1,648	269
My organisation contributes to the inclusion and integration of all employees.	5,16	1,658	269

Table A.4.2: Communalities Values
SPSS

Communalities

	Initial	Extraction
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	1,000	,537
At work, my suggestions and opinions are taken into consideration.	1,000	,695
My Performance Appraisal results are shared in a clear and constructive way.	1,000	,607
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	1,000	,627
My work allows me to make decisions on an autonomous way.	1,000	,570
At work, I can establish a clear and direct communication with my manager.	1,000	,634
My organisation does not have a defined career progression plan for me_Recode	1,000	,742
My organisation takes into account my health and wellbeing, in my performance of functions.	1,000	,654
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	1,000	,586
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	1,000	,694
My organisation contributes to the inclusion and integration of all employees.	1,000	,677

Extraction Method: Principal Component Analysis.

Table A.4.3: Correlation Matrix
SPSS

Correlation Matrix

		At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	At work, my suggestions and opinions are taken into consideration .	My Performance Appraisal results are shared in a clear and constructive way.	At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	My work allows me to make decisions on an autonomous way.	At work, I can establish a clear and direct communication with my manager.	My organisation does not have a defined career progression plan for me_Recode	My organisation takes into account my health and wellbeing, in my performance of functions.	At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	My organisation contributes to the inclusion and integration of all employees.
Correlation	At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	1,000	,482	,446	,378	,326	,460	,247	,467	,213	,358	,625
	At work, my suggestions and opinions are taken into consideration.	,482	1,000	,580	,324	,444	,574	,203	,534	,295	,322	,549
	My Performance Appraisal results are shared in a clear and constructive way.	,446	,580	1,000	,442	,300	,494	,291	,580	,382	,456	,531
	At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	,378	,324	,442	1,000	,357	,319	,400	,461	,318	,433	,518
	My work allows me to make decisions on an autonomous way.	,326	,444	,300	,357	1,000	,350	,219	,332	,224	,193	,402
	At work, I can establish a clear and direct communication with my manager.	,460	,574	,494	,319	,350	1,000	,196	,533	,244	,312	,510
	My organisation does not have a defined career progression plan for me_Recode	,247	,203	,291	,400	,219	,196	1,000	,277	,237	,265	,311
	My organisation takes into account my health and wellbeing, in my performance of functions.	,467	,534	,580	,461	,332	,533	,277	1,000	,385	,514	,597
	At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	,213	,295	,382	,318	,224	,244	,237	,385	1,000	,442	,333
	I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	,358	,322	,456	,433	,193	,312	,265	,514	,442	1,000	,556
	My organisation contributes to the inclusion and integration of all employees.	,625	,549	,531	,518	,402	,510	,311	,597	,333	,556	1,000

Table A.4.4: Total Variance Explained
SPSS

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,027	45,700	45,700	5,027	45,700	45,700	3,328	30,256	30,256
2	1,094	9,948	55,648	1,094	9,948	55,648	2,146	19,506	49,762
3	,902	8,200	63,848	,902	8,200	63,848	1,549	14,086	63,848
4	,766	6,960	70,808						
5	,669	6,078	76,887						
6	,557	5,064	81,951						
7	,482	4,383	86,334						
8	,466	4,237	90,571						
9	,392	3,559	94,130						
10	,354	3,217	97,347						
11	,292	2,653	100,000						

Extraction Method: Principal Component Analysis.

Table A.4.5: Scree Plot
SPSS

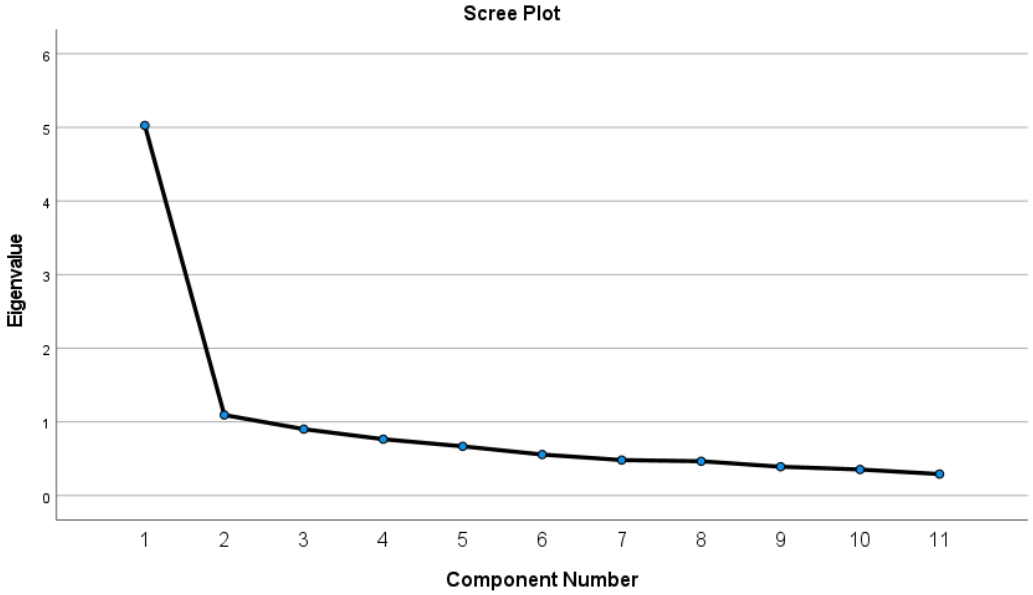


Table A.4.6: Component Matrix
SPSS

Component Matrix[a]

	Component		
	1	2	3
My organisation contributes to the inclusion and integration of all employees.	,822	-,043	,001
My organisation takes into account my health and wellbeing, in my performance of functions.	,787	-,010	-,184
My Performance Appraisal results are shared in a clear and constructive way.	,760	-,026	-,169
At work, my suggestions and opinions are taken into consideration.	,735	-,392	-,043
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	,691	-,234	,075
At work, I can establish a clear and direct communication with my manager.	,690	-,389	-,076
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	,664	,321	,288
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	,659	,392	-,326
My work allows me to make decisions on an autonomous way.	,545	-,251	,459
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	,529	,440	-,335
My organisation does not have a defined career progression plan for me_Recode	,456	,469	,561

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Table A.4.7: Rotated Component Matrix – Varimax
SPSS

Rotated Component Matrix[a]

	Component		
	1	2	3
At work, my suggestions and opinions are taken into consideration.	,810	,186	,065
At work, I can establish a clear and direct communication with my manager.	,774	,184	,024
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	,676	,185	,216
My organisation contributes to the inclusion and integration of all employees.	,648	,412	,296
My organisation takes into account my health and wellbeing, in my performance of functions.	,596	,525	,150
My Performance Appraisal results are shared in a clear and constructive way.	,586	,492	,144
My work allows me to make decisions on an autonomous way.	,585	-,134	,458
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	,233	,780	,175
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	,103	,746	,140
My organisation does not have a defined career progression plan for me_Recode	,047	,183	,840
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	,296	,372	,633

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 6 iterations.

Table A.4.8: Reliability Analysis – Original Variables for BP1 Construction
SPSS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items.	N of Items
,864	,867	7

Table A.4.9: Reliability Analysis – Original Variables for BP2 Construction
SPSS

Reliability Analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,599	,613	2

Table A.4.10: Reliability Analysis – Original Variables for BP3 Construction
SPSS

Reliabillity Analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N de Items
,570	,572	2

Table A.4.11: Pearson Correlation for PMBP1 and Sense of Organisational Transparency, Belonging and Autonomy
SPSS

Correlations

		Sense of Organisational Transparency, Belonging and Autonomy	Principal Components Analysis_PMBP1
Sense of Organisational Transparency, Belonging and Autonomy	Pearson Correlation	1	,881**
	Sig. (2-tailed)		,000
	N	269	269
Principal Components Analysis_PMBP1	Pearson Correlation	,881**	1
	Sig. (2-tailed)	,000	
	N	269	269

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.4.12: Pearson Correlation for PMBP2 and Recognition of Benefits and Advantageous Programmes
SPSS

Correlations

		Principal Components Analysis_PMBP2	Recognition of Benefits and Advantageous Programmes
Principal Components Analysis_PMBP2	Pearson Correlation	1	,893**
	Sig. (2-tailed)		,000
	N	269	269
Recognition of Benefits and Advantageous Programmes	Pearson Correlation	,893**	1
	Sig. (2-tailed)	,000	
	N	269	269

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.4.13: Pearson Correlation for PMBP3 and Career Progression and Development Opportunities
SPSS

Correlations

		Principal Components Analysis_PMBP3	Career Progression and Development Opportunities
Principal Components Analysis_PMBP3	Pearson Correlation	1	,886**
	Sig. (2-tailed)		,000
	N	269	269
Career Progression and Development Opportunities	Pearson Correlation	,886**	1
	Sig. (2-tailed)	,000	
	N	269	269

**. Correlation is significant at the 0.01 level (2-tailed).

4.2) General Population: Organisational Engagement

Table A.4.14: l
SPSS

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
When at work, I feel that I am bursting with energy.	4,68	1,226	269
When working, I feel strong and vigorous.	4,66	1,194	269
I am enthusiastic about my job.	4,70	1,265	269
I get carried away when I am working.	4,43	1,382	269
My job inspires me.	4,54	1,303	269
I am immersed in my work.	4,84	1,348	269
When I get up in the morning, I feel like going to work.	4,49	1,475	269
I am proud of the work that I do.	5,19	1,321	269
I feel happy when I am working intensely.	4,80	1,281	269

Table A.4.15: Communalities Values
SPSS

Communalities

	Initial	Extraction
When at work, I feel that I am bursting with energy.	1,000	,842
When working, I feel strong and vigorous.	1,000	,834
I am enthusiastic about my job.	1,000	,826
I get carried away when I am working.	1,000	,760
My job inspires me.	1,000	,729
I am immersed in my work.	1,000	,867
When I get up in the morning, I feel like going to work.	1,000	,760
I am proud of the work that I do.	1,000	,601
I feel happy when I am working intensely.	1,000	,499

Extraction Method: Principal Component Analysis.

Table A.4.15: Correlation Matrix
SPSS

Correlation Matrix

		When at work, I feel that I am bursting with energy.	When working, I feel strong and vigorous.	I am enthusiastic about my job.	I get carried away when I am working.	My job inspires me.	I am immersed in my work.	When I get up in the morning, I feel like going to work.	I am proud of the work that I do.	I feel happy when I am working intensely.
Correlation	When at work, I feel that I am bursting with energy.	1,000	,898	,785	,579	,683	,300	,756	,564	,561
	When working, I feel strong and vigorous.	,898	1,000	,813	,605	,707	,353	,719	,585	,564
	I am enthusiastic about my job.	,785	,813	1,000	,612	,828	,391	,768	,631	,512
	I get carried away when I am working.	,579	,605	,612	1,000	,666	,569	,597	,618	,531
	My job inspires me.	,683	,707	,828	,666	1,000	,396	,695	,560	,500
	I am immersed in my work.	,300	,353	,391	,569	,396	1,000	,340	,422	,253
	When I get up in the morning, I feel like going to work.	,756	,719	,768	,597	,695	,340	1,000	,553	,596
	I am proud of the work that I do.	,564	,585	,631	,618	,560	,422	,553	1,000	,473
	I feel happy when I am working intensely.	,561	,564	,512	,531	,500	,253	,596	,473	1,000

Table A.4.16: Total Variance Explained
SPSS

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,765	64,051	64,051	5,765	64,051	64,051	4,675	51,944	51,944
2	,953	10,586	74,637	,953	10,586	74,637	2,042	22,693	74,637
3	,608	6,754	81,391						
4	,475	5,278	86,669						
5	,391	4,346	91,014						
6	,312	3,470	94,485						
7	,275	3,054	97,539						
8	,130	1,449	98,989						
9	,091	1,011	100,000						

Extraction Method: Principal Component Analysis.

