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The relationship between well-being practices and employee engagement and performance

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Master in Business Administration

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Universitário de Lisboa

October, 2022

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BUSINESS
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Department of Marketing, Strategy and Operations

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Acknowledgments

This dissertation marks the end of 2 hardworking years. Looking back, I couldn't have done it without the incredible help I received from my family and friends that supported me throughout this journey.

Firstly, I would like to thank my parents and my sister for all the unconditional support, for believing in me and encourage me to always give my best. Margarida, a special thanks for all the nights you stayed with me and helped me do this.

Thank you, grandma and Catarina, for the amazing support that you have gave me, specially in the past years.

I would like to acknowledge my supervisor, Professor Patrícia Duarte for all the help and assistance. Your knowledge and expertise were vital to this dissertation.

I would also like to thank my team at Jerónimo Martins for supporting me while I was doing my Masters. Ana, Inês e Catarina, thank you for having my back.

Thank you to my colleagues and friends at NTT DATA that on-boarded me in the best way possible and helped me grow during these past months.

In addition, I would like to thank my previous house mates, Laura and Matilde, for the support and companionship, it was really important, especially in the difficult moments.

I must also thank all my family, friends and colleagues that in some way contributed to this dissertation. Thank you all for being always there for me and making me feel like I can do anything. Beatriz, Margarida, Maria and Mariana, a special thanks to you, for unleashing my best and being always around, making me feel like I have the best friends in the world.

Resumo

A crescente atenção nos tópicos do bem-estar e a consciência da necessidade de ter colaboradores envolvidos e com um desempenho acima da média, criou a necessidade de as organizações oferecerem aos colaboradores práticas de bem-estar. Estas práticas visam assegurar não só o aumento do seu bem-estar subjetivo, mas também o seu envolvimento com a organização e os seus níveis de desempenho.

O presente estudo procurou analisar as relações entre as práticas de bem-estar oferecidas pelas organizações e o bem-estar subjetivo dos seus colaboradores, o envolvimento no trabalho e o desempenho individual, bem como se o bem-estar no trabalho desempenha um papel mediador nestas relações.

Para este fim, foi aplicado um questionário *online* cuja amostra resultante inclui 186 participantes, de diferentes sectores e organizações em Portugal. Os dados foram analisados utilizando o software IBM SPSS Statistics e o modelo de investigação foi testado através da macro Process Hayes (2018).

Os resultados indicam que, embora várias práticas de bem-estar sejam disponibilizadas, estas não são amplamente utilizadas pelos colaboradores. Além disso, embora o número de práticas de bem-estar utilizadas pelos participantes não tenha uma relação primária com o envolvimento e o desempenho, o bem-estar subjetivo desempenha um papel de mediação entre eles.

Este estudo sugere que as práticas de bem-estar organizacional são relevantes para as atitudes e comportamentos dos colaboradores. Reforça a evidência de uma relação entre o bem-estar subjetivo, o envolvimento e o desempenho presente na literatura e contribui para o seu avanço ao verificar o papel mediador do bem-estar no trabalho.

Palavras-chave: Bem-estar subjetivo; Compromisso dos colaboradores; Performance individual; Práticas de bem-estar organizacional

JEL Classification System: M54 – Gestão Laboral; I31 – Bem-Estar Geral; J28 -Satisfação no trabalho

Abstract

The increased attention around the topics regarding well-being and the consciousness of the need to have engaged employees that perform above the average, raised the need to organizations offer their employees well-being practices and programs. These practices aim to ensure not only the increase of their subjective well-being, but also their engagement with the organization and higher levels of performance.

The present study sought to analyze the relationships between well-being practices offered by organizations and their employees' subjective well-being, work engagement and individual performance, as well as whether well-being at work plays a mediating role in these relationships.

To this end, an online questionnaire was applied. The resulting sample includes 186 participants, from different sectors and organizations in Portugal. The data were analyzed using the IBM SPSS Statistics software, and the research model was tested using Hayes' macro Process (2018).

The results indicate that although several well-being practices are made available by the organizations, these practices are not widely used by the employees. Moreover, even though the number of well-being practices used by participants do not have a primary relationship with work engagement and individual performance, subjective well-being plays a mediating role between them.

This study suggest that organizational well-being practices are relevant for employees' attitudes and behaviors at work. It reinforces the evidence of a relationship between subjective well-being and work engagement and individual performance present in the literature and contributes to its advance by verifying the mediating role of well-being at work.

Keywords: Subjective well-being; Work engagement; Individual performance; Organizational well-being practices.

JEL Classification System: M54 – Labor Management; I31 – General Welfare; J28 - Job Satisfaction

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Introduction

In today's competitive corporate world, humanized organizations are not only urgent, but an unavoidable inevitability (Marujo et al., 2019). Organizations need engaged workers, committed to high quality performance standards to achieve their business goals (Bakker & Schaufeli, 2008), and for this is fundamental nurturing workers' well-being.

The consciousness around well-being relevance and the burnout epidemic in the workplace rise the attention on the topics of employee subjective well-being and work engagement and their relationship to employee performance. New approaches to work-life balance and to the relationships built at the workplace reinforced the need for companies to understand how they should manage their human resources and how can they increase their employees' subjective well-being and engagement at work.

In a study from Eurofound (2022) with more than 200,000 people across the European Union, more than 50% of the respondents from all age groups between 18- and 59-years report being at risk of depression, more than 30% are depressed and more than 40% report negative feelings of being tense. According to another recent report by the McKinsey Health Institute (2022) there is a tendency to overlook the role of the workplace in driving employee mental health and well-being, engagement, and performance. The Deloitte Global 2022 Gen Z and Millennial Survey found that 45% of Millennials feel burned out due to the intensity of workload and 43% have recently left their organizations due to burnout. Concerning the Gen Zs, 46% feel burned out due to the intensity of workload and 44% have recently left their organizations due to burnout (Deloitte, 2022) proving the relevance of this study.

The World Health Organization (WHO) defines a healthy working environment is based on four pillars: physical work environment, psychosocial work environment, the company's involvement in the community' development and healthcare resources provided (e.g., access to information and services that allow the adoption of healthy practices and a healthy lifestyle). The relevance given to the creation of healthier workplaces has grown remarkably in the past years. As an example, there are two global authorities that certify and recognize the best workplaces both at a global, regional and national level. One is Top Employers Institute, a global authority that recognizes excellence in people practices. They have certified over 1 857 companies around the world, assessing, besides others, the well-being practices offered to the employees.

Another example is Great Place To Work, a global authority on workplace culture that monitors the entire Employee Experience and the companies' Leadership behaviors through a questionnaire about organizational climate and a dossier of company practices.

At the EU level, the European Agency for Safety and Health at Work (EU-OSHA) promotes the “Healthy Workplaces Campaign” in which European and international enterprises and organizations inspire and encourage others to successfully manage a safe and healthy workforce. This Healthy Workplaces Campaigns have been running since 2000 and recognize organizations that actively manage occupational safety and health.

At the Portuguese level, the Portuguese Psychologists Order promotes the "Healthy Workplaces Award", whose aim is to recognize and distinguish Portuguese organizations with outstanding and innovative contributions to safety, well-being and health (both physical and psychological) in the workplace.

This interconnection between the workplace and the practices and programs offered by the organizations, and the consequent impacts in employees' subjective well-being, engagement and performance will be the focus of this work.

Schaufeli (2013) propose that engaged workers are likely to perform better than their disengaged peers, and according to previous research there is a relationship between subjective well-being and work performance, even though there is debate over the causality of that relationship (Russell, 2008).

Truss et al. (2013) discuss that work engagement may constitute the mechanism through which Human Resources management practices impact individual and organizational performance. There is evidence that engagement may be associated not only with raised levels of performance but also with enhanced well-being (Schaufeli, 2013).

The study of the impact of organizational well-being practices on employee engagement and performance can play a strategic role in helping organizations increase employee performance and, consequently, outperform the competitive marketplace. This organizational well-being practices, also called corporate wellness practices, like, well-being breaks with personal trainers, coaching sessions, or a hair studio for the employees, aim to promote both employees work engagement, and subjective engagement as well.

