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OPTIMIZING EMPLOYEE ENGAGEMENT AND JOB SATISFACTION IN A PORTUGUESE IPSS ORGANIZATION: AN HR CONSULTANT´S PERSPECTIVE

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Master in Human Resources Management and Organizational Consultancy

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LIST OF ABBREVIATIONS

IPSS: Private Social Solidarity Institution.

HRM: Human Resources Management.

JD-R: Job Demands Resources Model.

POS: Perceived Organizational Support.

WTFC: Work-Family Conflict.

FTWC: Family-Work Conflict.

1. ABSTRACT

The motivation behind this study project is the conviction that by focusing on employee engagement and satisfaction, IPSS firms may maximize both their societal impact and internal efficiency. It also highlights the critical part played by IPSS employees in promoting compassion, dignity, and social justice in Portuguese communities.

Within a Portuguese IPSS organization, this project intends to investigate, analyse, and intervene in the areas of employee engagement and job satisfaction. This Human Resources Consultancy project was carried out with the purpose of analysing and improving people management practices in order to optimize organizational performance and promote a healthier and more productive working environment.

The target of this project is to suggest practical, tailored recommendations that will help the institution strengthen its HR processes and, consequently, its ability to fulfil its mission effectively. Human Resources Management plays a fundamental role in the sustainability and long-term success of any organization. Employees are valuable assets that drive the institution's mission and ensure that it continues to fulfil its commitment to the community.

Essentially, the ambition of this project is to shed light on the several aspects of employee engagement and satisfaction inside a Portuguese IPSS organization. By doing this, it aspires to improve the knowledge in this field and, more significantly, provide useful information that will motivate progress in the IPSS industry and the communities it serves.

The work is organized into several chapters: introduction to the problematic in the IPSS in study; literature review, for the presentation of the main concepts that will help sustain a theoretical basis for further analysis, such as the IPSS relevance, HRM Practices importance and JDR Model application; Methodology & Diagnosis, with the measures used, which includes analysis of qualitative and quantitative data collected through interviews and questionnaires; the Organization´s Description, in terms of its internal policies regarding the employees´ happiness;; the Results and following Discussion; and Intervention Proposal for the improvement of the Institution´s policies.

Keywords: Employee Engagement, Job Satisfaction, Organizational Performance, People Management Practices.

2. EXECUTIVE SUMMARY

This case study was developed at the request of the organization and aims to develop an analytical model that would make it possible to understand the organizational reality in terms of talent management, i.e. the ability to attract and, in particular, to retain and develop human capital.

This project analyses employee satisfaction and engagement in an IPSS organization in Portugal, highlighting the importance of these factors in maximizing social impact and internal efficiency.

The Organizational Reality, of these institutions is complex, involving careful management of human and financial resources, compliance with regulations, and the continuous search for innovation and improvement. In the same way, the research revealed that well-structured people management practices are essential for organizational performance.

The main recommendations include improving feedback processes, increasing opportunities for professional development, and promoting a more collaborative working environment. These actions can strengthen the organization's ability to fulfil its mission and promote values of compassion, dignity, and social justice in the communities it serves.

3. DEFINING THE CONTEXT OF THE PROBLEM

In the dynamic world of Portuguese social welfare, *Instituições Particulares de Solidariedade Social* (IPSS) play a crucial role in supporting the well-being of society as a whole and providing essential services to vulnerable groups. These nonprofit organizations, which cater to a wide range of social needs and issues, are firmly anchored in Portugal. However, as the demands on IPSS organizations continue to change, it is clearer than ever before how important it is to have satisfied, engaged employees.

Portugal's IPSS organizations face a distinctive blend of challenges and opportunities. An engaged, competent, and motivated team is required to fulfil the commitment to assisting marginalized and underprivileged communities. Given this, the ideas of employee engagement and job satisfaction become crucial, not just for the welfare of employees but also for the effectiveness of services provided and the accomplishment of the organization's objective.

The Portuguese IPSS has a solid track record and is committed to promoting social well-being and offering support to the neediest groups in our society. However, as the demands and challenges faced by the institution continue to evolve, it is imperative that its internal processes also adapt to guarantee the efficiency, effectiveness and quality of the services provided.

Consequently, the HR department of the Organization proposed to carry out an HR Consulting Project, in which innovative strategies and policies are created and recommended for the development of their current HR practices in the company.

In the specific case of this IPSS, as initially briefed with the HR Specialists, it is clear from the beginning of the Consulting process, the need for the improvement of the current HR policies and the creation of new strategies to attract and retain talent towards the organization. With more emphasis on the recommendation of improved HR techniques, regarding both the employees´ engagement and satisfaction levels, it would be possible to contribute to the enhancement of their positive experience as workers in the troubling Social Service area.

Therefore, it is necessary to attract new competent and skilful employees and retain them and existing ones for longer duration and for that consistent and employees oriented human resource management policies, practices, employee job specification and satisfaction and organizational commitments must be considered among their top priorities.

HRM policies and practices are intended to enhance employees' perception and attitudes (commitment) and subsequently their job satisfaction and performance (Cai et al., 2019). So, by following what Bogdanova, Enfors and Naumovska stated in 2008: "HR practices make optimum utilization of human resources which facilitate to attain organizational goal in long run."

The intervention is to be held with the support of the Human Resources and the Provider departments, in order to get a better in-depth understanding of the actual situation of the IPSS, considering the employees´ needs and their improvement suggestions, as well as, to create an action plan based on their thoughts and ideas, so that they would feel as a crucial element for the future success of the organization. Since the intervention must be directed to enhance employee engagement and job satisfaction, designed to improve the morale, motivation, and overall wellbeing of its employees, the objective is to capitalize in more engaged and satisfied employees that tend to be more productive, committed, and loyal to their employers.

John P. Kotter and Dan S. Cohen once said, "One fundamental condition for the success of change programs is having a complete fit between the organizations' leadership, their HR function, and clear and purposeful change management plans." Therefore, to interact with employees, it was decided that a talent management and employee engagement programs were needed to help attract, retain, and develop the simplest staff.

Before reaching the Diagnosis Phase, the main Challenges initially presented by the HR Department are employees´ lack of motivation and engagement; dissatisfaction concerning their remuneration; employees´ feeling of not being recognized; few personal/career development opportunities; work life balance backlash; high psychological exhaustion; high turnover rate. All these aspects will be developed further on the initial diagnosis performed, where the main target is to confirm their points of view, when observed by an external player.

The Relevance of the project for the company is to invest in better engage and motivate employees, for them to be more open to change and innovation, allowing the organization to adapt to evolving needs and challenges effectively, and contributing to a positive organizational culture and reputation, crucial for long-term success and community support.

The Areas of Intervention of the project are Employee Recognition and Rewards; Career Development Opportunities; Team Building; Employee Involvement and Empowerment; Performance Appraisal; Regular feedback and Communication Enhancement; Leadership Development.

The main Objectives of this project are to assess the current levels of employee engagement and job satisfaction within a Portuguese IPSS organization; To identify the key factors that determine and influence employee engagement and satisfaction specific to the IPSS context in Portugal; To create and recommend a strategic intervention program designed to increase employee engagement and job satisfaction; To evaluate the effectiveness and efficacy of the intervention proposal and its potential impact on both employee well-being and the quality of the services provided by the IPSS organization.

Due to the fact that all the organizations must have to pay keen attention to their employee, human resources and newcomers, because implementation of human resource policies and practices need to support in maximizing employees' productivity and competences in the organization (Saleem and Khurshid, 2014), the project aims for the achievement of the organization´s goals, through more positive employee´s perceptions and higher levels of motivation towards the work they perform.

Figure 1: The Context of the problem.
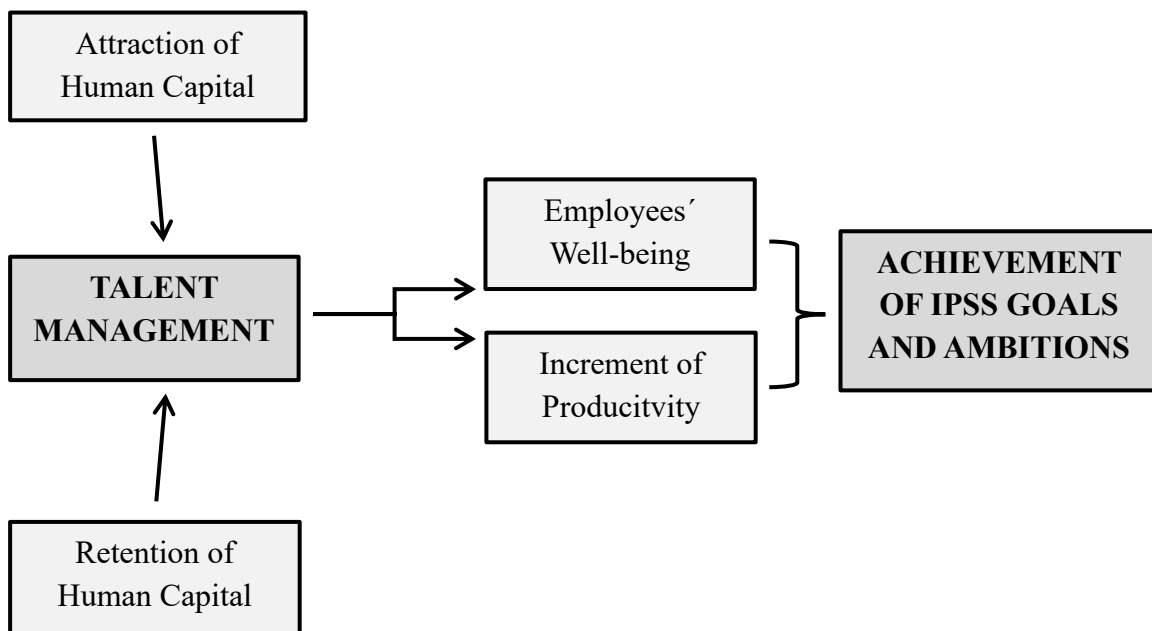
Source: Designed by the author.

4. LITERATURE REVIEW

4.1. IPSS DEFINITION

IPSS are collective, non-profit entities, established on the initiative of private individuals, in order to give organized expression to the moral duty of justice and solidarity, contributing to the effectiveness of citizens' social rights, provided they are not administered by the State or other public body (Decree-Law No. 172-A/14).

Thus, Pynes (2009) affirms that IPSS must be flexible to the needs of society, they must always strive to improve their services. As a result of the constant development of the current technological means, IPSSs are facing major transformations in their structures, both economically and, of course, technologically, to renew and innovate their method, and therefore have to go through a period of adaptation. These changes, together with the need to preserve their most effective elements, become reasons for concern for IPSS in order to "survive".

4.2. HRM PRACTICES

Human Resources Consulting is a wider concept that can be defined as the "activities that support organisations in dealing with the effects that change has on the human element of the organisation (Change Management), which also includes Human Resource (HR) Consulting, targeting the improvement of the 'people' element of an organisation through HR strategies, performance measurement, benefits, compensations and retirement schemes, talent development programmes and executive coaching" (FEACO, 2018, p. 20).

HR practices refer to the activities of an organization aimed at management of its pool of employees and assuring that these resources are properly engaged for accomplishment of the organization's objective (Schuler & Jackson, 1987). Job satisfaction is defined as a favourable emotional feeling resulting from the assessment of an individual's work.

Retention is viewed as a strategic opportunity for many organizations to maintain a competitive workforce (De Long & Davenport, 2003; Schramm, 2006). Retention is improved when employees are offered compensation and benefits, have a supportive work culture, can develop and advance and balance work and life activities (Messmer, 2006).

One possible retention approach is to recognize employees as a key element of branding, and internal customers. It is also believed that a close alignment of employees with brand values and culture may provide an organization with both rational and emotional benefits to improve employment experiences (Anisimova and Mavondo, 2010; Mosley, 2007) Internal branding is based on the principle that brand values are characterized through employees. Organizations need to facilitate their staff to understand and embrace the meaning of the brand, as well as to acquire necessary competencies to deliver brand promises (Punjaisri and Wilson, 2017).

Employee engagement refers to the degree to which employees feel to be immersed in their job (Saks, 2006). It is defined as a positive work-related state of mind that is characterized by vigor, dedication, and absorption (Bakker and Demerouti, 2009; Schaufeli and Salanova, 2007). Catteeuw, Flynn, and Vonderhorst (2007) defined it as the extent "to which employees are satisfied with their jobs, feel valued, and experience collaboration and trust.

Given that empowered employees believe that they perform meaningful and impactful behaviours and that they believe in themselves and experience a sense of freedom in their tasks, they are likely to be more engaged (Stander and Rothmann, 2010), the main purpose was to hear the employees´ perceptions, directed to their point of view towards the organization´s incentives regarding their working benefits and development opportunities, giving them the chance to provide their opinion and recommendations for their own and the organization´s improvement.

Job satisfaction refers to an employee's general attitudes and feelings toward the job and its characteristics (Gunlu et al., 2010), emotional attitudes toward his/her job (Landy and Conte, 2004) and how employees feel regarding their jobs (Spector, 1997). Employee's job satisfaction not only contributes to enhance an employee retention and organizational commitment but also plays a significant role to increase organizational performance and customer satisfaction (Sabir and Zrar, 2019; Omah and Obiekwe, 2019; Muhammad and Javed, 2015). Qazi et al. (2017) suggested that employee's job satisfaction determines the success or failure of the organization.

Research involving both the private and public sector workforces reveals that high employee engagement is associated with low turnover intention (Bogaert et al., 2019; Byrne et al., 2017; Jin & Park, 2016; Liss-Levinson et al., 2015; Schaufeli & Bakker, 2004). Therefore, HR practices, such as R&S, should be innovative, provide opportunities for career development and be applied in accordance with the principles of equality, efficiency, and effectiveness.