Table A.4.17: Scree Plot
SPSS

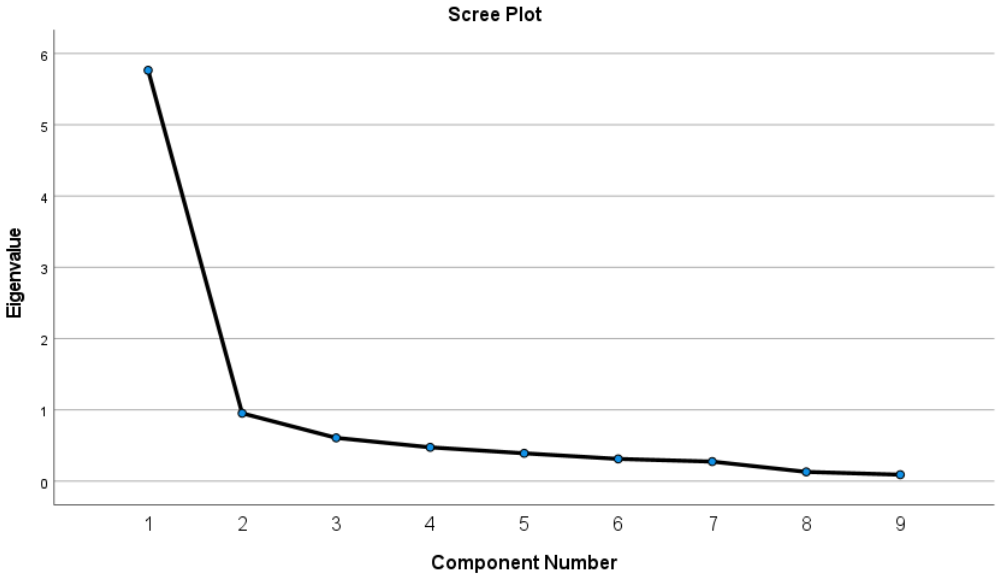


Table A.4.18: Component Matrix
SPSS

Component Matrix[a]

	Component	
	1	2
I am enthusiastic about my job.	,900	-,128
When working, I feel strong and vigorous.	,887	-,216
When at work, I feel that I am bursting with energy.	,873	-,282
My job inspires me.	,853	-,030
When I get up in the morning, I feel like going to work.	,852	-,182
I get carried away when I am working.	,797	,353
I am proud of the work that I do.	,749	,199
I feel happy when I am working intensely.	,692	-,144
I am immersed in my work.	,525	,769

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Table A.4.19: Rotated Component Matrix - Varimax
SPSS

Rotated Component Matrix[a]

	Component	
	1	2
When at work, I feel that I am bursting with energy.	,902	,167
When working, I feel strong and vigorous.	,883	,232
I am enthusiastic about my job.	,852	,316
When I get up in the morning, I feel like going to work.	,836	,246
My job inspires me.	,765	,379
I feel happy when I am working intensely.	,677	,202
I am proud of the work that I do.	,564	,532
I am immersed in my work.	,095	,926
I get carried away when I am working.	,533	,689

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

Table A.4.20: Reliability Analysis – Original Variables for OEE1 Construction
SPSS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,929	,930	7

Table A.4.21: Reliability Analysis – Original Variables for OEE2 Construction
SPSS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,725	,725	2

Table A.4.22: Pearson Correlation for OEE1 and Vigour and Dedication Related
SPSS

Correlations

		Vigour and Dedication Related	Principal Components Analysis_OEE1
Vigour and Dedication Related	Pearson Correlation	1	,932**
	Sig. (2-tailed)		,000
	N	269	269
Principal Components Analysis_OEE1	Pearson Correlation	,932**	1
	Sig. (2-tailed)	,000	
	N	269	269

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.4.23: Pearson Correlation for OEE2 and Absorption Related
SPSS

Correlations

		Absorption Related	Principal Components Analysis_OEE2
Absorption Related	Pearson Correlation	1	,910**
	Sig. (2-tailed)		,000
	N	269	269
Principal Components Analysis_OEE2	Pearson Correlation	,910**	1
	Sig. (2-tailed)	,000	
	N	269	269

**. Correlation is significant at the 0.01 level (2-tailed).

4.3) Company A: People Management Best Practices

Table A.4.24: Descriptive Statistics
SPSS

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	6,00	1,245	50
At work, my suggestions and opinions are taken into consideration.	5,92	,966	50
My Performance Appraisal results are shared in a clear and constructive way.	5,68	1,518	50
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	5,46	1,265	50
My work allows me to make decisions on an autonomous way.	5,74	1,209	50
At work, I can establish a clear and direct communication with my manager.	6,40	,808	50
My organisation takes into account my health and wellbeing, in my performance of functions.	5,46	1,328	50
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	4,50	1,919	50
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	4,88	1,452	50
My organisation contributes to the inclusion and integration of all employees.	5,82	1,335	50

Table A.4.25: Communalities Values
SPSS

Communalities

	Initial	Extraction
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	1,000	,710
At work, my suggestions and opinions are taken into consideration.	1,000	,573
My Performance Appraisal results are shared in a clear and constructive way.	1,000	,709
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	1,000	,640
My work allows me to make decisions on an autonomous way.	1,000	,754
At work, I can establish a clear and direct communication with my manager.	1,000	,718
My organisation takes into account my health and wellbeing, in my performance of functions.	1,000	,656
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	1,000	,711
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	1,000	,764
My organisation contributes to the inclusion and integration of all employees.	1,000	,808

Extraction Method: Principal Component Analysis.

Table A.4.26: Correlation Matrix
SPSS

Correlation Matrix

		At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	At work, my suggestions and opinions are taken into consideration .	My Performance Appraisal results are shared in a clear and constructive way.	At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	My work allows me to make decisions on an autonomous way.	At work, I can establish a clear and direct communicati on with my manager.	My organisation takes into account my health and wellbeing, in my performance of functions.	At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratific ations/compe nsation or promotions).	I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	My organisation contributes to the inclusion and integration of all employees.
Correlation	At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	1,000	,390	,345	,505	,244	,304	,531	,632	,632	,515
	At work, my suggestions and opinions are taken into consideration.	,390	1,000	,344	,348	,366	,199	,459	,352	,546	,527
	My Performance Appraisal results are shared in a clear and constructive way.	,345	,344	1,000	,291	,321	,539	,480	,455	,473	,625
	At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	,505	,348	,291	1,000	,347	,275	,455	,475	,553	,231
	My work allows me to make decisions on an autonomous way.	,244	,366	,321	,347	1,000	,213	,203	,215	,470	,463
	At work, I can establish a clear and direct communication with my manager.	,304	,199	,539	,275	,213	1,000	,415	,382	,372	,541
	My organisation takes into account my health and wellbeing, in my performance of functions.	,531	,459	,480	,455	,203	,415	1,000	,564	,622	,589
	At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/com pensation or promotions).	,632	,352	,455	,475	,215	,382	,564	1,000	,513	,410
	I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	,632	,546	,473	,553	,470	,372	,622	,513	1,000	,673
	My organisation contributes to the inclusion and integration of all employees.	,515	,527	,625	,231	,463	,541	,589	,410	,673	1,000

Table A.4.27: Total Variance Explained
SPSS

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,961	49,613	49,613	4,961	49,613	49,613	2,828	28,278	28,278
2	1,079	10,786	60,399	1,079	10,786	60,399	2,301	23,015	51,293
3	1,002	10,021	70,420	1,002	10,021	70,420	1,913	19,127	70,420
4	,732	7,319	77,739						
5	,534	5,342	83,081						
6	,476	4,763	87,843						
7	,425	4,252	92,095						
8	,371	3,714	95,809						
9	,251	2,508	98,317						
10	,168	1,683	100,000						

Extraction Method: Principal Component Analysis.

Table A.4.28: Scree Plot
SPSS

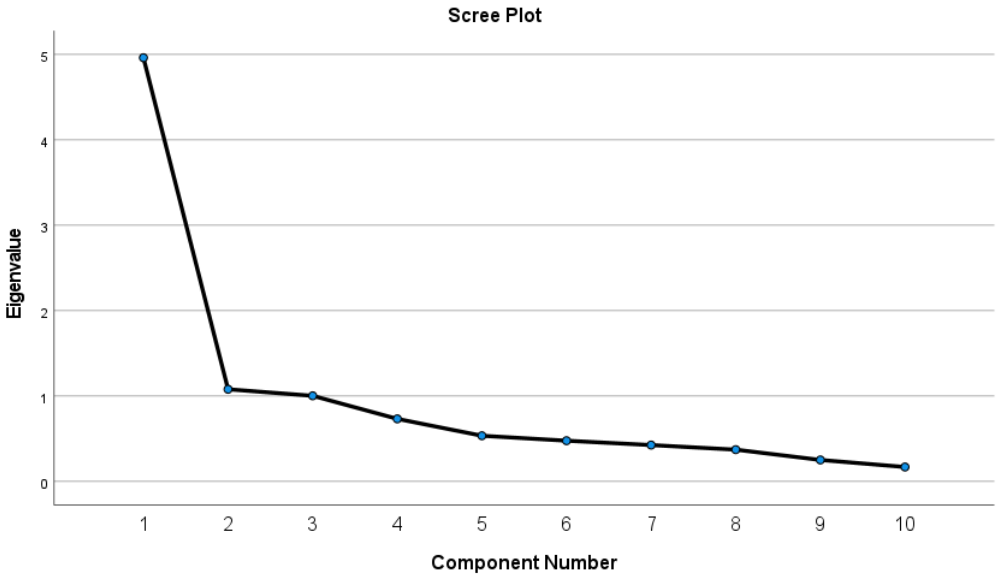


Table A.4.29: Component Matrix
SPSS

Component Matrix[a]

	Component		
	1	2	3
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	,848	-,129	,168
My organisation contributes to the inclusion and integration of all employees.	,805	,381	,121
My organisation takes into account my health and wellbeing, in my performance of functions.	,775	-,071	-,224
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	,741	-,361	-,174
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	,720	-,254	-,357
My Performance Appraisal results are shared in a clear and constructive way.	,695	,455	-,137
At work, my suggestions and opinions are taken into consideration.	,645	-,085	,387
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	,630	-,492	,017
At work, I can establish a clear and direct communication with my manager.	,596	,498	-,339
My work allows me to make decisions on an autonomous way.	,523	,115	,684

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Table A.4.30: Rotated Component Matrix – Varimax
SPSS

Rotated Component Matrix[a]

	Component		
	1	2	3
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	,795	,214	,179
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	,767	,349	,016
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	,748	-,015	,283
My organisation takes into account my health and wellbeing, in my performance of functions.	,640	,466	,171
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	,604	,321	,544
At work, I can establish a clear and direct communication with my manager.	,175	,829	,023
My Performance Appraisal results are shared in a clear and constructive way.	,207	,779	,244
My organisation contributes to the inclusion and integration of all employees.	,249	,691	,518
My work allows me to make decisions on an autonomous way.	,058	,129	,857
At work, my suggestions and opinions are taken into consideration.	,368	,159	,642

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 5 iterations.