As part of a meta-analysis study, Harter et al. (2002) compared the employee engagement of 7,939 business units and found that units above the median have a 70% higher probability of success than those in the bottom half. Since it can be a win-win agreement for the organizations and their employees, the purpose of this work is to

analyze the relationship between organizational well-being practices and employee subjective well-being, work engagement and performance, in order to help organizations gaining a competitive advantage and improve employees' overall well-being.

Through the presentation of pertinent literature, relevant data and a framework on the topic, in a first instance, this project analyses the well-being practices offered by the organizations, as well as the ones used by the employees. After, it examines the relationship between organizational well-being practices and employee's subjective well-being, engagement and performance, as well as the role played by subjective well-being in the relationship between organizational well-being practices and both engagement and performance.

The present study is composed of four chapters: the first chapter provides contextualization regarding the theme, the problematics in study and addresses the relevant theoretical constructs regarding Organizational well-being practices, Employee Work Engagement, Individual Performance and Subjective well-being; the second chapter presents the methodology adopted as well as explains the rationale behind it; the third chapter includes the statistical analysis undertaken and explains the results obtained; the fourth chapter is composed by a discussion of the results obtained in the previous chapter and a clarification of the contributions of the present study to both management and scientific contexts and also includes recommendations for future research on the topic discussed in this study.

Chapter I - Theoretical Framework and Hypotheses Development

A significant life domain for most people involves their experiences in their working life. Work provides a source of income and a meaningful activity for individuals and productivity for society (Pavot & Diener, 2004).

The new generations that have recently arrived at the job market are not willing to look at their work life in the same way the previous ones were. This brought new challenges and expectations that the organizations must fulfil in order to retain the best talents and remain competitive in a challenging and volatile economic climate. According to Deloitte's 2022 Gen Z and Millennial Survey, nearly two in five of the Gen Zs' and millennials' respondents say they have rejected a job or assignment because it did not align with their values. Besides that, the same survey found that 35% of Gen Zs and 32% of millennials would leave even without another job lined up (Deloitte, 2022).

At the same time, in last years, there has been a shift in the way the organizations look at their employees. The Human Resources departments have gained a significant leading role, becoming strategic allies for the top management. However, deploying human capital is different from deploying financial capital (Charan et al., 2018) and the employees have needs and demands that the numbers do not.

According to Schaufeli (2013) most of the changes that are happening in the workplaces require a substantial psychological adaptation and involvement from the employees, and more than ever employees need psychological capabilities to thrive and to make organizations survive. Organizations want employees to put in extra effort and generate innovative ideas that improve services and save money. By building work environments that enable employees to engage in their work, organizations may benefit from employees who are willing to go the extra mile and achieve better financial performance.

Hence, there is a growing challenge to create new work environments that foster involvement and positive social interactions. Instead of merely their bodies, modern organizations need employees who bring their entire person to the workplace and are able and willing to invest in their jobs psychologically (Schaufeli, 2013). In order to achieve the needed levels of engagement and performance, there has been a growing investment in organizational well-being practices and programs, which will be explored in the following section.

1.1 Organizational well-being practices

As said previously, there is a growing effort in building healthier workplaces and even more it is critical that organizations support their employees. This support can be given, through practices and policies that aim to achieve employee well-being, but also organizational health. According to the 2020 Deloitte Global Human Capital Trends report, 80% of the survey respondents identify well-being as important or very important to their organization's success.

Sauter et al. (1996) defined healthy organizations as the ones that maximize the integration of worker goals for well-being and company objectives for profitability and productivity.

According to a survey conducted by RAND, approximately half of U.S. employers offer wellness promotion initiatives, and larger employers are more likely to have more complex wellness programs (Mattke et al., 2013). Aldana (2001) found that approximately 90% of organizations with 50 or more employees provide some type of program designed to promote health, which confirms the rising interest and investment in employee well-being and building healthier workplaces. In accordance with this, Gartner' Top 5 Priorities for HR Leaders in 2023 survey, 70% of companies have introduced new well-being benefits or increased the amount of existing well-being benefits.

This interest and investment can be explained by the fact that Harter et al. (2003) estimated that job satisfaction accounted for a fifth to a quarter of life satisfaction in adults.

The Microsoft 2022 Work Trend Index states that 42% of employees are looking for mental health/well-being benefits. In line with these findings, the 2021 Mercer Marsh Benefits Health Trend survey found that, in Europe, 71% of insurers provide outpatient treatment for mental health (psychological and/or psychiatric counselling).

Furthermore, there are enormous financial and human costs associated with unhealthy organizations (Cooper, 1994), which forces the organizations to develop new strategies to avoid these costs. According to a report from Fundação José Neves (2022), the lack of mental health costs annually about 136 billion Euros in lost productivity and 104 in direct expenses associated with poor mental health, such as medical treatment, medication, or psychological treatment, totaling 240 billion Euros per year.

Baicker et al. (2010) found that medical costs fall by about \$3.27 for every dollar spent on wellness programs and absenteeism costs fall by about \$2.73 for every dollar

spent. This average return on investment suggests that the wider adoption of such programs could prove beneficial for budgets and productivity as well as health outcomes.

Besides the costs, one of the guiding principles of organizational health that Adkins et al. (2000) defined is that organizations should focus on promoting positive health outcomes instead of acting only to prevent the negative outcomes of poor health. If the organizations want to be competitive and thrive it is crucial that they build healthier workplaces.

The health promotion programs were defined by Aldana (2001) as the efforts that enhance awareness, change behavior, and create environments that support good health practices. The integration of healthy workplace practices is expected to increase employee well-being, and improve their engagement and performance at the organizations, resulting at the end in increased competitive advantages, performance, productivity.

The Global Wellness Institute defines the workplace wellness market as employer expenditures on programs, services, activities, and equipment aimed at improving their employees' health and wellness (The Global Wellness Institute, 2021).

Mattke et al. (2013) found that most employers (72% of those offering a wellness program) characterize their wellness programs as a combination of screening assessments and preventive interventions. Besides the screening activities, these programs include practices like diagnostic testing, in-house amenities or subsidized memberships for fitness clubs and exercise classes, healthy food offerings at company cafeterias, wearable fitness trackers, health fairs, incentives for participation in wellness activities, educational programming, and counseling services for wellness (The Global Wellness Institute, 2021).

In line with the need to shift the focus from isolated workplace wellness programs toward a more holistic approach that incorporates multiple practices, Grawitch et al. (2006) identified five specific categories of healthy workplace practices, which are presented at table 1.1. These different categories reinforce the requirement for employers to support a diverse array of needs that employees hope to fulfil at the workplace.

Table 1.1. - *Summary table of the Healthy Workplace Practices, based on Grawitch et al. (2006)*

Healthy Workplace Practice	Definition
Work-life balance	Work-life balance practices are meant to help employees manage their personal and professional lives. Some of these practices are the possibility for remote work, flexible scheduling, childcare, eldercare or provision of job security.
Employee growth and development	Employee growth and development practices focus on expanding employee’s knowledge, skills and competencies. These practices are expected to increase their commitment with the organization and capitalize the employee’s potential for internal career advancement and leadership. On-the-job training, leadership development, continuing education classes, and provision of internal career opportunities are all examples of employee growth practices.
Health & safety	Health and safety practices seek to maximize the physical and mental health of employees through the prevention, assessment, and treatment of potential health risks and problems (Aldana, 2001). As examples are alcohol and drug addiction programs, wellness screenings, stress management training, counseling, and safety training (Grawitch et al., 2006).
Recognition	Recognition practices reward employees for their performance and contributions to the organization. Besides the typical monetary rewards, such as bonuses or raises, recognition practices can include honorary ceremonies, plaques or personal acknowledgment in official organizational communications.
Employee involvement	Employee involvement practices seek the involvement in decision-making, which allows employees to bring a distinct set of ideas and perspectives to solve organizational problems and finding ways to increase organizational effectiveness. Regarding employee involvement, practices as empowerment, self-managed work teams, and job autonomy can be applied.

1.2 Employee Work Engagement

The term employee engagement was first addressed by Kahn (1990) as the psychological presence of an employee while executing an organizational task. According to Saks (2006) employee engagement is a distinct and unique construct which involves cognitive, emotional and behavioral components that are associated with individual role performance, and distinguishes between “job engagement”, that is performing the work role, and “organizational engagement” which means performing the role as a member of the organization.

In research from Mercer (2007), employee engagement is defined as a psychological state in which employees feel a vested interest in the company’s success and are both willing and motivated to perform to levels that exceed the stated job requirements.