Employee well-being refers to the evaluation of the overall quality of experience and functioning of an employee. Research has demonstrated that employee well-being plays a fundamental role in the success of an organization, as it is an important predictor of employee productivity, absenteeism, and turnover (Grant et al., 2007).

Employee morale can be defined by a person's job satisfaction and the degree to which the individual receives satisfaction from the job situation (Bhasin, 2018), motivated job-engagement (Verma & Kesari, 2017), feelings of well-being toward the company (Muskita & Kazimoto, 2017), and the emotional connection employees have during their time within a workplace environment based on the risk, policies, and management (Webster, 2018).

According to Schulte and Vainio (2010), "A healthy workforce is key to sustaining an effective and innovative organization." In the existing literature, substantial evidence demonstrates that more satisfied employees are less likely than less satisfied employees to report an intention to leave government employment (Ertas, 2015; Leider et al., 2016; Pitts et al., 2011; Pourshaban et al., 2015). The satisfaction level of employees is a crucial factor for determining the productivity of the organization. It is one of the essential factors in making an organization successful.

It is proven that when organizations pay special emphasis on providing employees with internal career opportunities, proper training programs, security for employment and clear job descriptions, and promoting participative decision-making, employees engage themselves more at the workplace (Gebauer, Lowman, & Gordon, 2008; Jena, Pradhan, & Basu, 2016; Saks, 2006). Thus, individuals will be more engaged in their jobs in the organizations that have good HR practices. This is because when employees feel that they are being taken care of by the organizations and being treated courteously, then their association will be beyond economic exchange. It will comprise real support from the organizations, and they tend to continue their association and prefer to remain highly engaged in the organization. When an employee gets proper opportunity to take part in the decision-making activity in the organization and gets a fair chance to be heard from the superiors, then the degree of employee engagement is expected to be on the higher side (Jose & Mampilly, 2014).

An employee shows a higher performance when he finds meaning in work, company culture, and policies. Employee involvement is also caused by self-association with job roles, which includes persistence in the workplace, strong involvement in work, and deepening in work activities (Srivastava & Madan, 2016). This is supported by the concept that the

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psychological experience of the workforce encourages individual attitudes, behaviour, and therefore levels of engagement and discharge from work. Margaretha et al. (2021) believes that psychological meaning is an important driver of work engagement.

The clear understanding of organisational commitment and its implications will provide better justifications of employees' behaviours at work. Of course, negative attitudes such as high absenteeism and low productivity are considered as consequences of weak work commitment, which is not favourable to any organisation. However, in order to avoid these attitudes, the causes of such behaviours should be identified and managed properly.

A job is well-designed if it is characterized by sufficient job resources and challenging demands, such as autonomy, task significance, and feedback (Oldham and Hackman, 2010). In addition, providing clear communication is important not only for employees to know and process information but also for them to believe that the company is committed to its involvement.

Previous discussions regarding HR outcomes indicate that HR practices of the organization help to enhance the confidence, flexibility, and motivation of human capital which in turn make them more energetic, dedicated and engrossed in their jobs and ultimately creating the feeling of satisfaction. Furthermore, employee engagement is a prerequisite for job satisfaction, and thus, interventions that improve engagement can lead to improvements in job satisfaction (Jin & Park, 2016; OPM, 2015a; Saks, 2006) and result in less turnover. By truly enhancing the employees' experience in the organization it would be easier for them to better understand and accept new changes that could be implemented in the future of the IPSS.

Psychologically empowered employees will experience heightened levels of autonomy, control over their work, perceived competence, and an enhanced sphere of influence (Wang et al., 2016). The results mean that employees, who experience higher levels of meaning and attachment to their roles, are self-determined, feel confident in the work they are performing and perceive their contributions to be impactful will be increasingly engaged in their jobs.

Gurbuz (2009) suggested that for sustaining in this highly competitive business environment, organizations should adopt suitable HR practices which will promote job satisfaction of individuals and it has several important benefits for the organization. HR practices of the organizations play a decisive role in maximizing the efficiency of human capital to accomplish an organization's goal (Huselid, 1995).

Figure 2: HRM Practices – Employee Satisfaction Link Model.
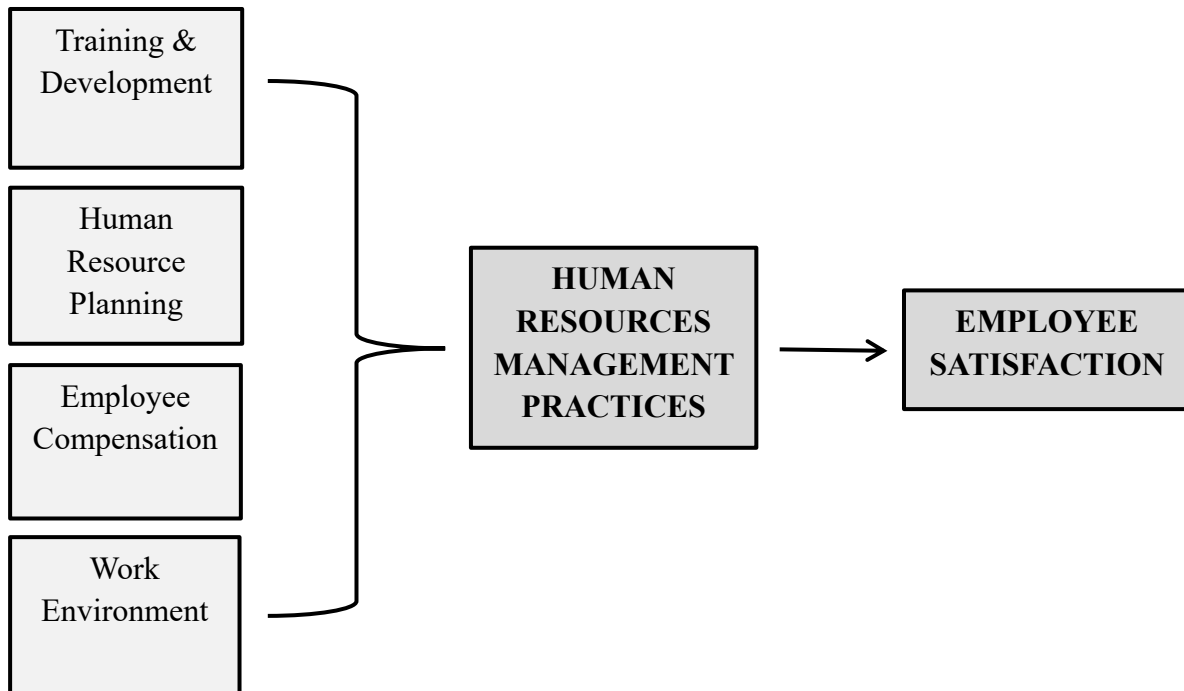
Source: Adapted from John Bratton and Jeffrey Gold, 1994.

4.3.   JOB-DEMANDS RESOURCES MODEL

So, since the beginning of the twenty-first century, the Job Demands–Resources (JDR) model (Schaufeli & Bakker, 2004) has become a major framework to explain well-being at the workplace. Developed by Bakker et al. and Demerouti et al., it is a descriptive model characterized by its flexibility, as it can be applied to any work environment.

According to the JDR model, worker health and well-being can be explained by two different types of job characteristics: job demands and job resources (Demerouti and Bakker, 2011), which are differently linked to specific performances in the workplace, predicting specific aspects of well-being at work.

Job demands are defined as "those physical, psychological, social, or organizational job aspects that require sustained physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs"; "include the physical, psychological, organizational, and social aspects that require employees' efforts and are associated with the physical or psychological costs of them performing their work"; "those physical, social, or

organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs"; "aspects of the job that necessitate prolonged efforts and are associated with costs" (Schaufeli & Bakker, 2004); "physical, psychological, social, or organizational features of the job, requiring physical and/or psychological effort and energy from an employee, and are consequently related to physiological and/or psychological costs (i.e., strain)" (Mauno et al. 2006, p. 212). Demerouti et al. defined job demands as "those physical, social, or organizational aspects of the job that require sustained physiological and psychological costs (e.g., exhaustion), it is a kind of stressor that, as an external factor, has a negative impact on workers (e.g., work pressure)."

On the other hand, Job resources are conceptualized as "those physical, psychological, social, or organizational job aspects that are functional in achieving work goals, reduce job demands and the associated physiological and/or psychological costs, and/or stimulate personal growth, learning, and development (e.g., workplace support)"; "those aspects of work that contribute to goal achievement, reduction of demands and their associated costs, or to personal growth and development (e.g., career opportunity)"; "all aspects of the job that deal with demands, facilitate goal accomplishment, and/or foster personal growth" (Schaufeli & Bakker, 2004); "those functional aspects of a job that concern achieving work goals, reducing job demands and associated individual costs (e.g., exhaustion), and stimulating personal growth and development (e.g., job autonomy)" (Demerouti et al. 2001); "those physical, psychological, social, or organizational aspects of the job that may fulfil any of the following roles: be functional in achieving work goals; reduce job demands together with their associated physiological and psychological costs; or stimulate personal growth and development."

As follows from these definitions, job resources are likely to have positive benefits, as job demands will typically have negative repercussions on an employee's health and well-being. According to the job demands-resources paradigm, for example, a person will experience psychological health concerns when job demands are high but resources - such as job control or rewards - are low.

The literature refers to Job resources as valuable because they help coping with adverse situations and help create a more favourable working environment or attain goals (van den Heuvel, Demerouti, Schaufeli, & Bakker, 2010). When resources are available, they help achieve goals by dealing with demands (extrinsic motivational role). When chronic or

persistent, job demands drain worker's mental and physical energy. In the long term, high job demands lead to burnout, which, in turn, leads to health complaints.

In addition, work environments that provide job resources, such as job variety and autonomy, foster the willingness to dedicate the worker´s efforts and abilities to perform the tasks, therefore, the availability of resources leads to engagement towards work. Which means that if workers lack resources, they cannot cope with the negative impact of their demands, and they would ultimately fail to achieve their goals.

Two processes are involved in the relationship between demands, resources, and individual and organizational results. Demands, on the one hand, start processes that hinder health and are frequently linked to unfavourable results, such as tiredness or health issues. In opposition, resources are frequently linked to processes of motivation that influence desired results, like civic engagement and job satisfaction.

The JDR model suggests that job resources operate as a buffer against the negative impacts of job demands on employee health and well-being, in addition to the main effects of job demands and job resources (Demerouti and Bakker, 2011). More precisely, it is suggested that the negative impact of job demands on employees' health and well-being will be lessened if they have an abundance of resources at their disposal to handle those expectations. On the other hand, insufficient job resources will make it more difficult to meet demands, which will lead to a high level of job strain.

The JDR model proposes that there is hope that work autonomy, which is viewed as a job resource, would act as a barrier, or, at least, mitigate, against the negative effects on work engagement and job satisfaction that come with work-to-family (and family-to-work) conflict, which is viewed as a job demand.

The fact is that workers in an encouraging atmosphere will have an abundance of resources, more specifically, they will think that the company will give them enough assistance, and because of the organization's support, they will continue to be loyal. In the same way, people who are more identified with their profession and organization feel more satisfied and present more organizational citizenship behaviours oriented to their employer.

Establishing a nurturing atmosphere - one that prioritizes employees' psychological well-being - is essential to optimizing the impact of demands and resources. This allows employees to operate in a stress-free environment by optimizing resource consumption and compensating for resources.

Figure 3: The Job Demands-Resources Model concept.
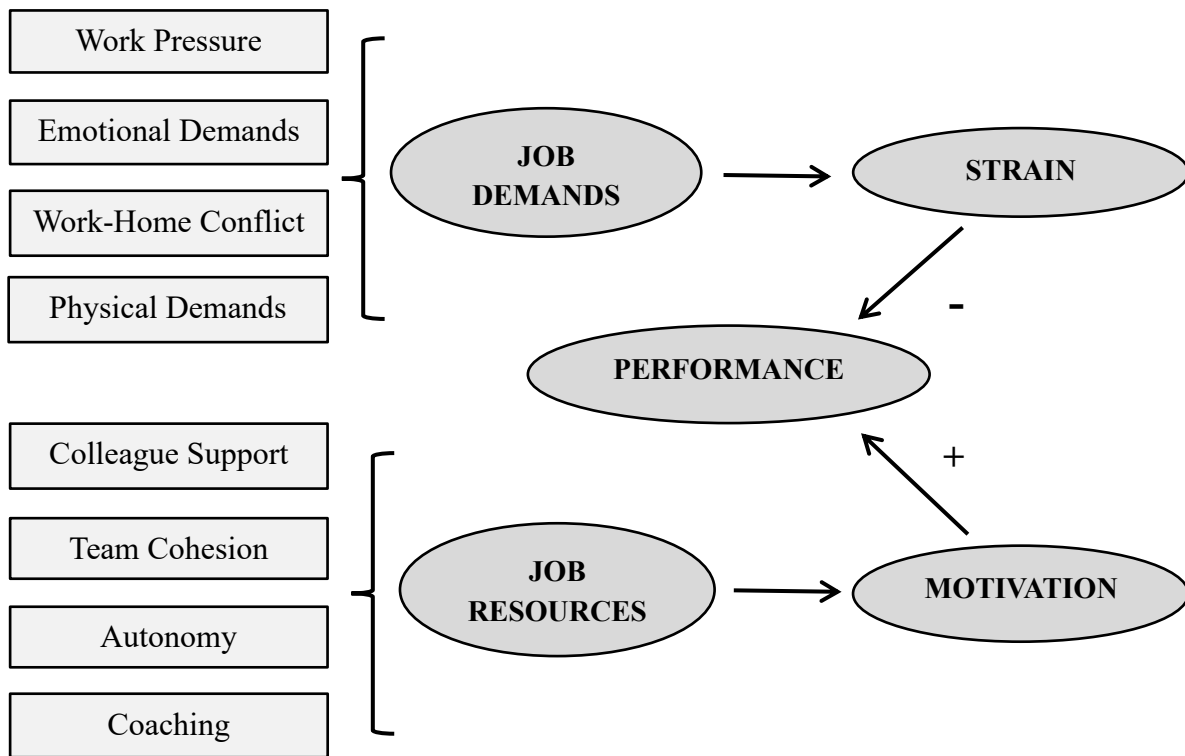
Source: Adapted from Bakker & Demerouti, 2007.