Table A.4.31: Rotated Component Matrix – Quartimax
SPSS

Rotated Component Matrix[a]

	Component		
	1	2	3
At my organisation, the recruitment and selection of new members is performed in a clear way and is based on skills and capabilities.	,839	,075	,013
At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).	,803	,212	-,147
At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.	,776	-,142	,133
I consider the mentorship programmes, at my organisation, as beneficial to the mentee.	,745	,215	,404
My organisation takes into account my health and wellbeing, in my performance of functions.	,730	,350	,025
At work, I can establish a clear and direct communication with my manager.	,313	,786	-,043
My Performance Appraisal results are shared in a clear and constructive way.	,379	,733	,170
My organisation contributes to the inclusion and integration of all employees.	,458	,640	,433
My work allows me to make decisions on an autonomous way.	,248	,120	,824
At work, my suggestions and opinions are taken into consideration.	,509	,096	,551

Extraction Method: Principal Component Analysis.
Rotation Method: Quartimax with Kaiser Normalization.[a]

a. Rotation converged in 4 iterations.

Table A.4.32: Reliability Analysis – Original Variables for BPA1 Construction
SPSS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,849	,858	5

Table A.4.33: Reliability Analysis – Original Variables for BPA2 Construction
SPSS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,772	,798	3

Table A.4.34: Reliability Analysis – Original Variables for BPA3 Construction
SPSS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,527	,536	2

Table A.4.35: Pearson Correlation for BPA1 and Benefits and Clear Procedures
SPSS

Correlations

		Benefits and Clear Procedures	Principal Components Analysis_PM BPA1
Benefits and Clear Procedures	Pearson Correlation	1	,973**
	Sig. (2-tailed)		,000
	N	50	50
Principal Components Analysis_PMBPA1	Pearson Correlation	,973**	1
	Sig. (2-tailed)	,000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.4.36: Pearson Correlation for BPA2 and Sense of Transparency
SPSS

Correlations

		Sense of Transparency	Principal Components Analysis_PM BPA2
Sense of Transparency	Pearson Correlation	1	,833**
	Sig. (2-tailed)		,000
	N	50	50
Principal Components Analysis_PMBPA2	Pearson Correlation	,833**	1
	Sig. (2-tailed)	,000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.4.37: Pearson Correlation for BPA3 and Belonging and Autonomy
SPSS

Correlations

		Belonging and Autonomy	Principal Components Analysis_PM BPA3
Belonging and Autonomy	Pearson Correlation	1	,848**
	Sig. (2-tailed)		,000
	N	50	50
Principal Components Analysis_PMBPA3	Pearson Correlation	,848**	1
	Sig. (2-tailed)	,000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

4.4) Company A: Organisational Engagement

Table A.4.38: Descriptive Statistics
SPSS

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
When at work, I feel that I am bursting with energy.	5,04	1,068	50
When working, I feel strong and vigorous.	4,94	,956	50
I am enthusiastic about my job.	5,16	1,017	50
My job inspires me.	5,02	1,116	50
When I get up in the morning, I feel like going to work.	5,10	1,182	50
I feel happy when I am working intensely.	5,34	1,272	50
I am proud of the work that I do.	5,64	,942	50
I get carried away when I am working.	5,20	,990	50

Table A.4.39: Communalities Values
SPSS

Communalities

	Initial	Extraction
When at work, I feel that I am bursting with energy.	1,000	,855
When working, I feel strong and vigorous.	1,000	,885
I am enthusiastic about my job.	1,000	,796
My job inspires me.	1,000	,819
When I get up in the morning, I feel like going to work.	1,000	,772
I feel happy when I am working intensely.	1,000	,689
I am proud of the work that I do.	1,000	,818
I get carried away when I am working.	1,000	,571

Extraction Method: Principal Component Analysis.

Table A.4.40: Correlation Matrix
SPSS

Correlation Matrix

		When at work, I feel that I am bursting with energy.	When working, I feel strong and vigorous.	I am enthusiastic about my job.	My job inspires me.	When I get up in the morning, I feel like going to work.	I feel happy when I am working intensely.	I am proud of the work that I do.	I get carried away when I am working.
Correlation	When at work, I feel that I am bursting with energy.	1,000	,921	,726	,513	,692	,606	,359	,456
	When working, I feel strong and vigorous.	,921	1,000	,723	,594	,745	,638	,360	,509
	I am enthusiastic about my job.	,726	,723	1,000	,716	,716	,714	,530	,596
	My job inspires me.	,513	,594	,716	1,000	,633	,686	,686	,569
	When I get up in the morning, I feel like going to work.	,692	,745	,716	,633	1,000	,751	,418	,558
	I feel happy when I am working intensely.	,606	,638	,714	,686	,751	1,000	,377	,496
	I am proud of the work that I do.	,359	,360	,530	,686	,418	,377	1,000	,473
	I get carried away when I am working.	,456	,509	,596	,569	,558	,496	,473	1,000

Table A.4.41: Total Variance Matrix
SPSS

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,240	65,495	65,495	5,240	65,495	65,495	3,683	46,039	46,039
2	,966	12,070	77,565	,966	12,070	77,565	2,522	31,526	77,565
3	,528	6,604	84,169						
4	,511	6,386	90,555						
5	,275	3,432	93,987						
6	,229	2,862	96,848						
7	,190	2,377	99,226						
8	,062	,774	100,000						

Extraction Method: Principal Component Analysis.

Table A.4.42: Scree Plot
SPSS

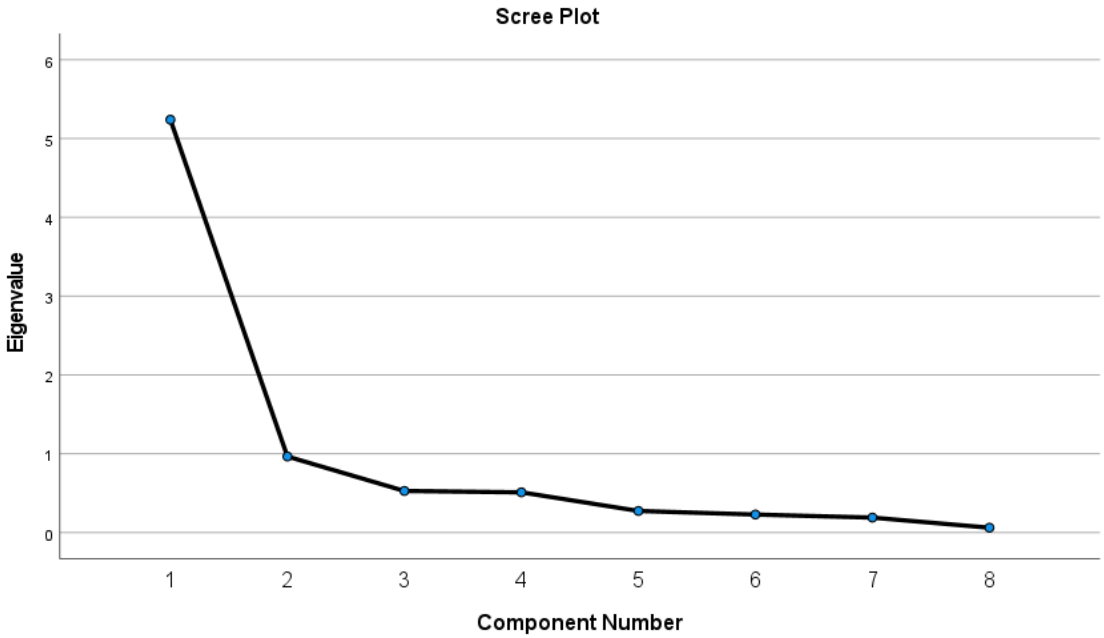


Table A.4.43: Component Matrix
SPSS

Component Matrix[a]

	Component	
	1	2
I am enthusiastic about my job.	,892	-,005
When working, I feel strong and vigorous.	,863	-,374
When I get up in the morning, I feel like going to work.	,863	-,167
My job inspires me.	,831	,358
When at work, I feel that I am bursting with energy.	,829	-,410
I feel happy when I am working intensely.	,825	-,095
I get carried away when I am working.	,710	,259
I am proud of the work that I do.	,627	,652

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Table A.4.44: Rotated Component Matrix – Varimax
SPSS

Rotated Component Matrix[a]

	Component	
	1	2
When working, I feel strong and vigorous.	,914	,222
When at work, I feel that I am bursting with energy.	,908	,173
When I get up in the morning, I feel like going to work.	,789	,387
I feel happy when I am working intensely.	,715	,422
I am enthusiastic about my job.	,715	,534
I am proud of the work that I do.	,106	,898
My job inspires me.	,447	,787
I get carried away when I am working.	,409	,635

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

Table A.4.45: Reliability Analysis – Original Variables for OEA1 Construction
SPSS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,924	,929	5

Table A.4.46: Reliability Analysis – Original Variables for OEA2 Construction
SPSS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,803	,803	3

Table A.4.47: Pearson Correlation for OEA1 and Vigour and Absorption Related

Correlations

		Vigour and Absorption Related	Principal Components Analysis_OEA 1
Vigour and Absorption Related	Pearson Correlation	1	,912**
	Sig. (2-tailed)		,000
	N	50	50
Principal Components Analysis_OEA1	Pearson Correlation	,912**	1
	Sig. (2-tailed)	,000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Table A.4.48: Pearson Correlation for OEA2 and Dedication Related
SPSS

Correlations

		Dedication Related	Principal Components Analysis_OEA 2
Dedication Related	Pearson Correlation	1	,909**
	Sig. (2-tailed)		,000
	N	50	50
Principal Components Analysis_OEA2	Pearson Correlation	,909**	1
	Sig. (2-tailed)	,000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

5) People Management Best Practices Registered Influence on Organisational Engagement

5.1) General Population Analysis

a) Independent Variables: BP1, BP2, BP3; Dependent Variables: OEE1

Table A.5.1: Correlations Values
SPSS

Correlations

		Vigour and Dedication Related	Sense of Organisational Transparency, Belonging and Autonomy	Recognition of Benefits and Advantageous Programmes	Career Progression and Development Opportunities
Pearson Correlation	Vigour and Dedication Related	1,000	,554	,384	,368
	Sense of Organisational Transparency, Belonging and Autonomy	,554	1,000	,542	,520
	Recognition of Benefits and Advantageous Programmes	,384	,542	1,000	,429
	Career Progression and Development Opportunities	,368	,520	,429	1,000