Schaufeli et al. (2002) defined work engagement as a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption. Vigor refers to high levels of energy and mental resilience while working and persistence even in the face of difficulties; dedication refers to being strongly involved in the work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption refers to being fully concentrated and happily engrossed in the work, whereby time passes quickly, and it is difficult to detach from work. Later, Schaufeli (2013) defines employee engagement as a blend of job satisfaction, commitment to the organization and extra-role behavior, i.e., discretionary effort to go beyond the job description.

All these definitions have a common point: employee engagement is not just about the work itself, but it is about emotional connection, being willing to walk the extra mile and getting involved with the organization.

Schaufeli et al.’s (2002) definition is the base of the most reliable and used scale for academic research on work engagement: the Utrecht Work Engagement Scale (UWES). It is a questionnaire based on the definition of work engagement as a combination of vigor, dedication, and absorption.

The connections made at the workplace and the relationships created among colleagues can play a key role in the increase of the employee engagement. As Baumeister and Leary (1995) verified, a sense of belonging to something beyond oneself is an important element of employee engagement and a basic human need.

Employee engagement is a leading indicator of intent to stay within a given organization. (Harter et al., 2002), as given its importance in the current job market, it is

critical that organizations create practices and programs that not only address this issue, but also help them be more competitive and perform better.

Therefore, the first research hypothesis is established as follows:

H1: Organizational well-being practices are positively associated with employee work engagement.

1.3 Individual Performance

As Sonnentag and Frese (2002) acknowledge, individual performance is not only relevant for the growth and thriving of the organizations, but also it has an impact on the satisfaction and sense of proficiency of the employees, since low performance can be perceived as personal failure. In a study involving multiple organizations, Eisenberger et al. (1990) also found a positive relationship between perceptions of support and ratings on job performance.

According to Sonnentag and Frese (2002), performance is a multi-dimensional concept, which includes a task and contextual performance (Borman & Motowidlo, 1997).

The individual proficiency with which the employee performs activities that contribute to the success of the organization is recognized as task performance. On the other hand, contextual performance includes activities which do not contribute directly to the 'technical core' of the organization, but support the organizational, social and psychological environment.

Campbell (1990) explained individual performance as a set of behaviors or actions under the control of the individual, which are relevant to the organization's objectives. The author proposed eight factors that, although not relevant for all jobs, describe performance in a generic way: job-specific task proficiency; nonjob-specific task proficiency; written and oral communication; demonstrating effort; maintaining personal discipline; facilitating peer and team performance; supervision; management or administration.

Job-specific task proficiency is the degree to which the individual can perform the core substantive or technical tasks that are central to a job and which distinguish one job from another. On the other hand, nonjob-specific task proficiency refers to tasks not specific to a particular job, since it is expected of all members of the organization. Written and oral communication refers to the proficiency to communicate (written or oral) which can be showed in preparing written materials or giving oral presentations. Demonstrating

effort describes the consistency or perseverance and intensity of the individuals to complete the task or the willingness to work under adverse conditions. Maintaining personal discipline refers to the avoidance of negative behaviors at work. Facilitating peer and team performance is support and assistance offered to the peers. Supervision refers to supervisory or leadership competences such as influence, assistance in goal setting, as well as rewarding and punishing. Management or administration includes performance behaviors directed at managing the organization, namely organize people and resources, monitor progress or problem-solving.

Murphy (1989) also describes job performance as comprising factors. However, in his studies job performance is the construct of four dimensions: task performance; interpersonal relations; destructive or hazardous behaviors; down-time behaviors.

Task performance focuses on performing role-prescribed activities, which means the accomplish of duties and responsibilities related to the job. Interpersonal relations relate to cooperating, communicating and exchanging job-related information. Violating security and safety or destroying equipment are examples of destructive or hazardous behaviors, whereas downtime behaviors refer to lateness, absences, substance abuse and illegal activities are related to down-time behaviors.

Borman and Brush (1993) also use four components to assess job performance: technical activities; leadership and supervision; interpersonal dealings; useful personal behavior. In their approach, technical activities refer to the administration and planning competences, demonstrating technical proficiency. Leadership and supervision suggest the ability to guide, direct, motivate and coordinate. Communicating, maintaining a good organizational image and working relationships are the characteristics associated to interpersonal dealings. Useful personal behavior means working within the guidelines and boundaries of the organization.

All these different perspectives share the fact that job performance is a multi-dimensional concept, which does not rely on a single factor.

In addition to the multiple factors that have an impact on job performance, situational constraints also have an impact on individual performance. The situational perspective refers to factors in the individuals' environment which stimulate and support or hinder performance. Situational constraints, such as internal and external work impediments, were found to interfere with the ability to judge proficiency fairly, accurately, and confidently (Hedge and Teachout, 2000). The situational constraints are assumed to impair job performance directly, and include stressors like lack of necessary

information, problems with machines and supplies or other stressors in the work environment. This means that organizations are able to foster their employees' individual performance by reducing situational constraints.

For the scope of this study the dimension of performance analyzed will be the task performance, since it is the one that links directly to the employee individual performance. Based in the literature presented, the following hypothesis was formed:

H2: Organizational well-being practices are positively associated with employee' individual performance.

1.4 Subjective well-being

According to Microsoft's 2022 Work Trend Index, 53% of employees were more likely to prioritize health and well-being over work than before the pandemic, proving that there is an increasing concern with this topic in the workplace. This growing prioritization generated a corporate well-being market that in 2020 was estimated at 48.5 billion dollars (Global Wellness Institute, 2021).

Diener et al. (1999) described subjective well-being as a broad category of phenomena that includes people's emotional responses, domain satisfactions, and global judgments of life satisfaction.

Subjective well-being is often viewed as broad and multifaceted domain, which is impacted by the different aspects of one's life. As said before, peoples' jobs and their working life's can have a significant impact on their subjective well-being.

Work has become more than a source of income since it can provide a purpose and a sense of happiness for the employee. Tait et al. (1989) argue that happy people report higher levels of job satisfaction and in research by Staw et al. (1994) it was found that employees that were happy and demonstrated this happiness within the workplace received better pay and higher supervisor ratings. Happy people are also better able to solve conflicts on the job (Baronet et al., 1990). It looks like the positive affect leads to better performance, and good performance leads to positive affect (Côté, 1999). Thus, subjective well-being is associated with success in the workplace since happy employees are productive and satisfied, and their positive affect is associated with good organizational citizenship, good relations with coworkers, and improved conflict resolution.

Good relationship with coworkers is one of the factors associated with success in the workplace and, consequently, with the increase of the employees' subjective well-

being. Stanford researchers found that 97% of their interviewees mentioned social connectedness in their stories of high and low well-being, and the ones that reported a high level of well-being, or a particularly low level of well-being noted the presence or lack of social connections in their stories, respectively (Heaney et al., 2017). Studies suggested that more satisfied employees are more cooperative, more helpful to their colleagues, more punctual and time efficient, show up for more days of work, and stay with the company longer than dissatisfied employees (Spector, 1997). The challenge is to create work environments that foster employee subjective well-being and provide positive social interactions amongst colleagues.

When employees have higher rates of subjective well-being, they care about the future of the organization and are willing to perform beyond their assigned responsibilities to assist the organizational achievement. That is why subjective well-being has an impact not only on employee's work engagement and individual performance, but also in the overall organizational performance. According to Macey et al. (2009) for engagement to occur there needs to be an alignment between individual goals and organizational goals. If the organizations fail in aligning their goals with their employees' expectations and own goals, it can result in a reduction of employee engagement (Schaufeli & Salanova, 2007). The organizational productivity is relying on employees' efforts and engagement

The importance of the organizational well-being practices and their impact on subjective well-being, work engagement and individual performance, can be theoretically framed using the Social Exchange Theory, which states that the interactions among humans are based on maintaining the balance between giving and receiving (Bierstedt & Blau, 1965). Regarding the work environment, Social Exchange Theory argues that relationships at work progress over time into loyal, trusting and mutual commitments, as long as all parties involved stand by reciprocity or repayment rules.

The relationship between employees and organizations is primarily based on reciprocity. Employees psychologically believe that by investing more at the organization and at their work they will earn greater organizational rewards, and as a result, employees are probably more actively engaged and make better job performance if they perceived that the organizational rewards are fair and adjusted to the effort they make.