4.3.1. PSYCHOSOCIAL RISKS

Stress is defined as "a state of disequilibrium in the cognitive–emotional–environmental system". According to the strain hypothesis, demanding jobs that are high on request and low on control can lead to psychosocial stress and burnout. Several studies have argued that employees under role-related stresses, such as role conflict, role ambiguity, and role overload, are more likely to become burned out. Role overload is a critical antecedent of job stress, as it dissipates resources. Shultz, Wang, and Olson reported that employees under role overload had the highest level of negative health outcomes. Karimi, Omar, Alipour, and Karimi reported that role overload led to occupational stress. In addition, several previous studies reported that role overload negatively affected the attitudes and perceptions of employees.

In the organizational context, the employers ought to be more concerned about the employees' psychological safety, so that they can take steps to ensure that their subordinates feel a sense of security (Dollard, Tuckey, et al., 2012). Consequently, the employees could start

to anticipate favourable outcomes when they take initiative to make use of resources, such as seeking feedback, exercising judgment, seeking out social support, or requesting a promotion. On the contrary, as a mirror of what is happening in the Institution, when looking for, using, and exploiting resources in a situation where psychological safety is perceived as being lower (such as a high conflict scenery), it is more unfavourable responses are anticipated, such as criticism and reprimands.

While the prevention of work stressors is desirable, in settings such as health care, job demands, for instance emotional demands arising from interaction with clients or patients, may be expected. As high levels of demands are often implicated in a stress response, it is crucial to consider factors that could minimize the impact of demands. As a general framework, the job demands-resources model proposes that a range of resources such as job control and rewards, may moderate the stressful impact of high demands at work (Bakker & Demerouti, 2017).

Giving the example of the employees working in the health care sector, (such as the IPSS in question) they are often faced with the inevitability to express 'good' manners and be easy-going to the patients and their families despite their true feelings. In fact, they are required to invest their energy to deal with clients' negative moods or to handle difficult situations, for example, deceases or death itself (McVicar, 2003). Such conditions require a huge emotional effort, so the conservation/preservation of resources implicates that the individual deploys a lot of their personal resources to cope with daily work demands (Hobfoll & Freedy, 1993), leading to a complicated situation in the long-term paradigm.

In particular, within a hospital setting (nursing home), employees' optimal functioning in terms of engagement will decrease when they are encountered with high levels of quantitative workload. In such a situation, the quality of patient care is damaged, as there is less quality of time to help patients properly and provide individual attention for each of them is diminished. Also, sustained emotional strain results in the depletion of resources, which makes the person feel pressured and ultimately leads to poor physical health and emotional tiredness (de Jonge, Le Blanc, Peeters, & Noordam, 2008; Dollard, Opie et al., 2012; McVicar, 2003). Likewise, work stressors have significant detrimental personal (e.g., psychological strain such as burnout and somatic symptoms) and organizational productivity (e.g., lost working days) effects (Health and Safety Executive, 2016).

Freudenberger defined burnout as "a state of mental and physical exhaustion caused by one's professional life," and as "the extinction of motivation or incentive, especially where one's devotion to a cause or relationship fails to produce the desired results". Maslach and

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Jackson proposed that burnout is a syndrome containing the following three subcomponents: emotional exhaustion, depersonalization, and the feeling of a lack of personal accomplishment. Emotional exhaustion refers to "feelings of being emotionally drained by one's contact with other individuals". When service workers feel that their emotional resources have depleted, they are no longer able to engage in the work, which is constantly occurring with the employees that have daily contact with the elders from the nursing home, or with the disabled/special conditions´ individuals.

Workers who are suffering from a burnout experience physical, mental, and emotional exhaustion, also develop a negative attitude towards their work and a sense of inefficacy/incapability in their daily tasks (Maslach, Schaufeli, & Leiter, 2001). Generally, individuals who experience burnout in their work, drain out their energy resources and lose their work engagement, which could be observed through the visits to the workplaces, even though, the majority of workers were very dedicated to the cause of helping/healing others, as well as compromised to contribute to the safety of their patients. Maslach argued that interactions with clients are often complicated and upsetting because health professionals face troubled individuals, as described in the organization´s day-to-day. Frequent face-to-face interactions with those clients requires longer periods of intensive emotional effort, which are related to higher levels of emotional exhaustion. Morris and Feldman found a significant negative correlation between the frequency of emotion work and exhaustion. Cordes and Dougherty suggested that interaction between customers' roles and suppliers' expectations in the service process could cause burnout.

Although Maslach et al. (2001) cite three dimensions in their definition of burnout, exhaustion and cynicism are generally considered the core dimensions of the syndrome (Schaufeli and Bakker 2004). Exhaustion alludes to "the prolonged state of feeling physically and emotion ally depleted by stressors experienced at one's work" (Bakker et al. 2014). Cynicism refers to "a negative response intended to distance oneself from or reflect indifference towards work in general, or towards people related to work" (Schaufeli and Bakker 2004). The third dimension, inefficacy, consists of "diminished feelings of accomplishment at work".

The health-impairment process explains the strain dimension. The assumption is that high job demands deplete employees' emotional and physical resources, leading to job burnout (Korunka et al. 2009). As Maslach (1993) point out, job demands act as stressors that drain employees' energy, and the individual's attempts to cope with the experience of exhaustion

result in mental withdrawal. This process leads to health problems (Schaufeli and Bakker 2004), turnover intentions (Schaufeli and Bakker 2004), or decreased performance (Bakker et al. 2014), among other negative consequences.

Figure 4: The JDR Paradigm in association with Psychosocial Risks.
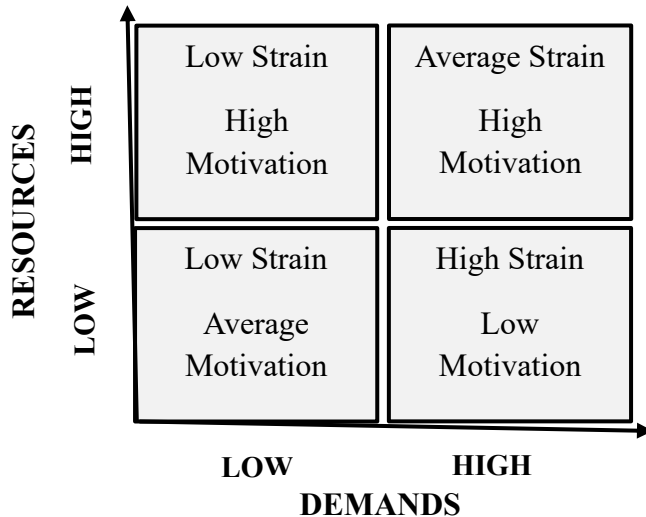
Source: Adapted from Bakker & Demerouti, 2007.

4.3.2. EMOTIONAL LABOUR & WORK OVERLOAD

Workers can influence customers and be influenced by their social interactions, as emotional labour is a social construct that is established through interactive relationships between workers and customers, implying that emotional labour can be formed through social exchange in the society.

In the shape of what happens in the IPSS reality, its mission of ensuring the provision of goods, services, and other initiatives to promote the well-being and quality of life of individuals, families and communities, is based on a society construct, where everyone is connected through social links.

Those who experienced higher emotional labour tended to experience a higher level of burnout, since that more customer contact had a positive impact on burnout. This confirms Scanlan and Still's findings, which revealed that customer contact influences employees' poor wellbeing; more customer contact may increase work burden and expose the employee to the possibility of experiencing more negative events. This finding implies that emotional labour is much more serious in employees who have had bad experiences with customers, in the light of what several service workers gave evidence.

Additionally, Morris and Feldman defined emotional labour as "the effort, planning, and control needed to express organizationally desired emotions during interpersonal transactions." According to Grandey, emotional labour "is the process of managing feelings and expressions to fulfil the emotional requirements of a job".

Autonomy serves as a protective barrier against the detrimental effects of emotion demand, as noted by Bakker et al. More autonomy may therefore assist service workers cope with emotional labour because it would allow them to make more independent decisions, which reduces emotional strain. Work overload has a favourable correlation with burnout, especially with tiredness. According to Lee and Ashforth, there is a positive correlation between emotional weariness and task overload.

Similarly, because job overload has a positive correlation with both burnout and emotional labour, it can exacerbate its negative impacts. Morris and Feldman assumed that task variety and routineness are associated with emotional labour, and ultimately, with burnout. In a meta-analysis, Demerouti et al. found positive relationships between physical workload and exhaustion. Likewise, Alarcon's meta-analysis showed that task overload is positively associated with burnout. An increase in time pressure predicts a higher future exhaustion level, which then leads to more frequent future health complaints. One of many complaints from the workforce relates to the high demand of the profession itself, which is worsened by the constant time constraints that they are encountered with, to complete their tasks successfully. This results in the lack of recognition and appreciation of this line of work, which, nowadays, is viewed as more difficult to find professionals who are willing to sacrifice so much of themselves.

4.3.3. JOB AUTONOMY & ROLE AMBIGUITY

As supported by prior research, job autonomy leads to higher motivation for work achievement, thus improving the engagement and productivity of workers (Bakker and Demerouti, 2007). In addition to its main effect, job autonomy can also serve as a buffer in reducing the negative effects of job demands, by providing workers with more opportunities and resources to handle and cope with stressful situations (Brauchli et al. 2014; Bakker and Demerouti, 2007). Prior research has found evidence that job autonomy alleviates the negative effects of high job demands (such as work hours) on well-being and health outcomes (Schaufeli and Taris 2014; van Yperen and Hagedoorn 2003; Xanthopoulou et al. 2007).

Moreover, the quality/type of work affects burnout. When service providers viewed their tasks as more challenging, the requirement to engage in deep acting was less emotionally exhausting. The happening of deep acting, in this specific case, was very perceived as the workforce attempts to modify feelings to match the required display rules, which is proven not to be healthy for the work environment.

On the other hand, when role ambiguity is high, service workers experience high levels of burnout, regardless of the intensity of emotional labour. High role ambiguity constrains the impact of deep acting on burnout. These findings imply that better and clearer goal setting would reduce the negative effect of emotional labour on burnout.

4.3.4. WORK ENGAGEMENT

Talking about work engagement, it reflects "a positive, fulfilling, motivational state of work-related well-being" (Schaufeli et al., 2002). Engaged employees have high levels of energy and are enthusiastic about their work (Schaufeli et al., 2002) and, in turn, perform better and have a better health (Halbesleben, 2010; Christian et al., 2011). Additionally, employee engagement is increasingly regarded as a key priority by managers, as it is claimed to be crucial for organisational success (MacLeod and Clarke, 2009). As mentioned before, if both managers and subordinates are not aligned with each other's roles in the workplace, the dynamic among them will not function, and will, consequently, lead to a loss in the quality of the service.

Engaged employees display high levels of energy and mental resilience while working (vigor); they are heavily involved in their work and find a sense of meaning in it (dedication); and while their time at work passes quickly because they are fully concentrated and happily engrossed in their work (absorption), (Bakker et al. 2014). However, what was observed was indeed the opposite, where the workforce was not heavily absorbed or happily immersed in their work, causing a general displeasure mood.

According to Haslam (2001), workers adopt different behaviours depending on their level of self-definition. If an individual defines him/herself at a personal level, he/she will engage more in self-beneficial behaviours (e.g., perform voluntary tasks for future compliments from the management team); If the same individual defines him/herself at the organization level, he/she will engage more in organization-beneficial behaviours (e.g., helping colleagues, making high efforts towards goal achievement, etc.). This illustrates that social identity leads

individuals to experience goals and interests of the organization as their own, which is a very interesting premise for this project, where the ultimate objective is for the organization´s labour force to totally merge both their individual and group purposes to produce the better outcome.

4.3.5. ORGANIZATIONAL SUPPORT

Demerouti et al. reported a significant positive correlation between supervisor support and exhaustion. Zapf stated that social support moderates the relationship of emotion work variables with burnout and job satisfaction. Based on the questionnaires´ results, most of the employees acknowledged their peers´ support in detriment of their supervisors´, reflecting the importance of the interpersonal relationships at work. To cooperate it, Jackson et al. and Demerouti et al. reported that the social support in an organization has a negative impact on burnout, as the interpersonal relationships, including social support and relationships at the workplace, create an environment that reduces burnout.

Morris and Feldman suggested that social support acts as a moderator in the relationship between psychological well-being and emotional labour. Furthermore, Bakker et al. suggest that the degree to which a worker feels supported by their peers and has a positive relationship with their supervisor may help to lessen the harmful effects of emotional demand. Day et al. found that while organizational change stresses were associated with higher degrees of burnout, social support reduced the association between burnout, or fatigue and cynicism, and those stressors. Tetrick et al. discovered that less emotional exhaustion was caused by a decrease in social support from sources related to the employment.