Table A.5.2: ANOVA Table
SPSS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101,899	3	33,966	42,051	,000[b]
	Residual	214,049	265	,808		
	Total	315,948	268			

a. Dependent Variable: Vigour and Dedication Related

b. Predictors: (Constant), Career Progression and Development Opportunities, Recognition of Benefits and Advantageous Programmes, Sense of Organisational Transparency, Belonging and Autonomy

Table A.5.3: Normality Plot
SPSS

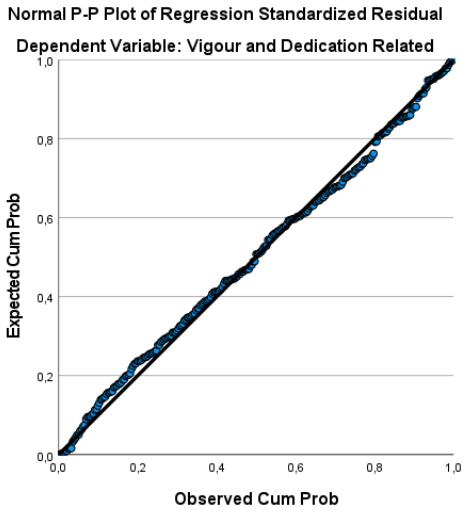


Table A.5.4: Coefficients Table
SPSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,017	,250		8,073	,000		
	Transparency_Belonging_Autonomy	,418	,060	,453	6,973	,000	,605	1,654
	Benefits_Programmes	,067	,041	,100	1,625	,105	,677	1,477
	Progression_Development	,062	,042	,089	1,478	,141	,699	1,431

a. Dependent Variable: Vigour_Dedication_Related

Table A.5.5: Tests of Normality
SPSS

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,040	269	,200*	,990	269	,061

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

i) Stepwise Regression Analysis

Table A.5.6: Variables Entered/Removed
SPSS

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Sense of Organisational Transparency, Belonging and Autonomy	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: Vigour and Dedication Related

Table A.5.7: ANOVA Table
SPSS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97,003	1	97,003	118,294	,000[b]
	Residual	218,945	267	,820		
	Total	315,948	268			

a. Dependent Variable: Vigour and Dedication Related

b. Predictors: (Constant), Sense of Organisational Transparency, Belonging and Autonomy

Table A.5.8: Coefficients Table
SPSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2,066	,250		8,254	,000			
	Transparency_Belonging_Autonomy	,511	,047	,554	10,876	,000	,554	,554	,554

a. Dependent Variable: Vigour_Dedication_Related

b) Independent Variables: BP1, BP2, BP3; Dependent Variable: OEE2

Table A.5.9: Correlations Values
SPSS

Correlations

		Absorption Related	Sense of Organisational Transparency, Belonging and Autonomy	Recognition of Benefits and Advantageous Programmes	Career Progression and Development Opportunities
Pearson Correlation	Absorption Related	1,000	,305	,294	,216
	Sense of Organisational Transparency, Belonging and Autonomy	,305	1,000	,542	,520
	Recognition of Benefits and Advantageous Programmes	,294	,542	1,000	,429
	Career Progression and Development Opportunities	,216	,520	,429	1,000

Table A.5.10: Normality Plot
SPSS

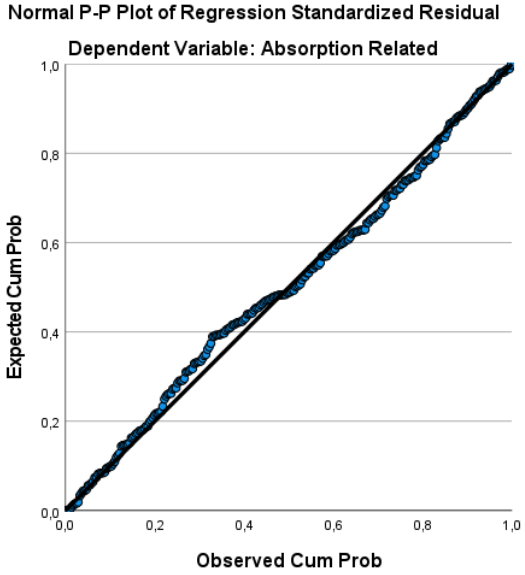


Table A.5.11: ANOVA Table
SPSS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46,249	3	15,416	11,823	,000[b]
	Residual	345,548	265	1,304		
	Total	391,797	268			

a. Dependent Variable: Absorption Related

b. Predictors: (Constant), Career Progression and Development Opportunities, Recognition of Benefits and Advantageous Programmes, Sense of Organisational Transparency, Belonging and Autonomy

Table A.5.12: Coefficients Table
SPSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,971	,318		9,357	,000		
	Sense of Organisational Transparency, Belonging and Autonomy	,194	,076	,189	2,542	,012	,605	1,654
	Recognition of Benefits and Advantageous Programmes	,130	,053	,173	2,470	,014	,677	1,477
	Career Progression and Development Opportunities	,034	,053	,044	,637	,525	,699	1,431

a. Dependent Variable: Absorption Related

Table A.5.13: Test of Normality
SPSS

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,062	269	,015	,992	269	,141

a. Lilliefors Significance Correction

i) Stepwise Regression Analysis

Table A.5.13: Variables Entered/Removed
SPSS

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Sense of Organisational Transparency, Belonging and Autonomy	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
2	Recognition of Benefits and Advantageous Programmes	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: Absorption Related

Table A.5.14: ANOVA Table
SPSS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36,519	1	36,519	27,445	,000[b]
	Residual	355,279	267	1,331		
	Total	391,797	268			
2	Regression	45,721	2	22,860	17,571	,000[c]
	Residual	346,077	266	1,301		
	Total	391,797	268			

a. Dependent Variable: Absorption Related

b. Predictors: (Constant), Sense of Organisational Transparency, Belonging and Autonomy

c. Predictors: (Constant), Sense of Organisational Transparency, Belonging and Autonomy, Recognition of Benefits and Advantageous Programmes

Table A.5.15: Model Summary
SPSS

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,305[a]	,093	,090	1,15353
2	,342[b]	,117	,110	1,14063

a. Predictors: (Constant), Sense of Organisational Transparency, Belonging and Autonomy

b. Predictors: (Constant), Sense of Organisational Transparency, Belonging and Autonomy, Recognition of Benefits and Advantageous Programmes

c. Dependent Variable: Absorption Related

Table A.5.16: Coefficients Table
SPSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,007	,319		9,431	,000		
	Sense of Organisational Transparency, Belonging and Autonomy	,313	,060	,305	5,239	,000	1,000	1,000
2	(Constant)	2,993	,315		9,493	,000		
	Sense of Organisational Transparency, Belonging and Autonomy	,212	,070	,207	3,012	,003	,706	1,416
	Recognition of Benefits and Advantageous Programmes	,137	,052	,182	2,659	,008	,706	1,416

a. Dependent Variable: Absorption Related

5.2) Company A Analysis

a) Independent Variables: BPA1, BPA2, BPA3; Dependent Variable: OEA1

Table A.5.17: Correlations Values
SPSS

Correlations

		Vigour and Absorption Related	Benefits and Clear Procedures	Sense of Transparency	Belonging and Autonomy
Pearson Correlation	Vigour and Absorption Related	1,000	,630	,579	,491
	Benefits and Clear Procedures	,630	1,000	,624	,524
	Sense of Transparency	,579	,624	1,000	,512
	Belonging and Autonomy	,491	,524	,512	1,000

Table A.5.18: ANOVA Table
SPSS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21,579	3	7,193	13,589	,000[b]
	Residual	24,348	46	,529		
	Total	45,927	49			

a. Dependent Variable: Vigour and Absorption Related

b. Predictors: (Constant), Belonging and Autonomy, Sense of Transparency, Benefits and Clear Procedures

Table A.5.19: Normality Plot
SPSS

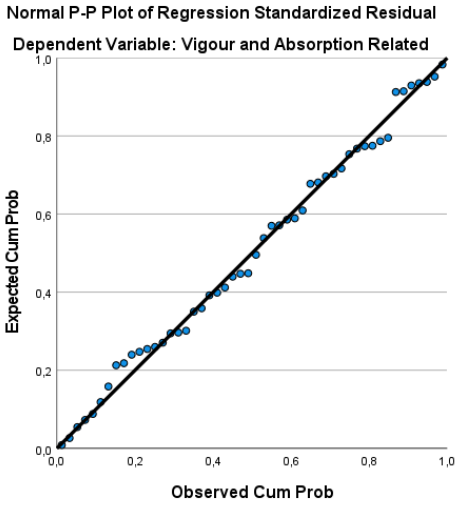


Table A.5.20: Coefficients Table
SPSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,003	,740		1,355	,182		
	Benefits_ClearProcedures	,326	,121	,389	2,695	,010	,555	1,803
	Sense_Transparency	,238	,133	,256	1,793	,079	,564	1,774
	Belonging_Autonomy	,168	,141	,156	1,190	,240	,670	1,493

a. Dependent Variable: Vigour_Absorption_Related

Table A.5.21: Test of Normality
SPSS

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,066	50	,200*	,990	50	,938

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

i) Stepwise Regression Analysis

Table A.5.22: Variables Entered/Removed
SPSS

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Benefits and Clear Procedures	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
2	Sense of Transparency	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: Vigour and Absorption Related

Table A.5.23: ANOVA Table
SPSS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,239	1	18,239	31,619	,000[b]
	Residual	27,688	48	,577		
	Total	45,927	49			
2	Regression	20,829	2	10,415	19,503	,000[c]
	Residual	25,098	47	,534		
	Total	45,927	49			

a. Dependent Variable: Vigour and Absorption Related

b. Predictors: (Constant), Benefits and Clear Procedures

c. Predictors: (Constant), Benefits and Clear Procedures, Sense of Transparency

Table A.5.24: Model Summary
SPSS

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,630[a]	,397	,385	,75950
2	,673[b]	,454	,430	,73075

a. Predictors: (Constant), Benefits and Clear Procedures

b. Predictors: (Constant), Benefits and Clear Procedures, Sense of Transparency

c. Dependent Variable: Vigour and Absorption Related

Table A.5.25: Coefficients Table
SPSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,338	,506		4,624	,000		
	Benefits and Clear Procedures	,528	,094	,630	5,623	,000	1,000	1,000
2	(Constant)	1,488	,621		2,397	,021		
	Benefits and Clear Procedures	,369	,116	,441	3,195	,002	,611	1,636
	Sense of Transparency	,282	,128	,304	2,202	,033	,611	1,636

a. Dependent Variable: Vigour and Absorption Related

b) Independent Variables: BPA1, BPA2, BPA3; Dependent Variable: OEA2

Table A.5.26: Correlations Values
SPSS

Correlations

		Dedication Related	Benefits and Clear Procedures	Sense of Transparency	Belonging and Autonomy
Pearson Correlation	Dedication Related	1,000	,469	,546	,414
	Benefits and Clear Procedures	,469	1,000	,624	,524
	Sense of Transparency	,546	,624	1,000	,512
	Belonging and Autonomy	,414	,524	,512	1,000