According to Kahn (1990), employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from the organization. That is one of the reasons why organizations invest in employee's well-

being, namely thought the investment in initiatives such as an in-house gym, an exclusive hair studio or free coaching sessions. These initiatives can be seen as rewards which increase subjective well-being, work engagement and individual performance.

Alternatively, when the organization fails to provide these rewards, the employees are more likely to withdraw and disengage themselves from their roles, and consequently underperform.

The Social Exchange Theory can be used as a theoretical framework for understanding the development of employee engagement and performance. Lack of understanding of the influence of employees' well-being and their wish for reciprocity can disempower organizations to take appropriate and right actions to improve employee engagement and performance.

Other useful model that can help understand the relationship between subjective well-being and employee engagement and performance is the job demands-resources model, in which it's assumed that work engagement results from the inherently motivating nature of resources (Schaufeli, 2017). Two types of resources are distinguished: on the one hand job resources, which are aspects of the job that are functional in achieving work goals, reduce job demands, or stimulate personal growth and development; on the other hand personal resources, which are defined as aspects of the self that are associated with resiliency and that refer to the ability to control and impact one's environment successfully.

According to this model, resources energize employees, encourage their persistence, and make them focus on their efforts, meaning that the resources foster engagement in terms of vigor, dedication and absorption, which is aligned with the previously discussed definition of engagement proposed by Schaufeli et al. (2002) in which work engagement is described as a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption.

The job demands-resources model suggests that the existence of resources like well-being practices and programs lead to an increment in the employees' well-being, which in consequence, lead to higher rates of engagement and performance. Therefore, there are reasons to conjecture that subjective well-being may play a mediating role in the relationship between well-being practices and employee engagement and individual performance, so the following is proposed:

H3: Subjective well-being mediates the relationship between organizational well-being practices and employee engagement.

H4: Subjective well-being mediates the relationship between organizational well-being practices and individual performance.

As a result, the current dissertation research model will test if organizational well-being practices are related with subjective well-being, employee work engagement and employee performance.

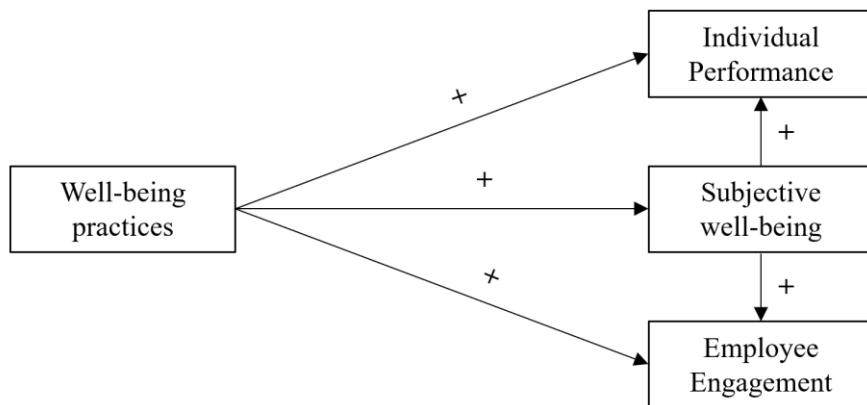


Figure 1.1. - *Research model*

Chapter II – Methodology

This chapter sets out the methodological approach used to carry out the empirical analysis of the research model presented in the previous chapter.

2.1 Procedure

The study adopted a quantitative method, using an online questionnaire in order to gather data and test the hypotheses. This questionnaire aims are twofold: firstly, it aims to evaluate the general knowledge and use of the organizational well-being initiatives by the employees; secondly, it aims to understand if there is any relationship between the practices and the employee subjective well-being, work engagement and performance, exploring the potential mediating role of subjective well-being.

Accordingly, the questionnaire had questions related with the knowledge of the organizational well-being practices available for the employees at the company, if the employee uses it and what is the impact of these practices at his/her subjective well-being, work engagement and performance.

It was built using *Qualtrics Survey Software* and was applied in electronic format. It was disseminated through personal network and some social media networks (i.e., Instagram and LinkedIn).

The inclusion criterion for the questionnaire was the fact that the individual had been working for at least 3 months in the same organization.

It began with the informed consent (Annex A), which guaranteed the anonymity and confidentiality of all answers, followed by questions related to the variables presented and, finally, some sociodemographic questions. The completion of the questionnaire lasted approximately 10 minutes.

Data collection took place, approximately, for 9 weeks (i.e., between April 20th 2022 and June 24th 2022), and a total of 293 accesses to the questionnaire were verified. However, 107 participations had to be excluded, as the answers were not complete (i.e., individuals who only opened the questionnaire link or individuals who did not finish it) and/or the imposed selection criterion was not met. Thus, the final sample consists of 186 participants. Considering the data collection procedure, this is a non-probabilistic convenience sample.

2.2 Sample

From the 186 participants, 114 were female (61,3%), 70 were male (37,6%) and 2 participants preferred not to reveal the gender. The participants were aged between 21 and 63 years ($M=34.86$, $SD=11.04$). One person (0,5%) has schooling up to the 9th grade, 10,2% completed between the 10th and 12th year, 36% have a bachelor's degree, 10,2% have completed a Postgraduate degree, 42,5% have a master's degree and 1 person (0,5%) has a PhD. Regarding the seniority in the organization, this varies between 3 months and 42 years ($M=8.65$, $SD=27.53$). Concerning the contractual situation, the majority (80,1%) have a permanent contract with their organization. 10,2% have a fixed-term contract, 5,4% are trainees, 1,6% are in temporary work contract and 2,7% have other work contracts, i.e., freelancers.

In terms of the working style in the weeks prior to the completion of the survey, 43,5% were working on a hybrid model, 43% were working at the organization's offices and 13,4% were working from home.

With regard to the characteristics of the organization, more specifically its size-based workers, 65,1% work in very large organizations (more than 500 workers), 12,4% work in medium-sized organizations (from 51 to 249 workers), 10,2% in large organizations (250 to 500 workers), 8,6% in small organizations (10 to 50 employees), and 3,8% work in micro-organizations (fewer than 10 workers). As for the sector of activity, what stands out most is the service sector with 87,1%, with far fewer workers in the primary and secondary sector (1,6% and 11,3%, respectively). When questioned on the ownership of the organization, it was observed that 75,8% work in private organizations, 22% in public organizations and 2,2% in public-private organizations. Finally, in relation to the profits of each of the organizations, 72% of participants work for profit organizations, while 28% of the organizations in the sample are not-for-profit organizations.

2.3 Measures

The questionnaire used begins with a brief presentation about the objectives of the study, followed by the informed consent (Annex A). It consists of questions relating to the variables that make up the research model presented above. It also includes a marker variable. It ends with some sociodemographic questions which allow the characterization of the sample.

The questionnaire was composed by five scales concerning perceptions of organizational well-being practices, subjective well-being at work, work engagement, individual performance and solitary work preference. The theoretical criterion was addressed, concerning the questions of the questionnaire, since all the instruments adopted have already been targeted and validated in preceding studies (e.g., Warr, 1990; Schaufeli et al., 2002; Staples, 1997; Ramamoorthy and Flood, 2004).

Cronbach's alphas (α) were calculated for each of the measures to ensure internal consistency. According to George and Mallery (2009), the acceptable limit for alpha is .70. and, taking this into account, measures with alphas below .70 were not considered for further analysis.

Organizational well-being practices

Participants were asked regarding the existence of well-being services and the use of these services. For that, a list of 35 well-being services made available by the organizations was built based on the Theoretical Framework previously presented at Chapter I (e.g., Healthy Workplace Practices, based on Grawitch et al., 2006; The Global Wellness Institute, 2021) (Annex B). First, participants were invited to indicate which of these practices were offered by their organization. They had 3 options of response: available, not available or unknown. Second, after stating which well-being practices were available at their organization, the participants had to indicate which well-being services they used in the past 6 months (Annex C). The participants had 2 possible answers: used and not used. This question was only answered regarding the practices the participants said were available at their organization. A composite variable was created by adding together the number of used practices reported by respondents. This variable was set as predictor variable in the hypotheses testing phase.