Furthermore, Jawahar et al. showed that the association between role conflict and emotional exhaustion was reduced and that perceived organizational support was linked to lower levels of depersonalization and emotional fatigue. According to Hülsheger and Schewe, surface and deep acting can improve or worsen social connection, which can have an impact on an individual's well-being, job-related wellbeing, and performance.

As described in the literature, employees in organizations with a support-oriented culture are more satisfied with their jobs and have more behaviours aimed at benefiting peers and companies, therefore, if management is concerned about employees' well-being, they will try to find resources to protect them from psychosocial harm (Idris, Dollard, & Tuckey, 2015;

Yulita, Idris, & Dollard, 2014). Equally, if managers want to reduce intensity/variety, they should decrease the employee's workload, whereas if they wish to lower surface acting, they should consider reducing the amount of customer contact, benefiting the employee´s way of looking at his/her career.

Employers expect employees to dedicate themselves to the organization, by requiring them to use their resources to pursue organizational goals. By contrast, employees pay close attention to what the organization thinks of them, so the relationship between employers and employees is based on the norm of reciprocity and social exchange. An employee of an organization that provides employees with abundant support for job resources, opportunities, and individualized consideration will be willing to stay. On the contrary, employees will not want to stay in an organizational culture that discriminates, does not provide sufficient support, and treats members as fittings. They need an organization that gives importance to the human capital, which is a source of long-term performance, otherwise many of them will go to work discontent and not motivated enough. Thus, management style and organizational culture are valuable, therefore, an employee's perception of the organization is the key for it to thrive.

Based on the organizational support theory, perceived organizational support (POS) refers to the assurance that aid will be available from the organization when employees require it to carry out their job effectively and to deal with stressful situations. Perceivers of organizational support go through three reciprocity-based psychological processes. They will first feel obligated to fulfil the organization's objectives; Secondly, they will have a sense of identity and belonging in society; Thirdly, they will firmly believe that their efforts will be rewarded by the organization.

The basic assumption of this theory posits that individuals will seek to obtain, retain, and protect resources and that stress occurs when resources are threatened with loss or are lost or when individuals fail to gain resources after substantive resource investment (Hobfoll 2002). These results suggest that social support weakens the negative effects of emotional labour on burnout. Good relationships with supervisors and peers tend to buffer the negative impact of emotional demands (Bakker et al.). Furthermore, they found that peer support has a greater effect on lowering burnout than does the support of superiors.

4.3.6. JUSTICE PERCEPTION & EQUITY THEORY

Rewards include both monetary and non-monetary compensations such as self-esteem, appreciation, job security, and job promotion. If employees feel they are not receiving adequate rewards in exchange for the effort they have invested, this will lead to stress responses and, in turn, will affect their health. In other words, an imbalance of high effort and low rewards will lead to a reduction in health status above risks arising from each component (van Vegchel, de Jonge, Bosma, & Schaufeli, 2005). Such phenomenon is happening, currently, in the IPSS, where workers consider that they are not being compensated/rewarded enough, considering the efforts that they put to their daily work. Justice perception has a significant impact on turnover intention. In this study, equity sensitivity is used as an individual inclination that changes employees' perception such as turnover intention. Equity sensitivity refers to "individual responses to over-or under-reward situations".

Based on the equity theory, by Adams (1963), several research have found a negative correlation between role overload and perceptions of fairness. Workers who exhibit high equity sensitivity are highly adaptable to shifts in the responsibilities and available resources within their company, and they actively pursue the resolution of any injustices resulting from overwork. To address the inequities brought about by role overload, they will make an effort to obtain more resources or lessen the obligations. Accordingly, employees who actively work to address injustice are expected to have lower turnover intentions than those who put up with the stress brought on by unfairness as a result of duty overload. Also, personal vulnerability factors, in the form of self-evaluations, were activated by job burnout, and their role was to significantly reduce life satisfaction. Many employees from the Institution are putting too much pressure on themselves, being self-criticized, which is not healthy for their daily routines.

Figure 5: Equity Theory at work.

INPUTS	EQUITY	OUTPUTS
Loyalty Hard Work ⟶ Commitment Trust	Fair Balance ⟶	Salary Benefits Recognition Achievement
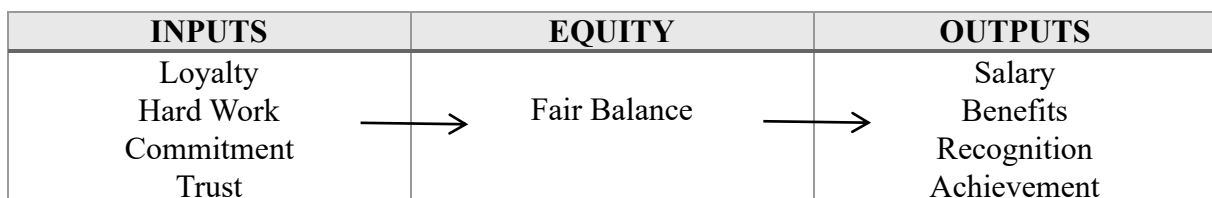
Source: Adapted from Adams, 1963.

4.3.7. WORK-FAMILY CONFLICT

For instance, using the JDR model, Bakker et al. (2005) found that home characteristics (specifically home demands and resources) were associated with job-related outcomes (precisely work engagement and burnout). On the other hand, job resources (such as job autonomy and schedule flexibility) are expected to buffer the adverse effect of work-family conflict on these outcomes. Work-family conflict is defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible so that participation in one role (home) is made more difficult by participation in another role (work)" (Greenhaus and Beutell 1985, p. 77). Due to this incompatibility, one's effectiveness in one role is negatively influenced by one's experiences in the other role (Edwards and Rothbard, 2000). There is support from prior research that work and family are correlated; thus, while work can negatively affect family (i.e., work-to family conflict), family can also negatively affect work (i.e., family to-work conflict) (Hill 2005; Minnotteetal.2015; Voydanoff 2007).

Employers might try to lessen work-family conflict by offering family-friendly policies, such as flexible work hours (Jang and Zippay 2011). Schedule flexibility is defined as "the choice of when tasks must be performed" (Golden et al. 2006, p. 1342). Previous research indicates that better schedule flexibility among employees is associated with less work-family conflict (Moen et al. 2008) and better work-life balance (Hill et al. 2001). To support this idea, schedule control where employees can decide when they begin and end their work, as well as their ability to take time off during their workday and to control and decide when they bring their work home, are negatively associated with work-family conflict (Mennino et al. 2005; Voydanoff 2004; Kelly and Moen 2007). Work schedule flexibility is positively associated with several outcomes such as employee commitment, job satisfaction, mental well-being, work engagement, and life satisfaction (Halpern 2005; James et al. 2011; Jang et al. 2011; Bond et al. 2002; Moen et al. 2016).

It is fair to conclude that work schedule flexibility moderates the negative effect of job demands such as long work hours and work stress (Ala-Mursula et al. 2005; Hilletal.2001; Hughesand Parkes 2007). When workers have strong control over their work schedules, the detrimental impact of work stress on sick leave/sickness absence is considerably mitigated.

In addition, the findings that job autonomy and schedule flexibility moderate the effect of work-to-family conflict on job satisfaction and work engagement is consistent with the JDR model, which argues that job resources buffer the negative effect of job demands.

The JD-R model's application shows that the interplay between job demands (e.g., psychosocial risks, emotional labour, work overload, role ambiguity, work-family conflict) and job resources (e.g., job autonomy, organizational support, fairness, opportunities for engagement) determines employee outcomes. Then, of course, Organizational support, both perceived and actual, plays a crucial role in mitigating the negative effects of job demands and enhancing positive outcomes like work engagement and job satisfaction. Also, ensuring perceptions of fairness and justice within the organization is essential for maintaining motivation, commitment, and positive employee relations.

To address employee well-being, it requires a holistic approach that considers both job demands and resources, therefore, interventions should aim at reducing demands while simultaneously enhancing resources. Effective management practices need to be tailored to address specific demands and resources relevant to different employee groups, considering their unique challenges and needs, as well as long-term strategies should focus on creating sustainable work environments that balance demands with adequate resources, fostering continuous engagement and well-being.

A literature review on the following subjects can provide valuable insights into theoretical frameworks, empirical findings, best practices, and gaps in existing research. Here's an overview of what was possible to learn from a literature review on each subject: Gaining a thorough understanding of all aspects of any subject, including its theories, concepts, and empirical discoveries; Identifying topics for future research and gaps in the current body of knowledge; Finding out about best practices and successful treatments that have been tried and true in various settings; Combining practical solutions with theoretical understanding to solve issues in the real world; Incorporating data from previous studies to guide corporate practices and policies intended to enhance worker performance and well-being.

In short, effective and coherent management of the resources at hands, guarantees the employer the ability to retain employees, since the concern of their well-being and overall satisfaction matters to the vision of the organization. Clearly, an organization that retains its best employees with the greatest potential allows for organizational continuity, enabling the employees to develop themselves and thereby grow a stimulating internal career.

Table 1: Conceptual Framework.

Psychosocial risks	Identification of common sources of psychosocial risks, such as excessive workloads, lack of support, poor communication, and job insecurity.
Emotional labour & work overload	Analysis of how emotional labour and work overload contribute to emotional exhaustion, job dissatisfaction, and reduced job performance.
Job autonomy & role ambiguity	Exploration of how job autonomy and role ambiguity affect employee motivation, job satisfaction, stress levels, and performance.
Work engagement	Exploration of factors that lead to high work engagement, such as job resources, leadership, and personal characteristics, and its positive consequences on performance, well-being, and retention.
Organizational support	Analysis of how organizational support influences job satisfaction, commitment, stress, and overall well-being.
Justice perception & equity theory	How perceptions of fairness and equity influence employee motivation, job satisfaction, and organizational commitment.
Work-family conflict	Analysis of the effects of work-family conflict on stress, job satisfaction, family satisfaction, and overall well-being.

Source: Designed by the author, with the support of the HR Department.

5. METHODOLOGY & DIAGNOSYS

5.1.   DATA COLLECTION

Following on from the various theoretical aspects mentioned so far, the need arises to develop the link to their practical implementation. So, preventive and strategic diagnosis will be developed which will include a concrete and detailed analysis of demographic indicators as well as indicators that talent management areas, i.e. areas such as human resources planning and turnover management, recruitment and selection, career management and performance evaluation. The information gathered from the diagnosis phase provided a comprehensive overview of the current state of employee engagement and job satisfaction within the IPSS, laying the groundwork for subsequent research and intervention efforts aimed at enhancing employee well-being in the organization.

For the development of the Consulting Project, it was developed an Action Research Design, since the process takes place in a real-world setting and involves collaboration between

the researcher and the practitioners, aiming to bring about practical solutions and improvements in the specific context of the topic. The strategy was to use a Multi-Stage Sampling, involving a combination of different sampling methods, which means, stratified sampling to select different variables. Basically, the groups are divided into the several Social Responses of the Institution, and then, inside each of these groups there is a differentiation between Service Workers from their supervisors. Afterwards there is a comparison among all the Social Responses, among all supervisors' groups and among all service workers´ groups.

5.1.1   QUALITATIVE DATA

In the context of evaluating Qualitative data, in the working environment of each institution's Social Services, visits were made to all the workplaces in order to identify the challenges and needs of the employees, as well as opinions/suggestions of new ideas for improving the workspace. During each visit, topics such as internal communication between employees; relationships between co-workers; leadership dynamics; employee motivation, etc. were observed/addressed. Therefore, around 50 interviews were conducted, where employees could explore deeper into their experience/perceptions and provide suggestions, regarding their job engagement and satisfaction, being guided by a predefined set of open-ended questions, allowing participants to express their point of view in their own words, and afterwards transcribed for further analysis, as well as Direct Observation of the workplace. (Annexes – Table A).

Equally, to obtain an even deeper investigation at the diagnostic phase and reach the more conclusive assumptions, a SWOT Analysis (Strengths; Weaknesses; Opportunities; Threats) was carried out, on the employees' level, with the objective of increasing awareness of the factors that go into making a business decision or establishing a business strategy. A specific investigation was put in practice for each Social Response, and finally, a global one of the Institution, with the aim of gaining a better understanding of the current situation of all employees and to identify areas for development, by visiting the Social Responses, and consequently observing the workplaces, in order to make decisions that improve performance, satisfaction and individual/collective growth.

5.1.2 QUANTITATIVE DATA

For the Quantitative data, Organizational Climate and Employee Satisfaction Questionnaires (Annexes – Tables B & C). were distributed, with emphasis on the fact that all data and information would be treated confidentially and that the results would be reported anonymously to the HR department and the Board. Throughout the process, several reminders from the HR department were sent to increase the response rate.

The survey was conducted in the IPSS organization, and 236 employees were approached for the present study. The Technical management from all Social Responses informed the employees that the study would consist of a qualitative and a quantitative part. The answers were given on a Likert 5-grade scale from 1 (Strongly disagree); 2 (Disagree); 3 (Neither agree nor disagree); 4 (Agree) to 5 (Strongly agree). In total, 127 employees responded to the Surveys (53,8%). The research sample included 27 Technical Managers (21,3%), and 100 Service Workers (78,7%), working in 15 Social Responses. The vast majority of the sample was female (91%). Age ranged between 40 and 50 years, with a mean of 45 years old.

Both Data Collection methods were divided into areas of action: Communication & Feedback; Role Clarification; Career Development; Feeling of Contribution; Work Environment; Interpersonal Relations; and Leadership Style. With the objective of understanding the impact of these variables on organizational climate, it is possible to assess how clear and constructive communication influences it; how role clarity affects job satisfaction and perceived organizational support; how career development opportunities contribute to motivation and long-term commitment; how feeling valued and recognized influences engagement and morale; how different aspects of work environment affect productivity and well-being; how positive interpersonal relations contribute to a supportive and collaborative organizational climate; how different leadership styles influence employee motivation, engagement, and trust.