Table A.5.27: ANOVA Table
SPSS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,300	3	4,100	7,811	,000[b]
	Residual	24,146	46	,525		
	Total	36,447	49			

a. Dependent Variable: Dedication Related

b. Predictors: (Constant), Belonging and Autonomy, Sense of Transparency, Benefits and Clear Procedures

Table A.5.28: Normality Plot
SPSS

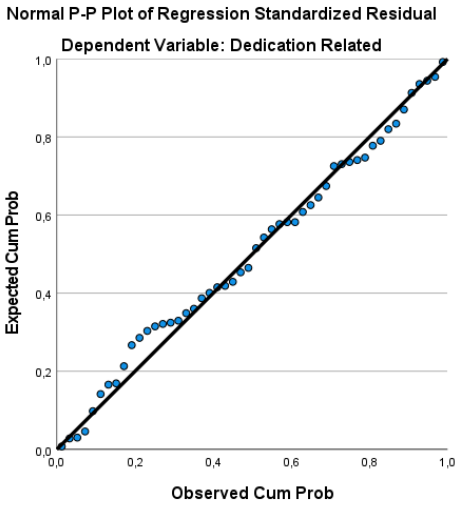


Table A.5.29: Test of Normality
SPSS

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,080	50	,200*	,989	50	,909

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table A.5.30: Coefficients Table
SPSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,033	,737		2,758	,008		
	Benefits_ClearProcedures	,122	,120	,164	1,017	,315	,555	1,803
	Sense_Transparency	,309	,132	,374	2,338	,024	,564	1,774
	Belonging_Autonomy	,131	,140	,137	,934	,355	,670	1,493

a. Dependent Variable: Dedication_Related

i) Stepwise Regression Analysis

Table A.5.31: Variables Entered/Removed
SPSS

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Sense of Transparency	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: Dedication Related

Table A.5.32: ANOVA Table
SPSS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,864	1	10,864	20,384	,000[b]
	Residual	25,583	48	,533		
	Total	36,447	49			

a. Dependent Variable: Dedication Related

b. Predictors: (Constant), Sense of Transparency

Table A.5.33: Coefficients
SPSS

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,590	,606		4,271	,000		
	Sense of Transparency	,452	,100	,546	4,515	,000	1,000	1,000

a. Dependent Variable: Dedication Related

6) Association Between People Management Best Practices Recognition and Lower Organisational Engagement Levels

6.1) General Population Analysis

Table A.6.1: BP1 Low and Medium or High PMBP Recognition – Percentage
SPSS

TransparencyBelongingAutonomy_Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Organisational PMBP Recognition	46	17,1	17,1	17,1
	Medium or High Organisational PMBP Recognition	223	82,9	82,9	100,0
	Total	269	100,0	100,0	

Table A.6.2: BP2 Low and Medium or High PMBP Recognition – Percentage
SPSS

Benefits_Programmes_Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Organisational PMBP Recognition	124	46,1	46,1	46,1
	Medium or High Organisational PMBP Recognition	145	53,9	53,9	100,0
	Total	269	100,0	100,0	

Table A.6.3: BP3 Low and Medium or High PMBP Recognition – Percentage
SPSS

Progression_Development_Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Organisational PMBP Recognition	99	36,8	36,8	36,8
	Medium or High Organisational PMBP Recognition	170	63,2	63,2	100,0
	Total	269	100,0	100,0	

6.2) Company A Analysis

Table A.6.4: BPA1 Low and Medium or High PMBP Recognition – Percentage
SPSS

Benefits_Procedures_Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Organisational PMBP Recognition	6	12,0	12,0	12,0
	Medium or High Organisational PMBP Recognition	44	88,0	88,0	100,0
	Total	50	100,0	100,0	

Table A.6.5: BPA2 Low and Medium or High PMBP Recognition – Percentage
SPSS

Sense_Transparency_Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Organisational PMBP Recognition	3	6,0	6,0	6,0
	Medium or High Organisational PMBP Recognition	47	94,0	94,0	100,0
	Total	50	100,0	100,0	

Table A.6.6: BPA3 Low and Medium or High PMBP Recognition – Percentage
SPSS

Belonging_Autonomy_Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Organisational PMBP Recognition	2	4,0	4,0	4,0
	Medium or High Organisational PMBP Recognition	48	96,0	96,0	100,0
	Total	50	100,0	100,0	

7) Organisational Engagement Registered Levels During COVID-19 Pandemic

7.1) General Population Analysis

Table A.7.1: OEE1 Means – Frequency and Percentage
SPSS

Vigour_Dedication_Related_Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	3	1,1	1,1	1,1
	2,00	10	3,7	3,7	4,8
	3,00	49	18,2	18,2	23,0
	4,00	90	33,5	33,5	56,5
	5,00	81	30,1	30,1	86,6
	6,00	36	13,4	13,4	100,0
	Total	269	100,0	100,0	

Table A.7.2: OEE2 Means – Frequency and Percentage
SPSS

Absorption_Related_Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	4	1,5	1,5	1,5
	2,00	12	4,5	4,5	5,9
	3,00	38	14,1	14,1	20,1
	4,00	93	34,6	34,6	54,6
	5,00	71	26,4	26,4	81,0
	6,00	51	19,0	19,0	100,0
	Total	269	100,0	100,0	

Table A.7.3: OEE1 and OEE2 One-Sample T Test
SPSS

One-Sample Test

	Test Value = 4.05					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Vigour and Dedication Related	-4,975	268	,000	-,329	-,46	-,20
Absorption Related	-5,620	268	,000	-,414	-,56	-,27

7.2) Company A Analysis

Table A.7.4: OEA1 Means – Frequency and Percentage
SPSS

Vigour__Absorption_Related

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	1	2,0	2,0	2,0
	3,00	2	4,0	4,0	6,0
	4,00	18	36,0	36,0	42,0
	5,00	18	36,0	36,0	78,0
	6,00	11	22,0	22,0	100,0
	Total	50	100,0	100,0	

Table A.7.5: OEA2 Means – Frequency and Percentage
SPSS

Dedication__Related

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3,00	1	2,0	2,0	2,0
	4,00	15	30,0	30,0	32,0
	5,00	21	42,0	42,0	74,0
	6,00	13	26,0	26,0	100,0
	Total	50	100,0	100,0	

Table A.7.5: OEA1 and OEA2 One-Sample T Test
SPSS

One-Sample Test

	Test Value = 4.05					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Vigour and Absorption Related	,482	49	,632	,06600	-,2091	,3411
Dedication Related	1,940	49	,058	,23667	-,0084	,4818

Annexe B – Survey Script English Version:

The Relevance and Impact of People Management on the Preservation of Employees' Mental Health, in an Organisational Context:

COVID-19 Influence Perspective

Dear participant, my name is Inês Sardinha and I am a student of the Master's in Management at ISCTE Business School.

The present survey is part of my Master's final dissertation and intends to evaluate the Relevance and Impact of People Management on the Preservation of Employee's Mental Health, in an Organisational Context, under a COVID-19 pandemic perspective.

To participate in this study, you just need to have more than 18 years and have been working in Portugal in the last calendar year.

All answers will be treated in a completely anonymous way, moreover all the collected data will just be used for academic/statistic purposes and processed in a total confidential way, in accordance with the GDPR normative.

This survey has an expected duration of completion of approximately 4 minutes.

Please keep in mind that are no correct or incorrect answers, the main goal is to collect your sincerest answer.

Thank you very much, in advance, for your time and participation to the completion of this academic project.

Any question or clarification, please do not hesitate to contact me at: iscsa@iscte-iul.pt

Inês Sardinha

Doutora Generosa do Nascimento (Orientação)

- **Do you agree to participate in the present survey, on a completely voluntary way?**
  - Yes
  - No

- **Please choose the language in which you intend to answer to this survey:**
  - Portuguese
  - English

- **Have you been working in Portugal, during the last calendar year?**
  - Yes
  - No

- **Have you performed a professional change during the last year (company or occupation)?**
  - Yes
  - No

Organisational culture:

Can be defined as the way how "employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals, and if they are sincerely into the company's overall mission" (Morcos, 2018).

"It's the way things are done around here" (Deal and Kennedy, 1982).

- **Please choose the option that better fits your organisation's reality:**
  - Productivity Driven
  - People Driven
  - Fosters Innovation
  - Fosters Stability

> In order to answer to this section, please consider your reality <u>during</u> the COVID-19 pandemic situation:

- The following statements are about your organisation and correspondent People Management practices.

Please read each statement carefully and answer it having in mind the concordance scale which is presented:

o **At my organisation, the recruitment and selection of new members is performed in a clear way and is based on the individual's skills.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree
6) Agree
7) Strongly Agre

o **At work, my suggestions and opinions are taken into consideration.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree
6) Agree
7) Strongly Agre

o **My Performance Appraisal results are shared in a clear and constructive way.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree
6) Agree
7) Strongly Agre

○ **At my organisation, training and development programmes are implemented in order to allow me to continually improve my skills.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree / Not Applicable
5) Somewhat Agree
6) Agree
7) Strongly Agre

○ **My work allows me to make decisions on an autonomous way.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree
6) Agree
7) Strongly Agre

○ **At work, I can establish a clear and direct communication with my manager.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree
6) Agree
7) Strongly Agre

○ **My organisation does not have a defined career progression plan for me.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree

6) Agree
7) Strongly Agre

○ **My organisation takes into account my health and wellbeing, in my performance of functions.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree
6) Agree
7) Strongly Agre

○ **At my organisation, I consistently have benefits which are extra to my base wage (for example bonus/gratifications/compensation or promotions).**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree
6) Agree
7) Strongly Agre

○ **I consider the mentorship programmes, at my organisation, as beneficial to the individual who receives the guidance.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree / Not Applicable
5) Somewhat Agree
6) Agree
7) Strongly Agre

○ **My organisation contributes to the inclusion and integration of all employees.**
1) Strongly Disagree
2) Disagree
3) Somewhat Disagree
4) Neither Disagree nor Agree
5) Somewhat Agree
6) Agree
7) Strongly Agre

- **Which People Management practices do you consider has being more relevant? (You can select until five options)**
  - Training and Development
  - Performance Management
  - Clear Communication
  - Participation in the Decision Making
  - Work Autonomy
  - Recruitment and Selection based on skills and capabilities
  - Bonus and Compensation
  - Occupational Safety
  - Career Progression Plans
  - Mentorship Programmes
  - Non-Discriminatory Policies
  - I do not consider People Management Practices as being relevant

> In order to answer to this section, please consider your reality <u>during</u> the COVID-19 pandemic situation:

- The following statements are about how you feel while performing your professional role.