Subjective well-being at work

The subjective well-being was evaluated through the scale of job-related affective well-being at work - IWP Multi-affect Indicator -, developed by Warr (1990), translated into Portuguese and validated by Gonçalves and Neves (2011) (Annex D). The participants responded, in a Likert-type ordinal scale from 1 (never) to 6 (all the time), to 12 items that addressed four dimensions of Affective Well-being at Work: 1) Anxiety (feeling tense, uneasy and worried); 2) Comfort (relaxed, contented and calm); 3) Depression

(gloomy, depressed and miserable); 4) Enthusiasm (cheerful, enthusiastic and optimistic). The measure presents a *Cronbach's* alpha of 0.903 in this sample.

High scores on these dimensions represent positive aspects of work (contentment and enthusiasm), while lower scores would indicate increasing levels of anxiety and depression in the working environment (Sevastos et al., 1992).

Employee Work Engagement

To measure work engagement, it was applied an adaptation of the Utrecht Work Engagement Scale (UWES) (Scaufeli & Bakker, 2003), translated into Portuguese by Simões and Gomes (2012) (Annex E). This scale aims to assess the extent to which respondents are engaged with their work. It presents 9 items, divided into three inter-related dimensions: "vigor", "dedication", and "absorption", which are assessed in a Likert-type ordinal scale from 1 (never) to 7 (every day). The measure presents a *Cronbach's* alpha of .937 in this sample.

Individual Performance

The perceived levels of individual performance were assessed through Staples's (1997) scale (Annex F). This scale measures the participants' perspective on their ability to work through 9 items that evaluate the effectiveness, which refers to doing quality work (i.e., doing the right things) and the efficiency, that refers to getting work done in a given time period (i.e., doing things right). Each of the items was evaluated according to an ordinal with a Likert-type ordinal scale with seven response alternatives, from 1 (strongly disagree) to 5 (strongly agree). The measure presents a *Cronbach's* alpha of .821 in this sample.

Solitary Work Preferences (tracer variable)

As suggested by Podsakoff et al. (2003), there was a control measure for common method variance (i.e., variance assigned to the measurement method, and not to the constructs represented by the measures), resulting from the collection of data from the different variables of the model through a single source. "Solitary Work Preferences" by Ramamoorthy and Flood (2004) and translated into Portuguese by Pimenta (2020) (Annex H), was used as a marker variable, although it is not present in the research model. This scale was previously used by Agarwal (2013) as a marker variable in her research on work engagement for confirmatory factor analysis. Solitary work preference was not

expected to be related to the work engagement antecedents and outcomes, which suggests that a possible bias in the data is unlikely. The scale is composed of three items (e.g., "Given a choice, I would prefer to work alone.") and accompanied by a Likert-type response scale from 1 (strongly disagree) to 5 (strongly agree) (Annex G). In this sample, the measure presented a *Cronbach's* alpha of 0.886.

In accordance with what was expected, the marker variable was not correlated with the all the variables present in the model. A negative and not significant correlation was observed with the Organizational well-being practices ($\rho = -0.136$) and individual performance ($\rho = -0.093$), which leads to the conclusion that the probability of data bias is low.

Socio-demographic data

In line with existing studies, information was collected on the seniority in the organization, age and gender of the employee, that were included in the analyses as covariates. It was also requested that the participants indicated what was their contractual situation, what was the size of the organization, if they were in a managerial position and how they have been working in the past months (remote, hybrid or presential) (Annex H).

Chapter III – Results

This chapter will present the statistical results obtained after analyzing the data collected through the application of the questionnaire. The data was processed using the software IBM SPSS Statistics, version 28, and version 3.5.3 of Hayes' macro *Process* (2018) to test the model research model defined above.

3.1 Characterization of the Organizational well-being practices available and used

As presented before, the first goal of the study is to describe the organizational well-being practices being offered by the employer organizations. In order to conclude on that, it was asked to participants to indicate what well-being practices are available at their organizations (Annex B) and which ones they use (Annex C).

The results of the practices available are presented at Table 3.1. The most reported practice available at the participants' organizations is the Healthcare Insurance (73,1%), which is, at the same time, the most used practice since 65,4% of participants use it. 57% of participants have available Psychology consultations, although only 11,3% use it. Despite it is only offered by 20,4% of the participants' organizations, Stomatology is used by 50% of the participants who have it available. The Hairdresser is the third most used practice (48,8%) even though, only 23,1% of organizations have it available.

Table 3.1. - Organizational well-being practices available

	Available	Not available	Unknown
Healthcare Insurance	73,1%	23,7%	3,2%
Psychology consultations	57,0%	36,6%	6,5%
Communities of interest (e.g. Running Club or Reading Club)	51,1%	37,6%	11,3%
Nutrition	50,5%	40,9%	8,6%
Gym protocols	48,9%	36,0%	15,1%
Group Gymnastics	46,8%	46,2%	7,0%
Labor Gymnastics	39,8%	51,1%	9,1%
Mindfulness and Meditation sessions	36,6%	48,9%	14,5%
Nursing services	34,4%	50,0%	15,6%
Relaxing massages	33,9%	58,1%	8,1%
Online consultations (telemedicine)	33,3%	48,4%	18,3%
In-house Gym	30,1%	61,8%	8,1%
Physiotherapy	29,0%	55,4%	15,6%
Psychiatry consultations	28,0%	51,6%	20,4%
Customised training	24,2%	64,0%	11,8%
Physical recovery	23,7%	64,5%	11,8%
Hairdresser	23,1%	67,2%	9,7%
Life coaching	20,4%	55,9%	23,7%
Stomatology	20,4%	59,7%	19,9%
Osteopathy	19,9%	67,7%	12,4%
Manicure	18,8%	71,0%	10,2%
Pedicure	16,7%	72,0%	11,3%
Dermaoesthetic treatments	16,1%	72,6%	11,3%
Others	15,1%	32,3%	52,7%
Sports massages	14,0%	73,7%	12,4%
Paediatrics	14,0%	65,1%	21,0%
Speech Therapy	14,0%	62,4%	23,7%
Shiatsu	13,4%	66,7%	19,9%
Substance abuse Prevention	12,9%	59,1%	28,0%
Acupuncture	8,1%	74,7%	17,2%
Occupational Therapy	8,1%	66,1%	25,8%
Epilation	4,8%	72,6%	22,6%
Homeopathy	4,3%	73,1%	22,6%
Hippotherapy	2,7%	73,1%	24,2%
Hydrotherapy	2,2%	76,3%	21,5%

Table 3.2. - Organizational well-being practices used

	N	Used	Not used
Healthcare Insurance	136	65,4%	34,6%
Psychology consultations	106	11,3%	88,7%
Communities of interest (e.g. Running Club or Reading Club)	95	26,3%	73,7%
Nutrition	94	18,1%	81,9%
Gym protocols	91	29,7%	70,3%
Group Gymnastics	87	26,4%	73,6%
Labor Gymnastics	74	33,8%	66,2%
Mindfulness and Meditation sessions	68	25,0%	75,0%
Nursing services	64	42,2%	57,8%
Relaxing massages	63	28,6%	71,4%
Online consultations (telemedicine)	62	27,4%	72,6%
In-house Gym	56	41,1%	58,9%
Physiotherapy	54	20,4%	79,6%
Psychiatry consultations	52	1,9%	98,1%
Customised training	45	20,0%	80,0%
Physical recovery	44	11,4%	88,6%
Hairdresser	43	48,8%	51,2%
Life coaching	38	7,9%	92,1%
Stomatology	38	50,0%	50,0%
Osteopathy	37	21,6%	78,4%
Manicure	35	31,4%	68,6%
Pedicure	31	22,6%	77,4%
Dermaoesthetic treatments	30	16,7%	83,3%
Others	28	46,4%	53,6%
Sports massages	26	26,9%	73,1%
Paediatrics	26	15,4%	84,6%
Speech Therapy	26	0,0%	100,0%
Shiatsu	25	12,0%	88,0%
Substance abuse Prevention	24	8,3%	91,7%
Acupuncture	15	20,0%	80,0%
Occupational Therapy	15	0,0%	100,0%
Epilation	9	11,1%	88,9%
Homeopathy	8	25,0%	75,0%
Hydrotherapy	5	0,0%	100,0%
Hippotherapy	5	0,0%	100,0%

3.2. Descriptive analysis and correlations between variables

The means, standard deviations, internal consistency and correlations of the variables under study are observable at Table 3.3.