These methodology style helped Assess Employee Satisfaction, by determining how happy and satisfied workers are with their jobs, the workplace, and the organization as a whole; Assess Organizational Climate, also being possible to evaluate the general environment, culture, and working conditions of the Institution; Identify Improvement Needs, through the identification of particular areas that need improvement by gathering employee feedback, which aids in implementing adjustments and addressing concerns; Measure Employee

Engagement, since that employees that are engaged are more driven and dedicated; Encourage Open and Honest Communication, due to the fact that workers believe management can successfully handle their concerns and that their opinions are being heard; and To Improve Employee Retention, then, by addressing these variables, the organization can take action to keep their valuable personnel.

The first step is to analyse survey data to identify the most significant job demands and resources impacting employees, by looking for high mean scores on demands and low scores on resources, as well as using qualitative data to understand the context and nuances behind the quantitative findings. Additionally, identify specific areas where employees feel overburdened or supported, with the help of techniques to determine how job demands and resources correlate with and predict outcomes like engagement, burnout, job satisfaction, and performance. By comparing different groups within the organization, it will allow to identify specific areas with higher demands or lower resources, as well as highlight areas where job demands significantly outweigh resources, indicating high risk for negative outcomes like burnout.

Through focused data gathering techniques and a methodical approach to linking these themes, the study can offer a thorough evaluation of the organizational climate of a private social solidarity institution. This method makes sure that all pertinent variables are taken into account and that the findings provide useful information for enhancing employee engagement, well-being, and overall organizational success.

Table 2: Variables Operationalization (Items Examples and References).

VARIABLES	ITEMS	REFERENCES
Communication & Feedback	"I receive regular feedback on my performance from my supervisor" "Important information is communicated to me in a timely manner."	Clampitt, P. G., & Downs, C. W. (1993). Employee perceptions of the relationship between communication and productivity: A field study. Journal of Business Communication, 30(1), 5-28.
Role Clarification	"I understand what is expected of me in my role" "I have a clear understanding of how my performance is evaluated."	Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. Administrative Science Quarterly, 15(2), 150-163.
Career Development	"I receive the support I need to develop my skills." "I am satisfied with the career advancement opportunities available to me."	Noe, R. A. (1996). Is career management related to employee development and performance? Journal of Organizational Behavior, 17(2), 119-133.
Feeling of Contribution	"My contributions are recognized by my colleagues." "I feel that my work is valued within the organization."	Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. Academy of Management Review, 15(4), 666-681.
Work Environment	"The physical conditions of my workplace are adequate and comfortable." "The work environment promotes productivity and collaboration."	Oldham, G. R., & Fried, Y. (1987). Employee reactions to workspace characteristics. Journal of Applied Psychology, 72(1), 75-80.
Interpersonal Relations	"My team works well together." "I have good working relationships with my colleagues."	Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. Journal of Applied Psychology, 71(3), 500-507.
Leadership Style	"My supervisor demonstrates a leadership style that inspires confidence." "I receive the support I need from my leaders to do my job effectively."	Bass, B. M., & Avolio, B. J. (1994). Improving organizational effectiveness through transformational leadership. Sage Publications.

Source: Designed by the author, with the support of the HR Department.

6. ORGANIZATIONS' DESCRIPTION

The IPSS, in which the HR Consultancy Project was developed, was founded in 1499, being one of the first Misericordias to be created, in the country. It is currently a Private Social Solidarity Institution (IPSS) and Non-Profit Association, based in Algarve. With more than 5 centuries, the activity of the IPSS has shown great development in the last four decades. For many years, its activities focused on helping socially disadvantaged people, being the scope of its action expanded substantially and began to include other forms of intervention, specific to target groups, such as people with disabilities, people with mental illness, the elderly, children, HIV-positive people, people with drug addiction, women victims of violence, families, and people in situations of social vulnerability or other specific difficulties. In fact, it was to respond to the real needs of the community that the IPSS developed a wide range of 20 Structures or Social Responses, organized into 15 Establishments or Installations. The IPSS´s mission is to serve others who are in a situation of social vulnerability or other possible difficulties.

First of all, more than understanding the relationships between the aforementioned variables with regard to the samples, it is essential to know the population that embodies this organization as a whole.

Table 3: Description of the organizational population.

DESCRIPTION OF THE ORGANIZATIONAL POPULATION	
Dimension	The sample is composed by 236 employees.
Gender	From all employees, 91% are women and 9% are men.
Age Range	35% of the employees are aged between 40 and 50 years old.
Nationality	There are more than 5 different nationalities with more focus on the Portuguese and Brazilian.
Seniority	Around 59% are in the Organization for less than 5 years, and more than 30% are in the Organization for more than 10 years.
Turnover Rate	Year 2022: 44% & Year 2023 (1st Semester): 21%
Contract Typology	Around 75% of the employees have an effective contract.
Academic Qualifications	More than 80% of the employees did not go to the University.

Source: Designed by the author, with support of the HR Department.

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(Annexes – Tables E & F).

Summarizing the information described above, it can be said that this organization represents itself mainly by women, also multicultural, due to its various nationalities represented, and composed by advanced age people in detriment to younger individuals, as well as under qualified in terms of academic studies. Considering the organizational reality of the samples, it is possible to proceed to analyse the variables under study.

With all the information acquired, it is possible to develop conclusions capable of demonstrate the reality of the main areas of the organization, as well as to identify which critical factors the organization needs to mitigate

6.1   RECRUITMENT & SELECTION PROCESS

Regarding the IPSS´s Recruitment & Selection process, it is divided into 8 phases, as explained below:

I.   Each Management Team of all Social Responses overseas their Workforce Needs, in terms of recruiting new professionals, in accordance with the Institutions´ goals.

II.   The Marketing Department takes care of posting the job position online, via LinkedIn, Institution's website, and Facebook.

III. The HR Technicians in charge of the Recruitment & Selection area, develops a checklist of potential candidates.

IV.   The HR Recruiters (1 senior & 1 mid-level) conduct an interview with the shortlisted candidate(s).

V.   Based on the information gathered from the Interviews the Recruiters select the ideal candidate for the job.

VI.   A Technical meeting with the supervisor of the Social Response takes place, with a visit to the workplace.

VII. The proposal is shared with the candidate and afterwards accepted.

VIII. Onboarding, with rotative coaching from the colleagues as his/her mentor, for the first month of activity.

Table 4: Recruitment &Selection Process – 8 phases.

RECRUITMENT & SELECTION PROCESS	
PHASE I	Assessment of Workforce Needs
PHASE II	Job Posting
PHASE III	Checklist of Potential Candidates
PHASE IV	HR Interviews
PHASE V	Selection of the ideal candidate
PHASE VI	Technical meeting
PHASE VII	Proposal Presentation
PHASE VIII	Onboarding – Integration and Mentorship

Source: Designed by the author, with the support of the HR Department.

6.2   TRAINING PROGRAMS

By looking at the Institution´s training programs, they are coordinated by an HR Technician, who assesses the Training Needs of every Social Response, once a month, by talking with the employees, both supervisors and service workers. Then it is elaborated a Training Budget based on the needs assessed and their adequacy with the normal functioning of the Institution, in order for it to be well measured and applicated, as well as for the employees to use it for their own benefit and the Organization's. In a ton of examples, were administrated monthly training programs focused on how to manage stress at work, as well as how to manage time to complete all daily tasks. Also, First-aid courses were very important for the employees´ daily basis considering the service they provide, as well, as Self-esteem modules for the promotion of well-being in the workplace.

6.3   RETENTION INITIATIVES

As a way to recognize employees' long-term commitment to the Institution, based on their length of service, every year there is a ceremony to award the Seniority prize, which consists in rewarding those who are in the Organization for many years. It also aims to encourage talent retention and loyalty, promoting a culture of stability, increase employee motivation and satisfaction, contributing to a more positive working environment and

strengthening the feeling of belonging and identification with the Institution. With the objective to reward even more and better the employees´ achievements, the proposal below was developed for the Board´s further approval.

Table 5: Proposal of annual prizes options in the IPSS.

Years of activity	Rewards
10 years of activity	1 more day of vacation in that year
15 years of activity	2 more days of vacation in that year
20 years of activity	50-euro prize
25 years of activity	100-euro prize

Source: Designed by the author, with the support of the HR Department.

In the same way, the IPSS rewards those who recommend a relative and/or a friend to come work with them, by providing a supermarket card with the value of 150 euros to spend in grocery products. With the goal to encourage active participation of employees in the Institution's recruitment process, it recognizes and rewards their contributions to build a talented team committed to the project. Also, it increases the effectiveness of the selection process, allowing access to a more diverse pool of talent and contributing to the reduction of costs and hiring time in the recruitment process.

6.4   TEAMBUILDING ACTIVITIES

With the intention of promoting unity between shifts, strengthen team spirit and create a more collaborative and motivating working environment among employees, as well as by strengthening a sense of belonging and identity within the working group, where employees feel supported, the organization created several Teambuilding Activities. Giving the example of the activity "Traffic Light of Tasks" (*Semáforo das Ações*), it consists in a dynamic between employees from the same Social Response, where both Service workers and Managers share actions, personally or professionally, that they would like to stop doing (red light), actions that they are thinking of maybe stop doing (yellow light), and actions that they would like to start doing (green light). Additionally, were also created Mindfulness sessions, once a week, for

those employees who feel that they could relax and enjoy a peaceful environment among coworkers, while not working.

6.5   INTERNAL COMMUNICATION CHANNELS

For the stimulation of a clearer and more transparent internal communication by promoting employees who are more involved and informed about the Institution's activities and achievements, it was created a semestral Newsletter, with the theme "Solidarity Connection" (*Conexão Solidária*). It intends to highlight employees' achievements and contributions to the community, creating a sense of "mission accomplished", for each towards the Institution's mission. Also, there is a monthly meeting between the Board, the HR Department and the Supervisors from all Social Responses, with the objective of discussing important and relevant themes that increment value to the IPSS and its employees.

As the IPSS frequently operates under tight budget constraints and rely heavily on public funding, donations, and volunteer work, as well as employees often face high emotional demands due to the nature of their work, dealing with clients who have significant social and emotional needs, the roles within IPSS organizations can range from administrative functions to direct service provision, each with its unique demands and resource needs.

The Organizational and environmental complexity means that it is not only necessary to integrate and retain individuals, but also to do so on an ongoing basis in order to guarantee the renovation of knowledge. To achieve this continuous search for the most talented people the fundamental role of human resource planning and turnover management must be emphasized because they shape this need. Also, attracting excellent professionals requires career management and succession plans to retain these professionals.

7. RESULTS PRESENTATION

Despite the intensive theoretical presentation of the most relevant aspects of talent management, this case study now needs to present a concrete organizational reality. To this end, several aspects of the organization under study will be analysed, by observing matters relating to turnover management, organizational climate, employee satisfaction and engagement.

8.1   TURNOVER MANAGEMENT

Graph 1: Turnover Intentions - Year 2022 & Year 2023 (1st Semester).
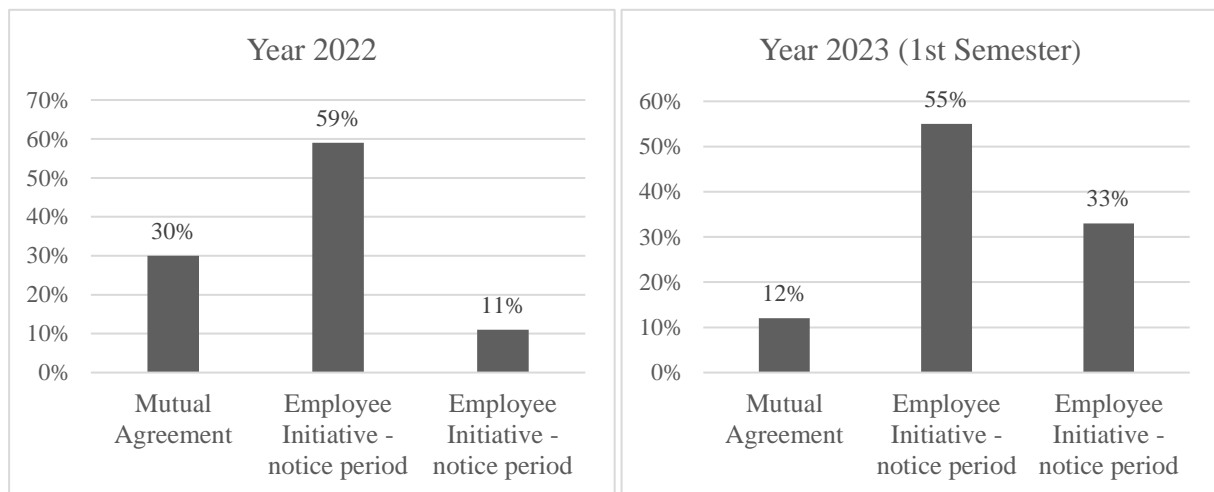
Source: Designed by the author, with support of the HR Department.

The analysis of turnover is of significant importance since it allows us not only to anticipate human capital needs, but also to understand the main characteristics of the human capital that leaves the IPSS and the main differences between them and their respective realities. It was therefore found that the throughout the Year 2022, 100 employees left the organization, with a turnover rate of 44% while in the 1st Semester of 2023 the turnover rate was 21%, with 52 employees leaving the company. These turnover rates are due to motivations, of which the most notable are departures on the initiative of the employees themselves. A simplistic analysis, based on the data in question, show that there is a certain inability on the part of the organization to retain, as well as its attraction capacity. (Annexes – Tables G & H).