Please read each statement carefully and answer it in accordance with the frequency with which you experience any of the following feelings, beliefs or behaviours, based on the presented scale:

○ **When at work, I feel that I am bursting with energy.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often
6) Always

○ **When working, I feel strong and vigorous.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often
6) Always

○ **I am enthusiastic about my job.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often
6) Always

○ **My job inspires me.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often
6) Always

○ **When I get up in the morning, I feel like going to work.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often
6) Always

○ **I feel happy when I am working intensely.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often
6) Always

○ **I am proud of the work that I do.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often

6) Always

○ **I am immersed in my work.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often
6) Always

○ **I get carried away when I am working.**
0) Never
1) Almost Never
2) Rarely
3) Sometimes
4) Often
5) Very Often
6) Always

○ **In the last year, have you considered to make a professional change (company or occupation)?**

- Yes
- No

Demographic Characterisation:

1) Age *(18-25; 26-35; 36-45; 46-55; 56-67; >67)*

2) Gender (Female, Male, Prefer not to answer)

3) Nationality (*Insert nationalities list*)

4) Region of Work (North, Center, South, Madeira, Açores)

5) Years of work experience (< 1 year; 1-5; 6-10; 11-15; >16 years)

6) Type of organisation (Private Sector, Public Sector; Public-Private Sector; Non-Profit Organization; Self-Employed)

7) Please choose the option that better fits to your current occupation area:

- HR Consulting Firm
- Health Unit Area/Life Sciences
- Other

Any comment which you want to leave about this study:

Thank you for your participation!

Any question or clarification, please do not hesitate to contact me at: iscsa@iscte-iul.pt

(Inês Sardinha)

Annexe C – Survey Script Portuguese Version:

A Relevância e o Impacto da Gestão de Pessoas na Preservação da Saúde Mental dos Colaboradores, num contexto Organizacional:

Perspetiva do impacto COVID-19

Caro/a participante, chamo-me Inês Sardinha e sou aluna do Mestrado em Gestão na ISCTE Business School.

O presente questionário insere-se no âmbito da minha dissertação final para a obtenção do grau de Mestre em Gestão e pretende avaliar a Relevância e Impacto das Práticas de Gestão de Pessoas, na Preservação da Saúde Mental dos Colaboradores, nas Organizações, sob a perspetiva da atual pandemia COVID-19.

Para participar no presente estudo, precisa apenas de ter mais de 18 anos e ter estado a trabalhar em Portugal, durante o último ano civil.

Todas as respostas são anónimas, os dados recolhidos serão apenas utilizados para fins académicos/estatísticos e serão tratados de forma totalmente confidencial, respeitando todas as indicações da RGPD.

Este questionário tem uma duração prevista de conclusão de aproximadamente 4 minutos.

Por favor, recorde-se de que não existem respostas corretas ou incorretas, o pretendido é que as suas respostas sejam o mais sinceras possível.

Muito obrigada, desde já, pela sua participação e tempo despendido para a realização deste projeto académico.

Qualquer questão ou esclarecimento, não hesite em contactar-me em: iscsa@iscte-iul.pt

Inês Sardinha

Doutora Generosa do Nascimento (Orientação)

- **Aceita participar no presente questionário de forma totalmente voluntária?**
  - Sim
  - Não

- **Por favor, escolha a língua em que pretende responder ao presente questionário:**
  - Português
  - Inglês

- **Tem estado a trabalhar em Portugal, durante o último ano civil?**
  - Sim
  - Não

- **No último ano, mudou de empresa ou de profissão?**
  - Sim
  - Não

<u>Cultura Organizacional</u>:

A cultura organizacional pode ser definida como um fator que regula o desempenho dos colaboradores e a forma como servem os clientes, regula também a forma como cooperam mutuamente, se se sentem motivados a atingir os objetivos propostos e se estão sinceramente alinhados com a missão da empresa (Morcos, 2018)

É o modo como fazemos as coisas por aqui (Deal and Kennedy, 1982).

- **Por favor, escolha a opção que mais se adequa à realidade da sua empresa:**
  - Orientação para a Produtividade
  - Orientação para as Pessoas
  - Promove a Inovação
  - Promove a Estabilidade

> Para responder a esta secção, por favor considere a sua situação <u>durante</u> a pandemia COVID-19: As afirmações seguintes relacionam-se com a sua organização e respetiva Gestão de Pessoas.

Por favor, leia cada afirmação atentamente e responda tendo em conta a escala de concordância apresentada:

○ **Na minha empresa, o processo de recrutamento e seleção é efetuado de forma clara, tendo como base as competências do indivíduo.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **No trabalho, as minhas sugestões e opiniões são tidas em consideração.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **Os resultados da minha Avaliação de Desempenho são partilhados de forma clara e construtiva.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **Na minha empresa, tenho oportunidade de melhorar continuamente as minhas competências, através de programas de formação e desenvolvimento.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo / Não Aplicável
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **O meu trabalho permite-me tomar decisões de forma autónoma.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **No meu trabalho, consigo comunicar de forma clara e direta com a minha chefia.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **Não existe um plano de progressão de carreira definido para mim, na minha empresa.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo

12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **A minha empresa preocupa-se com a minha saúde e bem-estar, no desempenho de funções.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **Na minha empresa, recebo consistentemente incentivos extra ao meu salário base (exemplo bónus/gratificações/prémios ou promoções).**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **Considero os programas de mentoria, na minha empresa, como benéficos para o indivíduo que recebe acompanhamento.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo / Não Aplicável
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **A minha empresa contribui para a inclusão e integração de todos os colaboradores.**
8) Discordo Totalmente
9) Discordo
10) Discordo Ligeiramente
11) Não concordo nem discordo
12) Concordo Ligeiramente
13) Concordo
14) Concordo Totalmente

○ **Que práticas de Gestão de Pessoas considera como sendo mais relevantes?**
(Pode selecionar até cinco opções)

- Formação e Desenvolvimento
- Avaliação de Desempenho
- Comunicação Clara
- Participação na Tomada de Decisão
- Autonomia no Trabalho
- Recrutamento e Seleção baseado em competências e capacidades
- Bónus e Incentivos
- Segurança no Trabalho
- Planos de Progressão de Carreira
- Programas de Mentoria
- Políticas Anti-Discriminação
- Não considero as práticas de Gestão de Pessoas como sendo relevantes

> Para responder a esta secção, por favor considere a sua situação <u>durante</u> a pandemia COVID-19:

As afirmações seguintes relacionam-se com a forma como se sente ao desempenhar as suas tarefas profissionais.

Por favor, leia cada afirmação atentamente e responda tendo em conta a frequência com que experiencia cada sentimento, crença ou comportamento, utilizando a escala apresentada:

○ **No meu trabalho, sinto-me repleto/a de energia.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente
13) Sempre

○ **No meu trabalho, sinto-me com força e vigor.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente
13) Sempre

○ **Sinto-me entusiasmado/a com o meu trabalho.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente
13) Sempre

○ **O meu trabalho inspira-me.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente
13) Sempre

○ **Quando me levanto pela manhã, tenho vontade de ir trabalhar.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente
13) Sempre

○ **Sinto-me feliz quando trabalho de forma intensa.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente
13) Sempre

○ **Estou orgulhoso/a com o trabalho que realizo.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente

13) Sempre

o **Sinto-me absorvido/a no meu trabalho.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente
13) Sempre

o **"Deixo-me levar" pelo meu trabalho, porque me sinto empolgado/a.**
7) Nunca
8) Quase Nunca
9) Raramente
10) Por vezes
11) Frequentemente
12) Muito Frequentemente
13) Sempre

- **No último ano, considerou em algum momento uma mudança profissional (de empresa ou de profissão)?**
  - Sim
  - Não

Caracterização Demográfica:

1) Idade *(18-25; 26-35; 36-45; 46-55; 56-67; >67)*

2) Género (Feminino, Masculino, Prefiro não responder)

3) Nacionalidade (*Insert nationalities list*)

4) Região onde trabalha (Norte, Centro, Sul, Madeira, Açores)

5) Anos de experiência de trabalho (< 1 ano; 1-5; 6-10; 11-15; >16 anos)

6) Tipo de organização (Setor Privado; Setor Público; Setor Público-Privado; Organização sem fins lucrativos; Conta Própria)

7) Por favor, escolha a opção correspondente à área em que desempenha funções:

- Consultora de RH
- Saúde
- Outra

Algum comentário que gostasse de deixar sobre o presente estudo:

Obrigada pela participação!

Qualquer questão ou esclarecimento, não hesite em contactar-me em: iscsa@iscte-iul.pt

(Inês Sardinha)

Annexe D – Company A Formal Collaboration Request:

Lisboa, 19 de junho de 2020

Exma. Diretora de Recursos Humanos

Assunto: Exposição formal para colaboração em recolha de dados para tese

Inês Sofia Canivete Sardinha, aluna do MSc in Management da ISCTE Business School, a desenvolver um projeto de tese sob o tema **Pertinência e Impacto da Gestão de Pessoas na Preservação e Manutenção da Saúde Mental dos Colaboradores, numa Organização** assim como a influência da atual situação pandémica: **COVID-19**, sob a orientação da Professora Doutora Generosa do Nascimento, vem solicitar a V. Exª autorização para a colaboração, por parte da [redacted], na recolha de dados para o referido projeto de tese.

O presente projeto visa a realização de uma análise comparativa entre *colaboradores alocados através dos serviços de recrutamento da* [redacted] (e/ou colaboradores da organização em si) e *profissionais de saúde que desempenham/desempenharam funções em ADC* (Áreas Destinadas ao COVID), de modo a aferir o impacto da Gestão de Pessoas na manutenção da saúde mental dos colaboradores, sob a influência do vírus COVID-19.

Considero o projeto referido, com data de início prevista em setembro de 2020, como sendo de interesse mútuo para ambas as partes, dada a atual escassez de informação sobre a eficaz Gestão de Recursos Humanos, que permita à organização – neste caso à [redacted] – continuar a destacar-se pela relevância, excelente desempenho e posicionamento na área, no novo cenário imposto de "durante e pós-pandemia".

Prevê-se a utilização de instrumentos de recolha de dados como questionários, entrevistas e grelhas de análise. Toda a informação recolhida será tratada de forma sigilosa, preservando sempre a identidade do colaborador, não sendo efetuada a divulgação de dados confidenciais.