According to the correlations presented at Table 3.3 the participants have a moderate perception of their levels of well-being at work since the values presented are slightly above the middle-point of the response scale, which ranged between 1 and 6 ($M = 4,090$; $SD = 0,793$). The same can be identified in values of individual performance, which ranged between 1 and 5 ($M = 3,815$; $SD = 0,543$). The results are also moderate regarding to participants' work engagement, which ranged between 1 and 7 ($M = 4,910$; $SD = 1,017$).

To analyze the correlations between the different variables, the Spearman correlation coefficient was used since some of the variables are of a nominal or ordinal nature (e.g., gender), being inadvisable the use of Pearson's coefficient. This coefficient enables the verification of the direction of the relationship (positive or negative), its intensity, as well as whether it is statistically significant or not (Maroco, 2007). Thus, it can be seen that the subjective well-being is significantly and positively correlated with individual performance ($\rho = ,318$; $p < .01$) and employee work engagement ($\rho = ,622$; $p < .01$). This means that higher levels of well-being at work are associated with higher levels of individual performance and employee work engagement.

Regarding individual performance, it has a positive and significant correlation with employee work engagement ($\rho = ,368$; $p < .01$), which means that when the levels performance increase, the levels of employee work engagement also increase.

Finally, the correlations between the criteria variables and the demographic variables were made in order to understand whether there would be a need to control for any of these variables when testing the research model as covariates. It was found that the gender shows a negative and significant correlation with the subjective well-being ($\rho = -,262$; $p < .01$) and individual performance ($\rho = -,157$; $p < .05$), which may mean that being female is associated with lower levels of subjective well-being and work engagement. It was also found that the age as positive and significant correlation with individual performance ($\rho = ,150$; $p < .05$), as well as the seniority in the organization ($\rho = ,147$; $p < .05$). This could mean that older and more senior employees at the organization are associated with higher levels of individual performance. Thus, these three variables were added to the list of covariates to be included in further analyses.

Table 3.3. - Means, standard deviations, correlations between variables and internal consistencies

	M	SD	1	2	3	4	5	6	7	8
1. Gender of the participant (0= Male, 1= Female)	-	-	-							
2. Age of the participant	34,860	11,038	0,042	-						
3. Seniority in the organisation	8,651	27,535	-0,005	,656**	-					
4. Practices Used	2,692	2,780	0,051	0,112	,242**	-				
5. Subjective well-being	4,090	0,793	-,262**	0,052	-0,019	0,070	-			
6. Individual Performance	3,815	0,543	-0,045	,150*	,147*	0,148	,318**	-		
7. Employee Work Engagement	4,910	1,017	-,157*	0,107	0,048	,153*	,622**	,368**	-	
8. Solitary Work Preference	2,220	0,915	-0,040	-0,054	-0,041	-0,136	-,183*	-0,093	-,201**	-

Notes: * $p < .05$; ** $p < .01$

3.3 Test of the research model

In order to test the hypotheses previously presented, the first step was to verify the assumptions of normality and homoscedasticity of the errors and the absence of multicollinearity among the variables ($VIF < 1.156$ and $Tolerance > .865$). Only after this procedure is it possible to test the models of the criteria variables of this study. The procedure proposed by Hayes (2018) was followed, using the PROCESS macro with the selection of model 4, indicated for the test of simple mediations.

The variables seniority, age and gender were included in the analysis as covariates.

Since Process admits only one dependent variable in each analysis, it was necessary to run the analytical model for each of the components. In the following section the results for each analytical model are presented.

3.3.1 The mediating role of subjective well-being in the relationship between the practices used and employee work engagement

In a first instance, we will look at the employee work engagement model, presented in table 3.4.

Starting with the relationship between the practices used and the employee work engagement, it is possible to observe in the results of the analysis that the number of practices used has no positive effect on employee work engagement, since the confidence interval includes zero ($B = 0,048$, 95% $CI = [-0,006; 0,103]$). This corresponds to the effect that the predictor variable has on the dependent variable yet without considering the mediator's effect. In this case, the results suggest that when the number of practices used increases, it has no effect on the work engagement. Since the practices used do not influence the levels of work engagement, the hypothesis 1 is not verified.

It is also relevant to note that the gender of the participant has a negative effect on work engagement ($B = -0,341$, 95% $CI = [-0,650; -0,032]$), which means that woman report lower levels of engagement.

When the mediator variable subjective well-being is considered in the regression model, it can be ascertained that the direct effect between the number of practices used and employee work engagement remains not significant ($B = 0,013$, 95% $CI = [-0,029; 0,054]$). Concerning the indirect effect, it is significant ($B = 0,036$, 95% $CI = [0,001;$

0,068]), indicating that the subjective well-being mediates the relation between the use of well-being practices and employee engagement.

However, both the total effect and the indirect effect have marginally significant significance values and a bigger sample could create a different pattern of results.

Table 3.4. - Regression results for the mediation model concerning the employee work engagement

	Subjective well-being				Employee Work Engagement			
	B	SE	LLCI	ULCI	B	SE	LLCI	ULCI
Total Effect								
Constant					4,806	0,281	4,251	5,360
Practices Used					0,048	0,028	-0,006	0,103
Gender of the participant					-0,341	0,157	-0,650	-0,032
Age of the participant					0,007	0,008	-0,008	0,022
Seniority in the organisation					-0,003	0,003	-0,008	0,003
					$R^2=0,046; F=2,109, p=0.082$			
Direct effect								
Constant	4,251	0,216	3,825	4,678	1,162	0,391	0,391	1,934
Practices Used	0,041	0,021	-0,000	0,083	0,013	0,021	-0,029	0,054
Subjective well-being	-	-	-	-	0,857	0,077	0,705	1,009
Gender of the participant	-0,438	0,120	-0,675	-0,200	0,034	0,123	-0,209	0,277
Age of the participant	0,001	0,006	-0,011	0,012	0,006	0,006	-0,005	0,018
Seniority in the organisation	0,001	0,002	-0,003	0,006	-0,004	0,002	-0,008	0,001
$R^2=0,100; F=4,489, p< .01$					$R^2=0,462; F=27,642, p<.001$			
Indirect effect								
			Effect	SE			LLCI	ULCI
			0,036	0,017			0,001	0,068

3.3.2 The mediating role of subjective well-being in the relationship between the practices used and individual performance

Next, it was analyzed the results obtained in the regression model that analyzed the relationship between the practices used and the individual performance of the participants. Regarding the relationship with the number of practices used, there was no positive effect on individual performance ($B= 0,026, 95\% CI = [-0,002; 0,053]$).

When the mediator variable is considered in the regression model, it can be ascertained that the indirect effect between the number of practices used and individual

performance is significant ($B= 0,009$, 95% $CI = [0,000; 0,018]$), which means that the subjective well-being mediates the relationship between well-being practices and individual performance.

Again, the total effect has marginally significant significance values, and with a larger sample another pattern of results might be found.

Table 3.5. - *Regression results for the mediation model concerning the individual performance*

	Subjective well-being				Individual Performance			
	B	SE	LLCI	ULCI	B	SE	LLCI	ULCI
Total Effect								
Constant					3,607	0,144	3,323	3,892
Practices Used					0,026	0,014	-0,002	0,053
Gender of the participant					-0,066	0,080	-0,225	0,093
Age of the participant					0,006	0,004	-0,001	0,014
Seniority in the organisation					-0,001	0,002	-0,004	0,002
					$R^2=0,042; F=1,777, p=0.136$			
Direct effect								
Constant	4,251	0,216	3,825	4,678	2,715	0,253	2,215	3,214
Practices Used	0,041	0,021	0,000	0,083	0,017	0,014	-0,010	0,044
Subjective well-being	-	-	-	-	0,210	0,050	0,111	0,309
Gender of the participant	-0,438	0,120	-0,675	-0,200	0,026	0,080	-0,131	0,183
Age of the participant	0,001	0,006	-0,011	0,012	0,006	0,004	-0,001	0,013
Seniority in the organisation	0,001	0,002	-0,003	0,006	-0,001	0,001	-0,004	0,002
$R^2=0,100; F=4,489, p<.01$					$R^2=0,137; F=5,103, p<.001$			
Indirect effect								
	Effect		SE		LLCI		ULCI	
	0,009		0,005		0,000		0,018	

Chapter IV – Discussion and Conclusion

This study aimed to explore the well-being practices provided by organizations and examine the impact of these practices on employee subjective well-being, engagement and performance. Furthermore, the other objective of the study was to understand the role played by well-being at work, more precisely whether it plays a mediating role on the relationship between organizational well-being practices used by participants and their engagement and performance.