In this specific case, bearing in mind that almost 50% of turnover is related to more than a poor assessment in the context of recruitment and selection, there is a clear inefficiency in engaging the employees in their work to the Institution, as most of the exits are performed at their own initiative.

8.2   CARRER MANAGEMENT

Despite the fundamental role played by recruitment and selection processes, it is essential the existence of processes that promote permanence in the organization. In this sense, it was needed to analyse the mobility opportunities that the organization offers.

Specifically, 85% of the sample that embodies the Service Workers did not experience any type of mobility, while 66% of the sample representing the Managers did not experience any type of mobility, as shown below.

Graph 2: Mobility Opportunities - Year 2022.
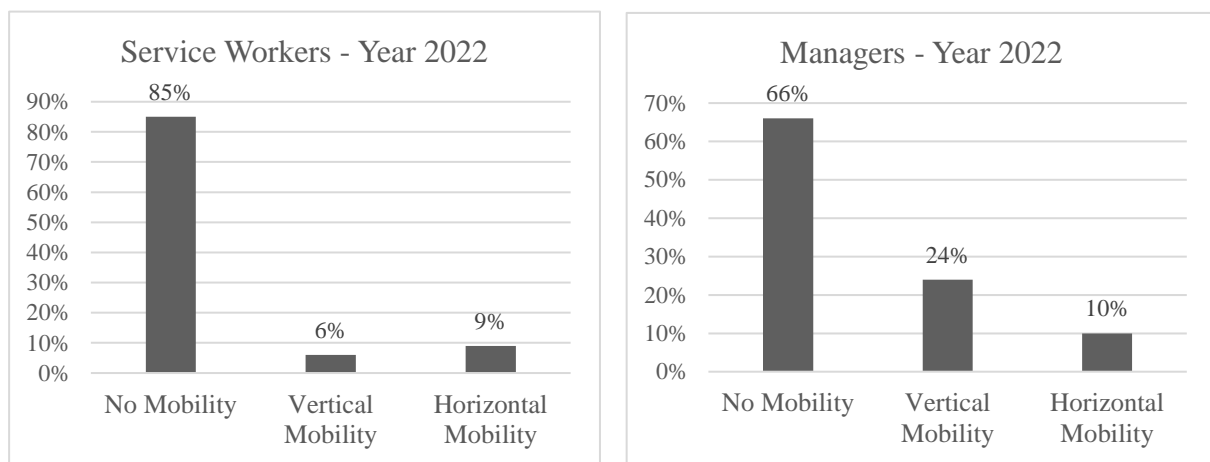
Source: Designed by the author, with support of the HR Department.

It can, therefore, be seen that both Service Workers and Managers not only need more mobility opportunities, inside the Organization, but also a greater diversity in these opportunities - horizontal mobility and vertical mobility.

The possibility of developing a career, i.e. the possibility of not stagnating, guarantees as already mentioned, the permanence of employees. Obviously, for the impact of facilitating

mobility opportunities to be positive, it is essential that a solid model based essentially on coherence and fairness is implemented. (Annexes – Tables I & J).

8.3   ORGANIZATIONAL CLIMATE

As previously collected, the SWOT Analysis performed in the IPSS, has proved that even though the Threats and Weaknesses indicate that there is still a large improvement margin to correct these drawbacks, both Opportunities and Strengths are considered to be an advantage in the combat for the general dissatisfaction and discontent towards the current HR Policies practiced in the Institution. The example below denotes the main focus points that will serve as a ground for the development of the future upgrading strategy.

Table 6: Organization´s SWOT Analysis.

SWOT ANALYSIS	
STRENGHTS	**OPPORTUNITIES**
Participative & Cooperative Leadership	Participation in training actions
Positive interpersonal dynamics	Creation of actions to enhance career and professional growth
Commitment to the mission	Implementation of socializing moments
Adaptation and flexibility	-
WEAKNESSES	**THREATS**
Limitations in dealing with emotionally challenging situations	Lack of recognition and appreciation
Difficulties in maintaining a balance between empathy and professional distance	High psychological distress
Low self-esteem	Dissatisfaction with pay grade
Demotivation	Limited resources
Internal communication mechanisms	High staff turnover
-	Low employee loyalty/retention

Source: Designed by the author, with support of the HR Department.

The following traits were noted as Strengths: favourable interpersonal relations among coworker; adjustment and adaptability to the surrounding environment, in the Organization point of view; cooperative and participatory leadership viewed by their subordinates, and dedication to the assignment. The Weaknesses refer to the inability of the employees to handle emotionally taxing situations; also, that they are unable to strike a balance between professional

distance and sensitivity; low self-esteem, discouragement and demoralization; the weak internal communication systems. For the Opportunities, the continuous involvement in training initiatives, development of behaviours to stimulate professional and career advancement, and the growing will to carry out socialization moments are optimistically highlighted, Lastly, threats are a bigger concern, as absence of gratitude and acknowledgment is a major apprehension, as well salary dissatisfaction, the elevated levels of psychological anguish, then causing low employee loyalty/retention and high staff turnover, by using inadequate resources.

8.4   EMPLOYEE SATISFACTION

Proceeding with the data collected, the employee satisfaction was assessed through both Surveys and Interviews, being possible to conclude relevant aspects to the IPSS´s day-to-day. Next table denotes both the themes per variable and each coding items associated, demonstrating the comparison among them, for the assessment of several work aspects. The plus signs represent positive feedback or favourable perceptions. More pluses indicate a higher frequency or intensity of positive responses in that theme. The minus signs represent negative feedback or unfavourable perceptions. More minuses indicate a higher frequency or intensity of negative responses in that theme.

The themes with more positive codes (Team Cohesion, Alignment with Goals, Fairness in Recognition) indicate areas where the organization is performing well. Themes with significant negative codes (Opportunities for Promotion, Training and Onboarding, Mentoring and Support) highlight areas where the organization needs to focus on making improvements. Themes with both substantial positive and negative codes (Accessibility of Supervisors, Understanding of Responsibilities, Resource Availability) suggest inconsistencies in employee experiences, where some of them have a positive experience while others do not.

Table 7: Variables´ Coding Results.

THEMES	POSITIVE CODES	NEGATIVE CODES
Communication Channels	+++	--
Accessibility of Supervisors	++	---
Understanding of Responsibilities	++	---
Training and Onboarding	++	---
Opportunities for Promotion	+	----
Mentoring and Support	++	---
Acknowledgement of work	++	---
Fairness in recognition	+++	--
Impact on Organization	+++	--
Alignment with Goals	+++	--
Workplace Atmosphere	+++	--
Resource Availability	++	---
Team Cohesion	++++	-
Support from Colleagues	+++	--
Decision-Making Involvement	++	---
Empathy and Understanding	+++	--

Source: Designed by the author, with support of the HR Department.

Additionally, to achieve richer result´s description, the next table presents some of the answers gathered throughout the interviews to the employees, in order to corroborate the already noticed issues experienced in the IPSS, as well as draw more accurate conclusions, with the relation with the Theoretical Background.

Table 8: Interviews´ Answers in relation with the Theoretical Background.

INTERVIEWS´ ANSWERS	THEORETICAL BACKGROUND
"One challenge me and my colleagues face is the heavy workload. Sometimes, it feels like there´s just not enough time in the day to attend all our clients 'needs. It can be emotionally and physically draining."	**Psychosocial Risks** **Emotional Labour & Work Overload**
"We have the "Most empathic employee" program, per Social Response, and I was very fortunate enough to receive that recognition last trimester. It was a great feeling to be acknowledged for my hard work and dedication to our mission."	**Organizational Support Justice Perception & Equity Theory**
"I believe regular team-building activities and more opportunities for staff input in decision-making would boost engagement. Also, additional recognition programs would increase our motivation."	**Work Engagement**
"I am proud to be part of this IPSS and the important work we do. It is a rewarding experience, and I hope we can continue to grow and make an even greater impact in our community."	**Work Engagement**
"There have been times when I felt like my efforts were not recognized or appreciated."	**Organizational Support Justice Perception & Equity Theory**
"One significant challenge is the lack of communication and feedback. I often feel left in the dark about important decisions or changes, and it makes it difficult to stay engaged and motivated."	**Job Autonomy & Role Ambiguity**
"About the workplace culture, it is discouraging when there is limited room for input or suggestions from employees. It can be sometimes felt like our voices don´t matter."	**Organizational Support** **Work Engagement**
"I would appreciate more opportunities for skill development and advancement within the organization. It is demotivating when there is a lack of clear career paths or training programs to help us grow in our roles."	**Organizational Support** **Work Engagement**
"I often feel overwhelmed by the workload, which makes it challenging to maintain a healthy work-life balance. More support in terms of workload distribution and flexibility would be beneficial."	**Emotional Labour & Work Overload** **Work-Family Conflict**
"I think implementing a more transparent and inclusive decision-making process would improve morale."	**Work Engagement**

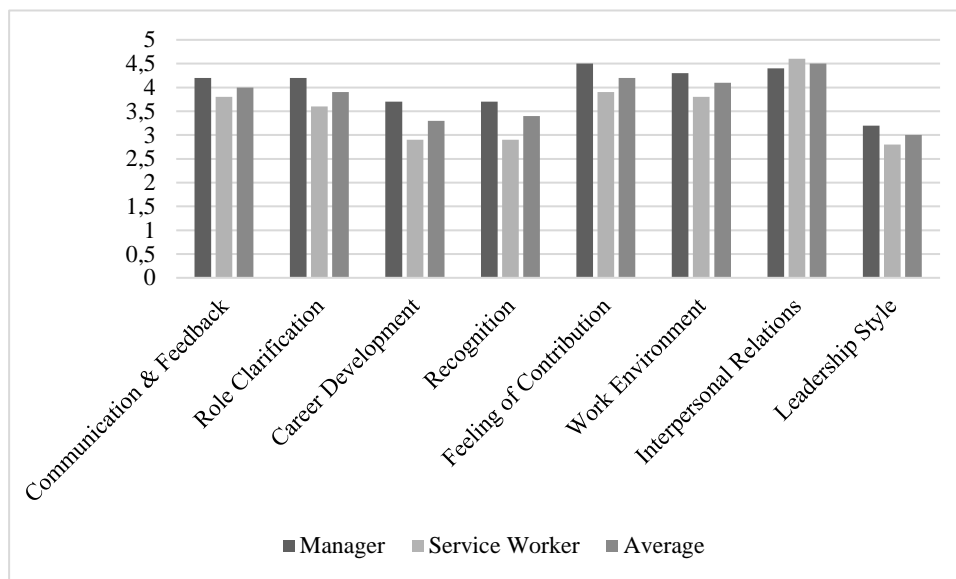**Source**: Designed by the author, with support of the HR Department.

As the results from the "Organizational Climate and Employee Satisfaction Questionnaires" were collected for the assessment of the employees´ point of view, towards their organization behaviours and attitudes, as well as from the conduction of interviews, there were some conclusions to be drawn, such as, Lack of recognition and appreciation of employees; Difficulty in retaining/maintaining long-term talent at the Institution; Few opportunities for professional development and growth; High psychological distress and work overload; Poor disconnection between work and family/personal life.

1. **Lack of Recognition and Appreciation of Employees:** Less likely to be engaged and motivated, leading to increased stress and job dissatisfaction, contributing to burnout.

- Adequate job resources can buffer the negative effects of high job demands and foster engagement and retention (Employee Recognition Programs).

2. **Difficulty in Retaining/Maintaining Long-Term Talent**: High turnover can increase the workload for remaining employees, leading to greater job demands.

- Enhancing job resources can improve retention by making the Institution more attractive to employees (Career Development Opportunities, Supportive Leadership, Competitive Compensation).

3. **Few Opportunities for Professional Development and Growth:** Limited opportunities for growth can lead to stagnation and reduced motivation, negatively affecting engagement and increasing the likelihood of turnover.

- Providing professional development resources can enhance employee engagement and job satisfaction, offsetting the negative effects of high job demands (Training and Development Programs).

4. **High Psychological Distress and Work Overload:** Excessive job demands without adequate resources can lead to stress, burnout and decreased job satisfaction.

- Increasing job resources can mitigate the negative effects of high demands (Social support, manageable workloads, stress management programs).

5. **Poor Disconnection Between Work and Family/Personal Life**: Inability to disconnect from work can lead to work-family conflict, increasing stress and reducing overall well-being.

- Enhancing Job Resources can help employees balance their work and personal lives, reducing stress and improving engagement (Flexible work arrangements).

As presented in Table M, in Annex, the average value of the employees' satisfaction in the IPSS is 3,8, which indicates to a moderate level of satisfaction, being higher to the managers

and lower to the service workers, as anticipated throughout the entire diagnosis process. This data represents the difficulty for the organization to maintain its employees´ happiness. Also, Table N, in Annex, shows the Surveys´ average score per area of action, where it is possible to assess that "Communication & Feedback", "Feeling of Contribution", Work Environment", "Interpersonal Relations" represent high values (above 4), as "Role Clarification", "Career Development", "Recognition", "Leadership" represent moderate values (3-3,9), demonstrating both the areas that need improvement and the ones that are already in a positive rate.

Graph 3: Survey´s Average Score per Area of Action & Job Role.

Source: Designed by the author, with support of the HR Department.