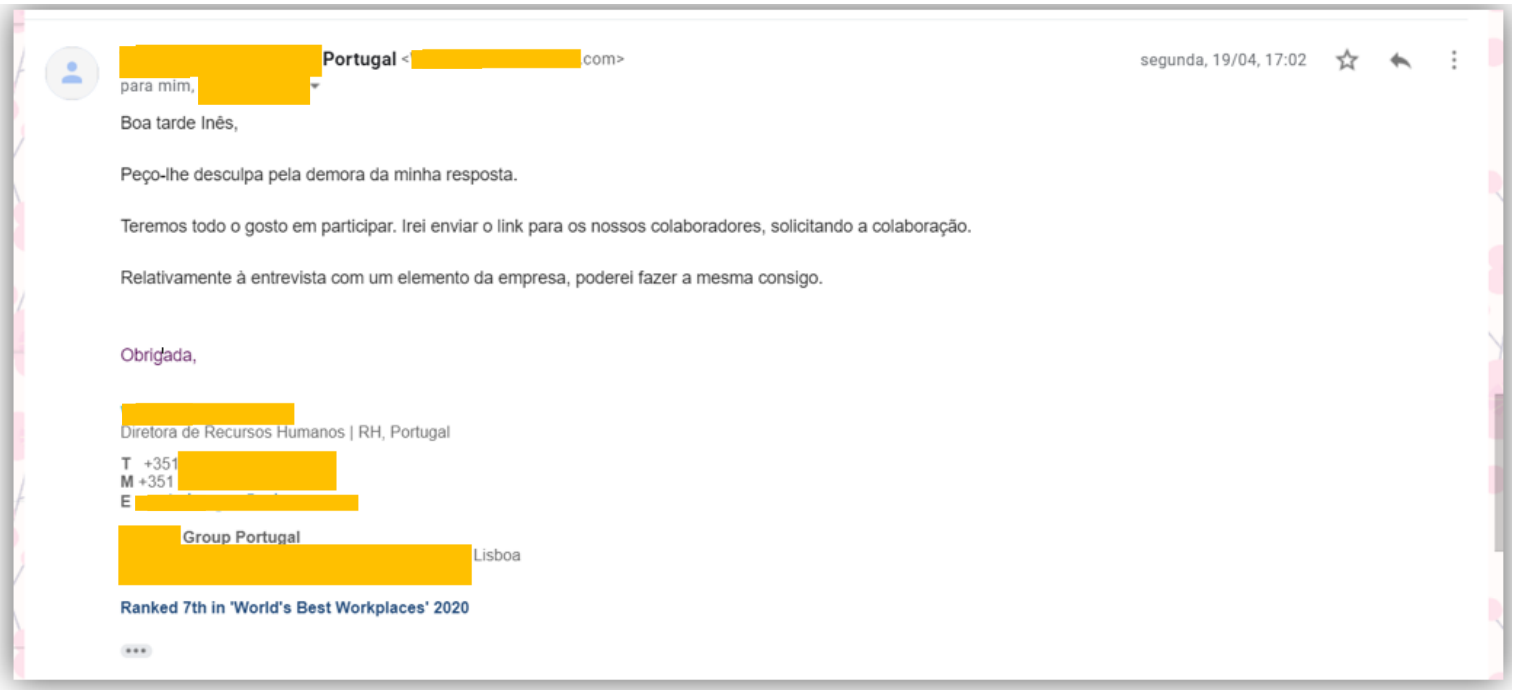
Ao dispor para qualquer esclarecimento adicional, desde já agradeço toda a atenção dispensada.

Cordialmente,

Inês Sardinha
Inês Sardinha
(Aluna do MSc in Management, ISCTE-IUL)

Generosa do Nascimento
(Professora Auxiliar, Departamento de Recursos Humanos e Comportamento Organizacional, ISCTE-IUL)

Annexe E – Company A Collaboration Acceptance:



[redacted] Portugal <[redacted].com> segunda, 19/04, 17:02

para mim, [redacted]

Boa tarde Inês,

Peço-lhe desculpa pela demora da minha resposta.

Teremos todo o gosto em participar. Irei enviar o link para os nossos colaboradores, solicitando a colaboração.

Relativamente à entrevista com um elemento da empresa, poderei fazer a mesma consigo.

Obrigada,

[redacted]
Diretora de Recursos Humanos | RH, Portugal

T +351 [redacted]
M +351 [redacted]
E [redacted]

[redacted] Group Portugal
[redacted] Lisboa

Ranked 7th in 'World's Best Workplaces' 2020

Annexe F – Company A Characterisation:

Before the start of the central focus of the conversation and before the questions bellow were asked, the interviewer performed a brief contextualisation regarding the conversation goal, the dissertation's theme and the research topics and asked the interviewee to also perform a brief introduction about Company A.

Bellow, it is given the referred organisational characterisation.

1.1) Company History

Company A is part of a multinational group which gained life in the year of 1957, founded with basis on an entrepreneurial vision in Switzerland. Since then, the group has been in constant expansion and is, at the moment, the global leader on the delivery of Human Resources solutions, shaping the world of work by talent and technological solutions.

At the present date, the group counts with more than 3300 internal employees and is present in 60 countries.

Company A is present in Portugal since 1990, counting with an internal structure of more than 250 employees, 19 open agencies and more than 1500 client companies. For two consecutive years, Company A Group has won the classification of "The Best Company to Work", as well as the "Mind Leaders Awards" on Outsourcing and Temporary Work categories. Specifically, in Portugal, Company A has also won the award of the "Best Services Company" as is part of the "Best Human Resources Providers", in diverse categories, on a global perspective.

1.2) Organisational Structure and Business Model

Company A is a Franco-Swiss multinational with its headquarters in Switzerland. The company is divided in three different internal units: 1) Company A Service's Provision; 2) Company A Specialised Recruitment; 3) Company A Human Resources.
All three brands have different purposes and different focus.

Company A Service's Provision's focus is on outsourcing services, as well as on the provision of training services, Company A Specialised Recruitment is focused on the recruitment of middle and top management specialised profiles, in turn, Company A Human Resources is focused on the recruitment of temporary, non-specialised and initial/junior profiles.

The last referred brand is the biggest on the organisation's structure and is also the one where some central services like Accounting and Financial Services, Information Technology Department and all support services are included. The first referred unit/brand counts with 60/70 elements, the second one with 15 elements and the third one with the remaining employees (around 150 elements).

Company A as a unique and central General Direction, however all three units/brands have their own Business/Area Managers. The General Direction is constituted by the Human Resources, Juridic, Financial and Big Accounts department.

From the 19 open agencies in national territory, Company A counts with the majority in the Central and Southern regions of the country. On services like the one Company A Human Resources provides, the organisation considers important to be physically close to the client, since some of them still do not feel comfortable with technological platforms. Company A Service's Provision's is mainly present in Porto and Lisboa, in terms of physical offices, with Operational Managers being present in all national territory.

1.3) Vision, Mission and Values

Company A Group has its focus on the providence of Human Resources solutions like Temporary Work, Permanent Placements, Career Transition, Talent Development and Outsourcing. Every year, the group provides, to more than one million people, career opportunities, career guidance and career insights, all over the world.

Company A's is auto characterised as a company "made by people and its with focus on people" which prioritises the direct and close contact with its employees, clients and partners, by the sharing of market experiences and perceptions, with the goal of empowering people, dynamize the economy and enrich society.

In terms of internal values, Company A is guided by five principles, those being: Client Focus; Passion; Entrepreneurship; Responsibility; Team Spirit.

In terms of Code of Conduct, Company A assumes the connection of people, both on a global and local perspective, has its responsibility. In order to achieve that goal, Company A intends to be recognised as an accessible company, both for clients and partners, by the transmission of a clear vision and comprehension of the company's working motto and core business. The company is ruled by a strict internal Code of Conduct in order to achieve a "Better work, better life" balance. Moreover, Company A is proud to be part of ONU's Global Pact, expressing its concern and respect towards Human Rights, Work Rights, the Environment, as

well as with Anticorruption measures. Furthermore, Company A recognises the need to implement and maintain a Quality and Environment System, that being one of its main focus, at the moment.

Annexe G – Company A's Portugal Human Resources Manager Interview:

- **Interviewer: How would you describe Company A organisational culture?** *(Example: Productivity Driven; People Driven; Fosters Innovation; Fosters Stability)*

- **Interviewee:** Company A was described by its Portugal Human Resources Manager as being a "Multinational with a family spirit". The "open door policy", the ease to approach general directors, the lack of formalisms and the stimulus for everyone to refer to their peers or superiors by "you" were some of the given examples which are currently applied and allow the "A spirit" to be maintained as a reality. Moreover, the Company A group aims to be recognised as an "whole" in all their geographies and not guided by local and differentiated policies. The proximity and establishment of close relationships with the business and its clients are the focus of Company A. The interviewed Portugal Human Resources Manager classified the company as People Focused (internally and externally) and concerned with the follow-up of new and updated practices.

- **Interviewer: Which applied People Management Best Practices would you like to point out at Company A?**

- **Interviewee:** During our conversation, Company's A Portugal Human Resources Manager had the opportunity to share different People Management Best Practices applied in the organisation. The interviewee started by sharing their **Recruitment & Selection** (R&S) practices, referring that, besides its current internal reorganization, it is currently performed in accordance with necessities shared by each area director with the Human Resources Department (HR department). All the R&S process is properly documented and registered by the internal HR department, moreover it is constituted by 2 or 3 phases, in general, so it is possible for more than one element to share their opinion and thus reduce the risk of a bias or conditioned decision. The interviewee also pointed out the opening of all vacancies in both internal and external platforms, on a global perspective, referring that it is also given priority to internal applications. Company A has implemented an internal Trainee Programme which has been succeeding in all geographies and has been resulting on high retention rates, allowing to fill 80% of all vacancies with previous trainees. The Portugal HR Manager made sure the emphasise that some of their current General Director started their path in Company A by the

Trainee's programme.

In terms of **Performance Appraisal**, the process is theoretically structured to be performed on a bi-annual perspective: a mid-year evaluation and a final year evaluation. It might also be pertinent to refer that Company A's fiscal year equals the civil year, starting in January and ending in December. However, in practice, the interviewee shared that, due to the usual lack of time, the mid-year evaluation is not usually performed. The performance appraisal is performed on "waterfall" perspective by seniority levels, this means that all employees evaluate the level directly below (if they have coordination or management roles) that and are evaluated by the level directly above them (their hierarchical report line). The Portugal HR Manager shared that usually this mid-year evaluation is replaced by informal moments where she individually reunites with the Hiring Managers and understands their teams' performance and improvement points, on both global and individual level. The final year evaluation is always formally performed. The interviewee pointed out that, when identified the need, Company A has "acceleration programmes" for professional development.

Another People Management Best Practice refereed was the **Mentorship Programmes**, which Company A are still trying to implement on a formal and structured way. Until the present moment, this practice has been performed on a more informal way. This practice started to be implemented 2 years ago, however due to the COVID-19 pandemic situation, its implementation was not concluded and is currently in stand-by. In terms of **Inclusion and Integration Policies**, the organisation has been trying to implement and update their practices. On an international and Iberia level, the company has an Institution which is focused on the support of professional in risk of social exclusion, like people with mental or physical disabilities and elements with difficulties in the access to the labour market. The hashtag #EmploymentForAll is the institution's mission. During this conversation it was also shared a concrete example of a Portuguese employee which, due to a suffered a traffic accident, had to amputate one her superior members. The situation received a huge internal sensibilisation and the employee's role and workspace were proactively adapted by the organisation, in order to guarantee her comfort at work. The Portugal HR Manager referred however that, in Portugal, this support is performed by the establishment of partnerships with clients, on the Recruitment & Selection services provided, ensuring the not exclusion of any member due to reasons beside the technical and professional ones, directly relation with the role which the person is applying for.

In terms of **Other Applied Practices**, there were mentioned actions like seniority rewarding by extra holidays; the offer of the employee's birthday as a day-off; the offer of the afternoon

in child's birthday as off; the flexibility to accompany children on school activities and important days; schedule flexibility on Father's day and Mother's day; Financial bonus for the achievement of proposed goals; the flexibility for the employee to attend medical/health appointment without any monetary discount and the sharing of the reality of internal progression possibilities.