In order to fulfil these objectives, the four hypotheses previously established were tested through the total effect between the predictor variable and the criterion variable in each regression model, and the indirect effect between the predictor variable and the criterion variable model.

The results obtained allow us to state that the most reported well-being practice offered by the participants' organizations is Healthcare Insurance (73,1%). This result is aligned with the Portuguese job market in which one of the most common compensation practice available as a reward is the Healthcare Insurance. According to the Mercer's Portugal 2022 Total Compensation Report 90% of the surveyed companies offer Healthcare Insurance to their employees (Mercer, 2022).

The second most available practice is Psychology consultations. In the post pandemic workplace, the mental health concerns have increased and there is a growing concern around the need for mental support and the organization's part in supporting employees with their mental health. However, despite 57% of participants have Psychology consultations available, only 11,3% used them. These values are below the data provided by the European Agency for Safety and Health at Work (2022), that found that 38% of more than 25.000 people interviewed at EU access to counselling or psychological support.

Although many well-being practices are made available by the organizations, the results showed that the number of users of these practices is very low, which showed an impact on hypotheses 1 and 2 since employee' work engagement and individual performance are not associated with organizational well-being practices, so these hypotheses are rejected. When considered in isolation the number of practices has no effect on employee engagement and individual performance, not being possible to affirm the existence of any type of relationship.

Hypotheses 3 and 4, on the mediating role of subjective well-being in the relationship between well-being practices and employee engagement and individual performance, have been confirmed, which means that higher levels of subjective well-being led to higher levels of employee engagement and individual performance.

The validation of the hypotheses is in alignment with what has been found in the literature. In the workplace, we know that happier employees are more likely to score higher on performance reviews and be better teammates (Lester et al., 2022). This also suggests that despite, the basic needs of payment and benefits when working for a company, many drivers that are found to lead to employee engagement are non-financial in their nature (Markos & Sridevi, 2010) and by increasing their employees' subjective well-being, organizations can increase their engagement and performance.

4.1 Theoretical and practical implications

At the theoretical level, this dissertation contributes to the deepening on the literature regarding the variables that were included in the research model: organizational well-being practices, subjective well-being at work, employee engagement and individual performance. As for the relationships between the variables, the results empirically support part of the indications and results found in the literature. Thus, this dissertation helps to explain how the well-being practices offered by the organizations influence the subjective well-being, engagement and performance of the employees.

In terms of practical implications, the study suggests that well-being practices offered by the organizations do not directly predict higher employee engagement and individual performance. However, subjective well-being works as a mediator between well-being practices and the employee engagement and performance. It is evident throughout the literature that low levels of subjective well-being are associated with burnout, reduced engagement and low performance, causing damage not only to the employee's health but also to the organization they work for.

The relationship between subjective well-being at work and individual performance also highlights the benefits that well-being at work brings to organizations and justify why it should be a focus for promotion through, for example, the adoption of well-being programs.

Throughout the literature it was clear that low levels of subjective well-being are associated with employee turnover, damaging not only the employee's health, but also the organization they work for. By promoting subjective well-being, organizations are

contributing to more satisfied workers, who are more likely to have higher levels of employee engagement and better individual performance. Thus, this dissertation helps to understand how organizations can improve employee engagement and individual performance and how can both employees and organizations benefit from organizational well-being practices.

At the practical level this dissertation raises the attention to the fact that most of the well-being practices offered by the organizations have very low use rates. This highlights the need to a deeper analysis on why the employees are not using the practices available and an adjustment to the practices offered. This adjustment could consist in offering different well-being practices, such as extra holiday, or give the employees the opportunity to choose the well-being practices that they wish to use, because the current offer may not be aligned with the employee's needs. The results proved that women report lower levels of employee engagement, so maybe the practices used should address more of the women's preferences. Another suggestion is to increase communication of the practices available because the employees may not be aware of them.

4.2 Limitations and recommendations for future studies

Despite the interest of the reported results, there are some limitations that must be kept in mind.

In the first instance, a convenience sample was used which does not allow the extrapolation of the results to the general population. The questionnaire was mostly focused on the author's network and was distributed and completed in an online format, which at the outset limits the sample collection, since it would be necessary to have access to the internet in order to participate in the study. Besides, there is the possibility of the presence of some self-selection effects, since there is no control over the environment in which the participants responded it. Future studies would beneficiate from resorting to a probabilistic sampling method and a more disperse and broad distribution of the survey would be beneficial, covering different business sectors and individuals from diverse cultural backgrounds. Furthermore, it is suggested that future studies use more than one moment of time for data collection, so that common method biases can be more easily avoided.

Secondly, most of the previous studies on SWB in organizations are cross-sectional. Longitudinal studies are needed to examine the possibility that positive forms

of work-related SWB either precede, follow or are reciprocally related to employee engagement and job performance.

In addition, we need a better understanding of how organizations can enable SWB. Previous research has suggested that increasing job resources would facilitate work engagement and thriving (Bakker & Leiter, 2010; Spreitzer et al., 2010), but we need more research on the specific SWB interventions that are effective.

It is also important to better understand the underlying psychological and behavioral processes that explain why positive forms of work-related SWB relate to employee engagement and job performance.

Another relevant future study would be the to understand why the employees do not use the well-being practices that their organizations have available. The results show that although many practices are available, the employees do not use them. It would be interesting to know why this happens in order to adjust the well-being strategies in order to increase employee engagement and performance.

4.3 Final considerations

Human Resources Management plays a strategic role in today's organizations and the importance of People Management is now recognized by the Boards as a priority in order to thrive in the competitive job market.

For this study the main goal was to understand if the organizational well-being practices promote the subjective well-being of the employees, their engagement and performance.

All the theoretical frameworks support the need for the study of the relationship between well-being practices and employee subjective well-being, work engagement and individual performance, since it is key to understand employees needs and help them perform. However, the results showed that the well-being practices do not have a direct effect on employee engagement and performance. The effect is mediated by subjective well-being.

Positive SWB has an important impact in organizations, since it contributes to bottom line outcomes such as increased employee engagement and job performance, offering a competitive advantage to the organizations. Regardless of promising results, further research is needed to deepen the knowledge around these topics.

The literature about well-being, employee engagement and individual performance has been growing and it is critical that this construct continues to be

explored. It is expected that this dissertation helps legitimize and disseminate this topic in the organizations while these organizations realize the importance and benefits of promoting the well-being of their workers.

Additionally, it is hoped that this study contributes to the opening of new paths in the literature and that future studies will use the data obtained here to further deepen these topics, explore new ones with other constructs and adopt new methodological approaches. Being beneficial to all parties involved, the implementation of well-being practices will become a strategic advantage to the organizations of the future.

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Annexes

Annex A - Informed Consent

Caro/a Participante,

No âmbito do Mestrado em Gestão de Empresas, no Iscte – Instituto Universitário de Lisboa, convidamo-lo/a a participar num breve questionário com a duração aproximada de 10 minutos. O objetivo deste consiste em estudar a existência de programas de bem-estar nas organizações e a sua associação com alguns indicadores de bem-estar entre o/as trabalhador/as, incluindo os níveis de bem-estar subjetivo, de envolvimento e de desempenho no trabalho.

Para que possa participar é necessário que se encontre a trabalhar há, pelo menos, três meses para a mesma entidade patronal.

O preenchimento deste questionário garante o seu total anonimato e a confidencialidade dos seus dados, não acarretando qualquer risco para si. A sua participação é totalmente voluntária, sendo que pode desistir a qualquer momento sem ter de explicar o motivo. Os dados destinam-se apenas a tratamento estatístico e nenhuma resposta será analisada ou reportada individualmente. Lembre-se de que não existem respostas certas ou erradas, só a sua opinião sincera interessa.

Muito obrigado pela sua participação.

Para qualquer esclarecimento, contacte Carolina Garcia, em xxxx@iscte-iul.pt.

Ao carregar no botão para continuar, indica que compreende a informação anterior e está a concordar em participar neste estudo.