Likewise, by observing this graph it denotes that "Interpersonal Relationships" has the highest overall scores, indicating that this category is perceived very positively throughout the Organization. Also, "Feeling of Contribution" & "Work Environment", both scored high, suggesting that employees feel a sense of autonomy and are generally satisfied with their physical or social work environment. "Leadership Style" received the lowest scores, indicating potential dissatisfaction with the leaders´ way of leading, within the Institution. "Career Development" & "Recognition" also scored relatively low, which could point to a need for improvement in areas such as growth opportunities and acknowledgment of efforts. "Communication" & "Role Clarification" have similar patterns of scores, suggesting that improvements in one cloud potentially benefit the other. Both are reasonably high but could be improved to reach the levels of satisfaction seen in "Interpersonal Relationships". To address the concerns raised by employees, it would be advantageous to concentrate on leadership development and training given the poor "Leadership Style" scores.

Also, improving the way that employees' accomplishments are acknowledged and creating a formal program for career development could both contribute to higher levels of satisfaction in both domains. Lastly, it is recommended to keep up the organization's strong points, especially in cultivating a supportive work environment and good interpersonal interactions.

8. ANALYSIS AND DISCUSSION OF RESULTS

Talent management plays a crucial role in empowering organizations to perpetuate themselves. Obviously, the management of human capital and the consequent management of talent is not at all simple, so it is essential to continually analyse and review the existing practices. This analysis not only makes it possible to understand the efficiency of the entire existing policies also allows critical factors and areas for improvement to be identified. In this sense, what is sought with the analysis carried out is precisely understanding, not only the effectiveness of the methods in question, but also but also the identification of critical points that need to be target of mitigation strategies.

As collected from the Organizational Climate and Employee satisfaction questionnaires, it is clear that the employees from all over Social Responses don't feel any kind of organizational support, therefore they mainly acquire a sense of demotivation, as well as a certain feeling of injustice, when comparing with their work overload. In the same way, the results show that the employees don't recognize that they have the right resources available for their labour, which generates the increasing of their job demands, such as exhaustion and work pressure, which implicates a loss of productivity (Siegrist, 1996).

What is now happening in the Institution is that many of the employees believe that their employer is not meeting their expectations, thus they may experience a breach of their psychological contract. This is due to a number of work-related outcomes, such as job satisfaction and health, have been shown to be negatively correlated with this perceived psychological contract breach (Gakovic and Tetrick, 2003; Zhao et al., 2007). Conversely, work-related results are positively impacted when the psychological contract is fulfilled.

As testified by the IPSS´ employees, the risk of job-related stress and physical disease is higher when demands are high, and employees have less control over how to complete tasks or make their own decisions (Karasek, 1989). On the other hand, which is not happening in the organization, workers that have a high degree of decision authority and high demands can

decide how best to handle those demands, such as how often to make demands and how much time to devote to them (Hausser et al., 2010).

Therefore, the supervisors from the Social Responses, should start to listen more to their subordinates' feelings and ideas, as a way to provide them with decision-making for work improvements, as well as an enhancement of job fulfilment and happiness at work.

Similarly, the stress matter must be taken seriously from now on, especially in the health care area, where psychological health takes a big hit in the employees´ well-being. Regarding the burnout theme, throughout the conduction of interviews, it was very transparent from the workers´ point of view, the daily challenge that they would face, and the reality of burning out was very present in their minds, presenting the apprehension and anxiety that they had to cope with, in order to perform well in their daily tasks. Giving the example of the Organization, it is notorious the physical and mental withdrawal, which is leading to turnover intentions, as stated by the employees, who are undergoing a phenomenon of voluntary exit from the company, as a result of their labour drain sentiment - 44% of employees left the company in 2022, and 21% of the employees left the company throughout the first semester of 2023.

In the same way, by looking at the seniority level in the Institution, the data indicates that around 60% of the employees have been working in the company for less than 5 years, while less than 30% of the employees have been for more than 10 years. This explains the challenging fact that the Board is facing, at the moment, as they are having difficulties on retaining and maintaining the right talent working for them, in the long-term paradigm. Therefore, the next step is design and put in practice competitive strategies to reduce staff turnover and, at the same time, create motivating approaches for the younger people to believe that they have a future when working in an IPSS.

For instance, the testimonials from the subordinates, regarding their superiors´ way of leading, concluded that not all of them would have entirely comprehended their role in the workplace, resulting in some uncertainty, about their purpose for the Institution´s success, as well as a weaker perception of the contribution to perform an actual change in the life of their patients. For example, participatory decision-making, decentralisation, information sharing, high levels of training and high levels of work-time control enable and stimulate employees to exercise more self-discipline and to apply a wider range of skills and abilities in their workplace. Earlier research has shown that stimulating HR practices and empowering leadership positively influence task related resources (Snape and Redman, 2010; Tuckey et al., 2012).

As the results display, the POS in the IPSS is very low, which means that the employees don't perceive a lot of support coming from their superiors, decreasing their sense of belonging, and consequently their happiness while working, as well as it denotes the lack of chances for growth and professional development. This circumstance could mean that the employees will not aim for the achievement of the organizational aspirations and ambitions, causing a disruption in the accomplishment of the Institution´s mission as their own.

Among the dimensions of Job Demands, role ambiguity, work overload, and customer contact had a positive impact on burnout. Among these three variables, customer contact had the highest explanatory power, followed by role ambiguity and workload, respectively, these finding seems logical, since that service workers' main task is to deal with customers. On the other hand, among the three dimensions of Job Resources, self-efficacy and social support had the greatest negative impact on burnout. Based on this, related to the impact of JD-Rs, it is concluded that job demands have a negative impact on burnout, while job resources have a positive effect. Also, the tendency of emotional labour to increase burnout was exacerbated by experiences with difficult customers and high ambiguity.

The results of this study also support previous research (Kelly et al., 2011; 2014) which indicates that workplace interventions are required to enhance work-family balance, such as, more job autonomy and scheduling flexibility at work.

When asked about work improvement ideas, a lot of workers expressed their motivation to have a more flexible time schedule, as they were feeling so drowned in their work every day and could not abstract themselves from it, when arriving home to their families, which generates a greater issue for their mental health situation - as it is already problematic, at this point.

The JD-R model emphasizes the balance and interaction between job demands and resources. Adequate resources can buffer the negative effects of high demands, leading to positive outcomes such as increased work engagement and job satisfaction. The interplay between demands and resources determines employee well-being and performance. Sufficient resources lead to higher engagement and well-being, while excessive demands without adequate resources result in stress and burnout.

Based on the paradigm in study, **Job Demands,** are Psychosocial risks, emotional labour, work overload, role ambiguity, and work-family conflict are job demands that deplete employees' energy and lead to strain and burnout. **Job Resources** are Job autonomy,

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organizational support, justice perception, and fair treatment are job resources that help employees cope with demands, enhance their motivation, and promote engagement.

Therefore, the IPSS can improve employee performance, well-being, and satisfaction by implementing the JD-R model to better manage work demands and allocate resources. As encouraging a positive work atmosphere with sufficient resources boosts employee engagement, which improves output and performance, also, high levels of engagement and satisfaction are sustained by the ongoing evaluation and modification of job demands and resource availability. By promoting a positive work environment, it will boost overall employee morale and commitment, ensuring fairness and offering strong organizational support.

Table 9: JDR Model relation with Theoretical Background.

JOB DEMANDS	JOB RESOURCES	OUTCOMES
Psychosocial Risks		
High workloads, job insecurity, and poor work-life balance.	Social support, job control, and organizational justice.	Mental health issues and reduced job performance.
Emotional labour & Work overload		
Emotional labour. Work overload.	Adequate training, social support, and emotional intelligence resources.	Burnout, emotional exhaustion, and reduced job satisfaction.
Job autonomy & Role ambiguity		
Unclear expectations and responsibilities.	Clear communication and support.	High job autonomy enhances engagement and job satisfaction. Role ambiguity can lead to confusion and decreased performance.
Organizational support		
High workload and stress.	Perceived organizational support.	Increased job satisfaction, commitment, and work engagement.
Work engagement		
	Support, autonomy, development opportunities.	Higher performance, lower turnover intentions, and better well-being.
Justice perception & Equity theory		
Perceived inequities stress and dissatisfaction.	Perceptions of organizational justice.	Fair treatment and perceived equity enhance job satisfaction, commitment, and engagement. Perceived injustice can lead to reduced motivation and increased turnover.
Work-family conflict		
Stress and reduced well-being.	Flexible work arrangements, supportive supervisors, and family-friendly policies.	Burnout and decreased job satisfaction.

Source: Designed by the author, with support of the HR Department.

9. INTERVENTION PROPOSAL

With the purpose to overcome the current difficulties lived in the IPSS environment, the proposal presented is constituted of potential solutions that the HR department, together with the Board, could implement during next year, already.

Table 10: Proposal of potential solutions for the combat of the current challenges.

POTENTIAL SOLUTIONS	THEORETICAL BACKGROUND
Improve team spirit and unity among colleagues Improve employees' self-esteem.	**Psychosocial Risks**
Provide emotional support. Workload Management.	**Emotional Labour & Work Overload**
Improve internal communication between employees and Technical Management.	**Job Autonomy & Role Ambiguity**
Create incentives and involvement in decisions to motivate employees.	**Work Engagement**
Improve the integration process and experience of employees in the Institution.	**Organizational Support**
Promote continuous learning and opportunities to contribute.	**Justice Perception & Equity Theory**
Create flexible work arrangements	**Work-Family Conflict**

Source: Designed by the author, with support of the HR Department.

As stated above, the theoretical background can be connected with the potential solutions, for example, Team cohesion reduces psychosocial risks by fostering a supportive environment; Addressing emotional labour and work overload can boost self-esteem by reducing burnout and stress; mitigating emotional labour and offering support can alleviate emotional strain; Enhancing job autonomy and clarity reduces role ambiguity and empowers employees; Clear communication reduces role ambiguity and fosters a sense of involvement; Involvement in decision-making enhances work engagement and reduces work overload; Strong organizational support aids in smoother integration and higher job satisfaction; Flexibility helps manage work-family conflict and improves work-life balance.

However, these ideas must be implemented at the IPSS´s own pace, since the employees are viewed as somehow reticent to changes and modifications in their workplace, as testified previous situations. Therefore, together, they must prioritize their actions as well as define both driving and restraining forces, in terms of change management techniques, as expressed next.

In order for it to work properly, before each of the proposals is suggested and accepted, all teams in the Organization must reunite and discuss which actions must be prioritized, considering the situation where they are at the moment (Annexes – Table P).

At the end of the dynamic, the total score obtained for each action is calculated and priority is given to those with the highest scores, and so on, in descending order – in a scale from 1 (very low) to 5 (very high).

For the Evaluation criteria:

1.   **Urgency**: How quickly does the action need to be taken to respond to the emergency?

2.   **Impact**: What impact will the action have on solving the emerging problem?

3.   **Feasibility**: How feasible is the implementation of the action, considering the resources available and the capacity of the team?

4.   **Relevance**: How relevant is the action in relation to the institution's objectives and values?

Aiming to help identify and prioritize actions during emergency situations, through the usage pf this matrix, the team will classify the proposed actions based on specific criteria, with the aim of allocating resources and efforts efficiently to solve emerging problems.

In the same way, for the proposals to be well accepted and viewed by the employees, the all stakeholders, must be entirely familiar with both the forces that drive and the forces that constrain the implementation of a change, by utilizing the Force Field Analysis tool (Annexes – Table Q), it helps to understand and make informed decisions on how to maximize the drivers and minimize the obstacles, which contributes to a more effective and successful implementation of the situation under analysis.

Firstly, for the monitoring and measuring the performance of the institution's Human Resources procedures and activities, an HR Scorecard (Annexes – Table R) is a useful and effective tool. With the aim of helping to achieve the institution's goals, it regularly identifies opportunities for continuous improvement, and becomes possible to guarantee effectiveness and efficiency, as well as the quality of the services provided to users.

Also, there is the necessity to develop a Strategic HR Planning, as the example below:

- **Strategic Objectives**: Increase employee satisfaction; Reduce staff turnover; Improve team training.

- **Analysis of the current workforce**: Total number of employees; Distribution by social response; Level of training and qualifications of employees; Turnover rate; Average length of stay of employees; Absenteeism rate.

- **Analysis of future staff needs**: Projection of staff demand for the next six months; Identification of gaps in the current workforce in relation to future needs (skills).

- **Action Plan**: Development of recruitment and selection strategies to fill identified staffing gaps; Training and qualification programs to develop the necessary skills in existing employees; Talent retention policies to reduce turnover and keep qualified employees in the organization; Succession initiative and leadership development to ensure continuity of knowledge and experience in the Institution.

The monitoring procedure is constituted by four steps, as follows:

i. Analysis of the indicators to be carried out every six months, comparing the values obtained with the established targets.

ii. Actions for improvement are identified in each analysis for those indicators that do not meet the targets.

iii. The improvement actions are recorded in an Action Plan, the responsibility of the Human Resources department, with deadlines set for their implementation in the following semester.

iv. The progress of the initiatives implemented will be monitored in subsequent analyses, checking the impact on the performance of the indicators.

Based on the Organization's deficits, projections were made regarding the potential targeted values, corresponding to each of its objectives, previously defined, with a space reserved for Improvement Initiatives, as show in the annex (Annexes – Table S).

So, a restructuring in the Organization is needed and urgent to gradually solve these challenges and for that it is suggested the creation of the "Balanced-Growth" Program, which, in its essence, is based on the Job Demands-Resources (JDR) Model.

This framework aims to understand and explain the impact of the demands and resources present in the work environment on the well-being of employees, in order to analyse how the characteristics of the job can influence their behaviour and emotional state. The ultimate goal

is to encourage a positive balance between demands and resources, as it can be possible to promote to a healthier and more productive working environment, in which employees can develop themselves at the personal and professional level, and at the same time contribute to the Institution's vision.