- **Interviewer: Which People Management Best Practices does Company A also recognises as beneficial, besides the applied ones?**

- **Interviewee:** When asked this question, the interviewee shared that Company A has a lot of projects in stand-by, waiting to be implement, which were not yet brought to reality due to the alterations imposed by the COVID-19 pandemic situation. Among those projects, it was unveiled the intention to implement, until the end of this fiscal year, a shadowing programme which intended to demystify existing fears and concerns of career progression to higher responsibility roles, or even to perform an area chance, due to lack of practical knowledge of the developed functions. The implementation of teambuildings is also an intention until December.

- **Interviewer: Did you register differences in your turnover and sick leave rate during the last calendar year, in comparison with the previous one?**

- **Interviewee:** When comparing turnover and sick leaves rates between 2020 and 2021, the interviewee shared that there were not registered significant differences, since the decision was not to perform relevant modifications until August, from the company side. From the employee's perspective, people were also faced with uncertainty and fear which resulted in a market stagnation, in terms of resignations and new hires.. After that month, the organisation had to dismiss some employees, due to COVID-19 pandemic financial impacts on the business. In terms of absenteeism, there were also not registered significant differences, in Portugal there were just registered 3 employees which had to recur to a sick leave due to COVID-19 infections. When analysing 2021 results, Company A felt a market recovery in terms of resignations and new hires, from March on. As a consequence, turnover rates increased. The Portugal HR Managers anticipates even higher rates from September on, due to the expected percentage of Portuguese population completed vaccinated. The interviewee compares 2021 to 2019 in terms of business tendencies, classifying 2020 as an year of stagnation.

- **Interviewer: How would you define the inherent COVID-19 challenges for Company A?**

- **Interviewee:** The interviewee pointed out, as a main challenge, on a first phase, the need to adapt the company management to a one capable of deal with employees fears and control their emotions, on a stage where all information was still uncertain and the pandemic was beginning to be a reality in the country.

  The Portugal HR Manager admitted that the Managers Team, in general, were not prepared to manage teams on a homeworking policy nor for its inherent specifications and this was the second phase. On a third and more recent phase, the challenge started to be the management of the "return to the office". Employees were still afraid of the COVID-19 infection risk and had already got used to work from home. The need to manage the inherent fear of layoff or mass dismissal were also a reality.

- **Interviewer: Do you believe that the COVID-19 pandemic has impacted Company A employee's mental health? In which extend?**

- **Interviewee:** The interviewed Portugal HR Manager does consider that the COVID-19 pandemic has impacted Company A employee's mental health, resulting on a general higher sensibility, lower capacity of tolerance and lower capacity of managing or control emotions. The interviewee also believes that the line between the professional and the personal life has been blurring and people have been experiencing higher levels of general uncertainty.

  From Company A's side, the organisation has been making accessible tools like a direct telephone line, to where employees can call if they experience any kind of health issues, both mental and physical, or do have questions to clarify. However, due to the yet present stigma around the mental health topic, the refereed tool has not been used by Company A's employees.

  The Portugal HR Manager also shared that, during the year 2020, the organisation registered, for the first time in some years, psychological sick leaves which resulted in the decision, from the employees side, to finish their collaboration with the company. Some of the mentioned reasons were the work overload, outcome of the reduction in terms of headcount, as well as extreme fatigue and exhaustion in both physical and psychological aspects. The interviewee also mentioned that, this number, represents a percentage of 2% of the overall Portuguese headcount. One of the employees which finished the collaboration with Company A, was

working in the company for more than 15 years and really decided to perform a profound change in all of his/her life aspects.

- **Interviewer: Do you believe that the COVID-19 pandemic has impacted Company A employee's organisational engagement levels? In which extend?**

- **Interviewee:** At Company A, employee's organisational engagement levels are measured on a quarter basis. On a first pandemic phase, from the beginning until June of 2020, Company A's engagement levels registered a great rise, being recorded the best results ever. The Portugal HR Manager believes that this numbers might be the result of a feeling of support and assistant transmitted by the organisation to its employees. From June of 2020 on, Company A's organisation levels have been registering a constant decrease of 0,1% per quarter. The interviewee believes that this result might be directly associated with high expectations held from the employee's side towards the organisation, in terms of salary increases and regarding the possibility of maintaining the work from home policy, which is not possible or productive to all job categories.

- **Interviewer: Which are Company A's choices for the future? Do you have a specific People Management development plan?**

- **Interviewee:** It was highlighted the global reorganisation and restructuration that Company A is currently facing, in all areas, including in Human Resources policies and practices. The Portugal HR Manager does believe that the next 2 years will be years of extreme changes and of implementation of updated and disruptive projects and processes. The company is present in a total of 60 countries and the goal is to perform an uniformization of procedures and policies on an overall perspective. Among some of the main objectives, the interviewee shared policies like the creation of a global department responsible for the providence and maintenance of uniform tools and platforms (example: recruitment & selection; salary processing; performance appraisal; inclusion and integration; …). As a final result, the group expects to be able to change its current paradigm and return to previous organisational engagement levels. The Portugal HR Manager also referred that, despite the previous planification of all of those measures and policies, the current COVID-19 pandemic situation came to speed it up.

23th of July, 2021

Note: The present interview was performed via Microsoft Teams, due to the current COVID-19 pandemic situation. The interview had a duration of 45 minutes and was conducted on a semi-structured perspective. In the referred call were only present the interviewee (Portugal Human Resources Manager) and the interviewer (this dissertation's author).

It might also be pertinent to highlight that the given answers were based on the Portuguese group reality however were, whenever possible, directly linked with Company's A group perspective.

The conversation was conducted with both audio and video tools on, in order to allow the proximity to an "in person" interview, as much as possible.

Annexe H – Health Unit Formal Collaboration Request:

(No Response obtained)

Évora, 06 de abril de 2021

Exma. Drª [redacted] | Administração Hospital da [redacted]

Assunto: Pedido de autorização para recolha de dados para dissertação final

Eu, Inês Sofia Canivete Sardinha, aluna regularmente matriculada no segundo ano do Mestrado em Gestão da ISCTE Business School, sob orientação da professora Doutora Generosa do Nascimento, venho requerer a vossa anuência para o desenvolvimento de pesquisa de campo, no âmbito da dissertação final, que me encontro a desenvolver, sobre o tema: "A Relevância e o Impacto da Gestão de Pessoas na Preservação da Saúde Mental dos Colaboradores, num contexto Organizacional: Perspetiva do impacto COVID-19".

A referida pesquisa visa a aplicação de um questionário *online* aos colaboradores do Hospital da [redacted] (pessoal médico e não-médico), bem como a realização de uma breve entrevista *online* apenas para caracterização da organização.

A presente colaboração visa apenas a recolha de dados, com fim à conclusão do referido projeto de tese. O projeto visa a realização de um estudo aplicado a colaboradores de uma empresa de consultoria de Recursos Humanos e a profissionais no setor da saúde, que desempenham/desempenharam funções, durante a influência da pandemia COVID-19, de modo a aferir o impacto das práticas de Gestão de Pessoas na manutenção da saúde mental dos colaboradores (através da variável *engagement*).

Considero o projeto referido, como sendo de interesse mútuo para ambas as partes, dada a atual escassez de informação sobre a eficaz Gestão de Pessoas, que permita à organização continuar a destacar-se pelo desempenho e posicionamento de excelência na área, no novo cenário imposto pela referida pandemia.

Não obstante de alvo de publicação futura, o presente trabalho possui apenas fins académicos, garantindo-se um tratamento estatístico dos dados que respeite o total anonimato dos respondentes. Não existirá, por isso, lugar à divulgação de qualquer informação confidencial.

Sem outro assunto, e na expectativa de vossas prezadas notícias, subscrevo-me com elevada estima e consideração, deixando em anexo o questionário a aplicar e os meus contactos para eventuais dúvidas ou esclarecimentos que considerem necessários.

Cordialmente,

Inês Sardinha
(Aluna do Mestrado em Gestão da ISCTE-IUL Business School)

Generosa do Nascimento
(Professora Auxiliar, Departamento de Recursos Humanos e Comportamento Organizacional, ISCTE-IUL)

Annexe I – Standard Values for UWES-9 for Other Languages Norms (Group Norms)

Table A.I.1: Mean (M), standard error (SE), and standard deviation (SD) of the UWES dimensions Schaufeli and Bakker (2004)

Dimension	UWES-9 (N = 12,631)			UWES-15 (N = 12,631)			UWES-17 (N = 12,161)		
	M	SE	SD	M	SE	SD	M	SE	SD
Vigor	4.18	.01	1.24	4.22	.01	1.37	4.24	.01	1.09
Dedication	4.28	.01	1.36	4.33	.01	1.30	4.33	.01	1.36
Absorption	3.68	.01	1.43	3.82	.01	1.31	3.77	.01	1.28
Total score	4.05	.01	1.19	4.12	.01	1.12	4.10	.01	1.11

Annexe J – Comments Left About the Applied Online Survey:

Table A.J.1: Comments Left About the Applied Online Survey

Comments Left About the Applied Online Survey
“As pessoas deixaram de ter horários... Ainda é difícil "cumprir" o n° de horas que supostamente deveríamos trabalhar ... Trabalha-se muito, muito mais!”
“De interesse muito relevante.”
“Fantástico Inês! Super completo o questionário.”
“Gostaria de saber os resultados do estudo. Obrigada.”
“Gostei particularmente da forma de elaboração do questionário.”
“Muito bem elaborado.”
“Muito importante para definir parâmetros onde se insere cada atividade laboral e contextualizar a posição de cada indivíduo.”
“Muito interessante!”
“O reconhecimento dos profissionais que investem o seu conhecimento e aperfeiçoamento no setor público é muito fraco. O sistema de avaliação de desempenho existente é perverso e cria grandes desigualdades entre os profissionais.”
“Sou profissional da área da Engenharia Civil. É uma área subvalorizada, tanto a nível técnico como a nível salarial. Nas empresas privadas impera a ameaça, a coação psicológica e o assédio moral por parte das chefias e, como consequência o medo, a frustração e o desgaste psicológico dos seus funcionários. Colegas mães que regressam após o gozo da licença de maternidade são automaticamente despedidas (deixam de conseguir fazer as muitas horas extra não pagas). No final de 2020, após muitos anos na empresa, fui despedida, para dar lugar a colegas mais novos e mais "baratos". A capacidade técnica não importa para as empresas. A pressão da empresa para tal desfecho já era muita, de tal maneira que o computador portátil mal funcionava. Os prémios a haver, apenas seriam destinados a um colega específico, numa equipa 5 elementos, independentemente de ter tido bom desempenho ou não. Neste ano de 2021, voltámos à geração dos 1000€. As empresas pretendem recrutar recém-licenciados, mas exigem experiência em projetos e obras. Pelo acima descrito, ficam aqui os meus sinceros Parabéns pela escolha da temática! Votos de um Bom Trabalho! Obrigada.”
“Tendo em conta a atual situação pandémica que vivemos, torna se cada vez mais importante auscultar as pessoas e perceber as suas necessidades e motivações por forma a que consigamos todos juntos ultrapassar este pesadelo e criar condições mais adequadas à vida profissional e pessoal de todos.”