Annex B – Well-being Services made available

Listam-se abaixo alguns serviços que podem ser disponibilizados pelas organizações no âmbito dos seus programas de bem-estar. Dos serviços listados, por favor, indique quais os que a sua organização disponibiliza:

	Disponibiliza	Não disponibiliza	Desconheço
Massagens relaxamento			
Massagens desportivas			
Osteopatia			
Recuperação física			
Tratamentos dermoestética			
Ginásio in-house			
Ginástica laboral			
Aulas de grupo			
Protocolos com ginásios			
Treino personalizado			
Acupuntura			
Homeopatia			
Shiatsu			
Comunidades de interesses (Ex. Clube de Corrida ou Clube de Leitura)			
Consultas de psicologia			
Consultas de psiquiatria			
Life coaching			
Sessões de Mindfulness e Meditação			
Consultas online (telemedicina)			
Estomatologia			
Fisioterapia			
Hidroterapia			
Hipoterapia			
Nutrição			

Pediatria			
Prevenção de consumo de Álcool e Drogas			
Seguro de Saúde			
Serviços de enfermagem			
Terapia da Fala			
Terapia Ocupacional			
Cabeleireiro			
Manicure			
Pedicure			
Epilação			
Outros			

Annex C – Well-being Services used

Agora, indique quais os que usufruiu nos últimos 6 meses:

	Não usei	Usei
Massagens relaxamento		
Massagens desportivas		
Osteopatia		
Recuperação física		
Tratamentos dermoestética		
Ginásio in-house		
Ginástica laboral		
Aulas de grupo		
Protocolos com ginásios		
Treino personalizado		
Acupuntura		
Homeopatia		
Shiatsu		
Comunidades de interesses (Ex. Clube de Corrida ou Clube de Leitura)		
Consultas de psicologia		
Consultas de psiquiatria		
Life coaching		
Sessões de Mindfulness e Meditação		
Consultas online (telemedicina)		
Estomatologia		
Fisioterapia		
Hidroterapia		
Hipoterapia		
Nutrição		
Pediatria		
Prevenção de consumo de Álcool e Drogas		

Seguro de Saúde		
Serviços de enfermagem		
Terapia da Fala		
Terapia Ocupacional		
Cabeleireiro		
Manicure		
Pedicure		
Epilação		
Outros		

Annex D – Scale of job-related affective well-being at work (Warr, 1990)

As questões seguintes são sobre o seu bem-estar geral e os seus sentimentos em relação ao trabalho. Pensando nas últimas semanas, em que medida o seu trabalho o/a fez sentir-se como descrito abaixo? Utilize a seguinte escala de resposta.

1	2	3	4	5	6
Nunca	Ocasionalmente	Algum tempo	Grande parte do tempo	Maior parte do tempo	Todo o tempo

Tenso/a	1 2 3 4 5 6
Ansioso/a	1 2 3 4 5 6
Preocupado/a	1 2 3 4 5 6
Calmo/a	1 2 3 4 5 6
Confortável	1 2 3 4 5 6
Descontraído/a	1 2 3 4 5 6
Deprimido/a	1 2 3 4 5 6
Melancólico/a	1 2 3 4 5 6
Infeliz	1 2 3 4 5 6
Motivado/a	1 2 3 4 5 6
Entusiasmado/a	1 2 3 4 5 6
Otimista	1 2 3 4 5 6

Annex E - Work Engagement Scale (Schaufeli and Bakker, 2003)

As afirmações que se seguem referem-se a sentimentos, crenças e comportamentos relacionados com a sua experiência no trabalho. Por favor responda a cada uma das afirmações de acordo com a escala de resposta que se segue, cujos valores variam entre nunca e sempre.

1	2	3	4	5	6	7
Nunca	Quase nunca	Raramente	Às vezes	Frequentemente	Muito frequente	Sempre

No meu trabalho, sinto-me cheio(a) de energia.	1	2	3	4	5	6	7
No meu trabalho, sinto-me com força e vigor.	1	2	3	4	5	6	7
Estou entusiasmado(a) com o meu trabalho.	1	2	3	4	5	6	7
O meu trabalho inspira-me.	1	2	3	4	5	6	7
Quando me levanto de manhã, apetece-me ir trabalhar.	1	2	3	4	5	6	7
Sinto-me feliz quando estou a trabalhar intensamente.	1	2	3	4	5	6	7
Tenho orgulho no trabalho que faço.	1	2	3	4	5	6	7
Sinto-me envolvido(a) com o meu trabalho.	1	2	3	4	5	6	7
"Deixo-me levar" pelo meu trabalho.	1	2	3	4	5	6	7

Annex F – Performance Scale (Staples, D. S. (1997))

Numa escala entre 1 (discordo totalmente) e 5 (concordo totalmente) por favor selecione a resposta mais adequada às seguintes questões relacionadas com a sua performance no trabalho.

1	2	3	4	5
Discordo totalmente	Discordo parcialmente	Não concordo nem concordo	Concordo parcialmente	Concordo totalmente

Nos últimos 3 meses, os meus colegas ficaram impressionados com a qualidade do meu trabalho.	1 2 3 4 5
Creio ser um/a trabalhador/a eficaz.	1 2 3 4 5
Entre o meu grupo de trabalho classificaria o meu desempenho no primeiro quadrante.	1 2 3 4 5
Estou satisfeito com a qualidade do meu trabalho.	1 2 3 4 5
Trabalho de forma muito eficiente.	1 2 3 4 5
Durante o horário de trabalho, perco tempo em tarefas não-produtivas.	1 2 3 4 5
Sou um/a trabalhador/a altamente produtivo.	1 2 3 4 5
Nos últimos 3 meses, o meu chefe ficou impressionado com a qualidade do meu trabalho.	1 2 3 4 5
O meu chefe acredita que eu sou um trabalhador eficiente.	1 2 3 4 5

Annex G – Solitary Work Preferences Scale (Ramamoorthy & Flood, 2004)

Tendo em conta a sua preferência na realização do seu trabalho, indique o grau em que concorda ou discorda com as seguintes afirmações.

1	2	3	4	5
Discordo Totalmente	Discordo	Não concordo nem discordo	Concordo	Concordo Totalmente

Prefiro trabalhar com outros a trabalhar sozinho/a.	1	2	3	4	5
Trabalhar com um grupo é melhor do que trabalhar sozinho/a.	1	2	3	4	5
Podendo escolher, preferia trabalhar sozinho/a.	1	2	3	4	5

Annex H – Socio-demographic Data

Por favor indique alguns dados acerca da organização na qual trabalha para efeitos estatísticos.

Há quantos anos trabalha na sua organização atual? (Se trabalha há menos de 1 ano, utilize casas decimais; por exemplo, 3 meses = 0,25; 6 meses = 0,5; 9 meses = 0,75)

Qual é a sua situação contratual na organização?

- Efetivo/a
- Contrato de trabalho a termo
- Trabalho temporário
- Estagiário/a
- Outra situação. Qual? _____

Exerce um cargo de chefia?

- Sim
- Não

Qual a dimensão aproximada da sua organização, considerando o número de trabalhadores?

- Micro (menos de 10 trabalhadores)
- Pequena (10 a 50)
- Média (51 a 249)
- Grande (250 a 500)
- Muito grande (mais de 500)

Qual a classificação da sua organização, em termos de propriedade?

- Privada
- Pública
- Público-privada
- Cooperativa

A sua organização:

- Tem fins lucrativos
- Não tem fins lucrativos

Em que setor de atividade se insere a sua organização?

- Setor primário (atividades extrativas - e.g. agricultura, pecuária, pescas...)
- Setor secundário (atividades transformadoras - e.g. indústria, construção civil, obras públicas...)
- Setor terciário (prestação de serviços - e.g. comércio, transportes, comunicações...)

Para terminar, agradecemos que indique alguns dados pessoais para efeitos estatísticos.

Idade (em anos): _____

Sexo:

- Masculino
- Feminino
- Prefere não responder

Escolaridade (indique o último nível que concluiu):

- Até ao 9º ano
- Entre o 10º e 12º ano
- Licenciatura
- Pós-graduação
- Mestrado
- Doutoramento

Nos últimos 3 meses, trabalhou maioritariamente em:

- Regime presencial
- Regime híbrido/ misto
- Regime de teletrabalho

Muito obrigado pelo tempo que dispensou para o preenchimento deste questionário.