The functioning of the program is particularly simple, as there is the distribution and further collection of information relating to the "Psychosocial Risk Diagnosis Form" (Annexes – Table T & U) that will be carried out by each Social Response, through the sum of the results obtained in each question, by each employee. The analysis of the results will be useful for the Technical Management of each Social Response to understand how employees perceive the balance between what is demanded of them at work and the support they must deal with these demands. The importance of creating awareness in the workplace is key for both players to understand where they are positioned to help each other in the "combat" of their psychosocial risks.

Starting with lowering the Job Demands in the IPSS, some adjustments must be made, such as implementing flexible work schedules to give workers more autonomy over their work hours; identifying overworked workers and redistributing tasks more fairly and effectively through workload assessments; providing extra resources or support for teams facing high workloads; and conducting training sessions on time management, stress management, and resilience-building to assist workers in managing demands.

Then, it is crucial to improve job resources. For example, create a positive work atmosphere by promoting teamwork, collaboration, and mentorship/coaching initiatives; Regularly hold team meetings and team-building activities to promote communication and camaraderie within the organization; Offer opportunities for professional growth and career advancement through workshops and technical training, enabling staff members to take on challenging tasks and learn new skills; Conduct regular performance reviews between managers and staff members in order to provide constructive criticism and acknowledgement; Establish avenues for anonymous feedback to promote openness and honesty in communication.

Additionally, promoting work-life balance is a major step in improving employee wellbeing. This can be done by reviewing and updating leave policies to give workers more freedom to manage their personal and family obligations (e.g., by offering more vacation days); Introducing wellness programs that emphasize mental, physical, and work-life balance (e.g., by offering mindfulness sessions); and encouraging workers to draw clear boundaries between

their personal and professional lives by setting rules for managing contact outside of work hours in order to avoid burnout.

Enhancing the IPSS's channels for communication will guarantee that staff members are informed promptly and accurately about changes, objectives, and expectations (for example, through the newsletter and intranet platform). Additionally, a 360º feedback process (Annexes – Table V) could be implemented, allowing staff members to receive feedback from peers, subordinates, and supervisors, fostering an environment of openness and continuous improvement. Finally, staff members would receive training in conflict resolution and interpersonal skills to help them deal with difficult situations and cultivate positive relationships at work. As the organization is facing problems, such as poor staff morale, a breakdown in communication and poor management techniques, it is imperative to describe how the 360º degree feedback offers through insights into performance and behaviour, which might be able to address today´s difficulties.

Equally, this process makes possible to recognize training requirements, strengths teamwork and develops leadership abilities. For it to be productive for the employees´ way of working at the IPSS, all participants should receive training on how to use the tools and interpret the results constructively, as well as concentrate on developing abilities like providing and accepting constructive criticism, without being defensive, as well as applying growth criticism. The next step is to create personalized feedback reports that address areas of strength, room for growth, and practical suggestions for the arrangement of one-on-one feedback meetings so that participants can talk with a qualified facilitator or HR specialist about their feedback reports. It will assist people in developing individualized development plans that capitalize on their strengths and address areas for growth based on their comments.

Lastly, attribute autonomy to the employees by giving them the freedom to make decisions and take responsibility for their work, this will encourage creativity by letting employees come up with and carry out original ideas. Moreover, make job roles, responsibilities, and performance expectations clear to eliminate role ambiguity and give employees the confidence to complete tasks successfully, and provide leadership development programs to give managers the tools they need to effectively support, as well, coach their teams.

In the end, is also important to keep observing and evaluating the program, while it is being integrated into the IPSS, by establishing mechanisms to monitor and assess the effectiveness of the program, for example, reunite both managers and service workers regularly, through a focus group, to find the best solutions for their workplace, by responding to the survey and discussing all the ideas and suggestions, as a team, making use of constructive feedback to perform adjustments and improvements as needed. Following the same idea, it is fundamental to continuously review and improve the implementation of the program, based on changing organizational needs, for the adaptation of strategies, as necessary, to ensure its long-term success. Finally, acknowledging the teams and individuals that made the biggest contributions to fostering a more positive and productive work environment is essential, as well, celebrate milestones reached during the implementation. In short, eight critical points and four proposals for the final intervention were identified, which briefly describes the intervention proposals, the resources required and the associated costs, as presented in annex (Annexes – Table X).

10. CONCLUSION

The Human Resources Consultancy project carried out at the IPSS provided a comprehensive overview of the people management processes within the institution with a view to contributing to its continuous improvement. The results of this study further highlight the significance of proactive management techniques in reducing unfavourable work demands and making the most of already-existing resources to maximize worker performance.

The application of HRM Metrics could help the Institution measure, manage and improve various key aspects of its workforce, which will, eventually, lead to a better overall performance and achievement of its social goals and ambitions. In the same way, it allows for tailored interventions based on the unique demands and resources of different departments or roles within the IPSS.

Also, the introduction and further application of an intervention, based on the JDR Model, assists in identifying and addressing imbalances between job demands and job resources, being this balance crucial to prevent burnout and to foster engagement among employees, as well as, help to create a supportive environment that promotes health and well-being.

To sum up, it has investigated how the Job-Demands-Resources (JDR) model might be applied in the welfare environment. The study was able to show how job demands and resources interact, highlighting the important roles these connections play in employee well-being, job satisfaction, and performance outcomes.

Organizations can establish a work environment that is favourable to both employee well-being and organizational success by providing managers with the information and resources they need to recognize and handle possible stresses. Also, the JDR model project's execution produced noticeable advantages for the staff and the company overall, given that initiatives to increase job resources and lessen job expectations can improve employee morale, engagement, and productivity. Furthermore, the development of a positive workplace culture could increase employees' resilience and provide them with the ability to manage stress at work.

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12. ANNEXES

I.   TABLES

Table A: Calendar of the Social Responses´ Visits.

SOCIAL RESPONSE	AREA	DATE (2023)
ECOS Project	Rehabilitation unit	3rd of July
Mental Health Support	Disabled/Special conditions care	10th of July
Daycare Center	Elderly Care	12th of July
Family Support Center	Children care	14th of July
Home Support Service	Elderly Care	18th of July
Youth Center	Children care	21st & 25th of July / 8th of August
Children's Center	Children care	26th of July
Disability Home	Disabled/Special conditions care	28th July
Shelter	Domestic Violence Victims	1st of August
Social Integration Office	Rehabilitation unit	3rd of August
Nursery Home	Elderly Care	5th of August
Kitchen	Services	9th of August
Laundry	Services	11th of August
Bussola	Rehabilitation unit	16th of August
Kindergarten	Children care	17th of August

Table B: Template Organizational Climate and Employee Satisfaction Questionnaire (Manager).

	Totally Disagree ☹	Disagree ☹	Neither agree nor disagree	Agree ☺	Totally Agree ☺
Communication with the team is effective.					
The objectives set are communicated concisely.					
Responsibilities are clearly assigned.					
Subordinates have confidence in the team's leadership skills.					
The team encourages recognition and appreciation among subordinates.					
The team invests in the growth of subordinates.					
Subordinates receive continuous learning opportunities.					
The work environment is collaborative and respectful.					
Subordinates are supported in their work.					
I have a good relationship with my work colleagues.					

Table C: Template Organizational Climate and Employee Satisfaction Questionnaire (Service Worker).

	Totally Disagree ☹	Disagree ☹	Neither agree nor disagree	Agree 😃	Totally Agree 🙂
Internal communication is effective.					
I find it easy to communicate with my manager.					
The objectives set by the manager are communicated concisely.					
Responsibilities are clear within the work team.					
I have opportunities for professional development and growth.					
I feel valued and recognized for my work.					
I feel that my work contributes to the success of the institution.					
I receive support from my superiors.					
I receive support from my colleagues.					
I have a good relationship with my work colleagues.					

Table D: Relation between Areas of Action and Theoretical Frameworks.

PSYCHOSOCIAL RISKS	
Communication & Feedback	Regular and transparent communication can help reduce psychosocial risks by keeping employees informed and encouraged. Constructive feedback aids in stress management and job role understating.
Work Environment	By offering resources and a secure, comfortable place helps lower psychosocial risks.
Leadership Style	Stress can be decreased by supportive leadership by giving clear instructions and emotional support.
EMOTIONAL LABOUR & WORK OVERLOAD	
Interpersonal Relations	Emotional support from positive interpersonal relations can assist workers handle the demands of emotional labour and lessen feeling of overload.
Communication & Feedback	Clear priorities and more equitable workload distribution are two benefits of effective communication that can lessen feelings of overload.
Work Environment	A well-designed work environment can alleviate physical and emotional strain.
JOB AUTONOMY & ROLE AMBIGUITY	
Role Clarification	To improve job autonomy and lessen role ambiguity, precise role definitions are essential.
Leadership Style	Empowering employees via leadership can improve job autonomy and minimize role ambiguity.
Communication & Feedback	Frequent feedback, which offers directions and acknowledges accomplishments, can help define roles and improve autonomy.
WORK ENGAGEMENT	
Career Development	Possibilities for professional advancement can greatly increase employee engagement at work.
Feeling of Contribution	Engagement is increased when one feels that their work is appreciated and benefits the Organization.
Organizational Support	Higher levels of engagement are fostered by the organization´s supportive policies and resources.
ORGANIZATIONAL SUPPORT	
Leadership Style	Through resource allocation, acknowledgement, and clear communication, leadership plays a critical role in providing organizational support
Interpersonal Relations	A culture of support within an Organization is facilitated by supportive interpersonal interactions.
Work Environment	Organizational support is reflected in a physically and culturally supportive work environment.
JUSTICE PERCEPTION & EQUITY THEORY	
Communication & Feedback	Fair feedback procedures and open lines of communication improve the Organization´s perception of fairness and equity.
Leadership Style	Fostering a feeling of fairness requires the use of reasonable and fair leadership methods.
Role Clarification	Justice views are supported by equitable and transparent role assignments and obligations.
WORK-FAMILY CONFLICT	
Work Environment	Employees can better handle work-family issues in a flexible and encouraging work environment.

| Organizational Support | Work-life balance-promoting regulations and procedures are essential for reducing work-family conflict. |
| Communication & Feedback | Work-family conflict can be managed with the help of clear communication about expectations at work and flexibility. |

Table E: Seniority Years in the IPSS, during the 2nd Semester of 2023.

	<5 years	5-10 years	10-15 years	15-20 years	20-25 years	>25 years
Nursery Home	26	0	1	2	0	2
Mental Health Support	11	1	1	1	1	1
Professional Insertion Center	9	5	4	2	6	3
Kitchen	10	3	0	4	0	0
Laundry	4	1	1	0	0	0
Bussola	2	1	0	1	0	2
Social Insertion Office	6	0	0	1	1	0
Day Care Center	5	1	0	0	1	1
Home Support Service	6	3	0	1	1	0
Kindergarten	6	3	1	4	1	1
Shelter	6	1	0	0	1	0
Family Support Center	4	1	0	1	1	0
Youth Center	15	2	2	0	2	0
Disability Residence	14	5	1	1	0	3
Services	15	4	2	1	2	4
Total (236)	139	31	13	19	17	17
%	59%	13%	6%	8%	7%	7%

Table F*: Turnover Rate in the IPSS (Year 2022 & 1ˢᵗ Semester 2023).*

TURNOVER RATE	
Year 2022	(110/250) X 100 = 44%
Year 2023 **(1ˢᵗ Semester)**	(52/250) X 100 = 21%

Table G*: Turnover Intentions in the IPSS (Year 2022)*

Turnover Intentions – Year 2022		
Intentions	**Absolute Value**	**Relative Value**
Mutual Agreement	65	59%
Employee Initiative – notice period	33	30%
Employee Initiative – no notice period	12	11%
TOTAL	110	100%

Table H*: Turnover Intentions in the IPSS (1ˢᵗ Semester of 2023)*

Turnover Intentions – Year 2023 (1ˢᵗ Semester)		
Intentions	**Absolute Value**	**Relative Value**
Mutual Agreement	33	63%
Employee Initiative – notice period	15	29%
Employee Initiative – no notice period	4	8%
TOTAL	52	100%

Table I*: Mobility Opportunities - Year 2022 (Service Workers)*

Service Workers		
Mobility	**Absolute Value**	**Relative Value**
No Mobility	85	85%
Vertical Mobility	6	6%
Horizontal Mobility	9	9%
TOTAL	100	100%

Table J*: Mobility Opportunities - Year 2022 (Managers)*

Managers		
Mobility	**Absolute Value**	**Relative Value**
No Mobility	18	66%
Vertical Mobility	6	24%
Horizontal Mobility	3	10%
TOTAL	27	100%

Table K: Interviews to the employees: Script Template & Relation with Areas of Action.

QUESTIONS	AREAS OF ACTION
"To start, could you briefly describe your role and responsibilities here at the IPSS? And, for how long have you been working for this organization?"	**Role Clarification**
"In general, how are the colleagues' interactions among yourselves and with the management members? Can you share any positive experiences when collaboration and teamwork had a significant impact in your work?"	**Interpersonal Relations Leadership Work Environment**
"Now, thinking about your experience working here, what aspects of your job do you find most fulfilling or satisfying? Can you provide specific examples of moments when you felt particularly engaged or motivated in your work?"	**Work Environment Role Clarification**
"On the opposite side, are there any aspects of your job or the workplace that you find challenging or dissatisfying?"	**Work Environment**
"Are there any barriers or challenges that hinder effective communication within the team? If so, how do you think communication can be improved?"	**Communication & Feedback Leadership**
"How does the IPSS support your career development and growth? Do you feel recognized regarding the work you develop daily?"	**Career Development Recognition Leadership**
"Do you feel that you have the flexibility and support needed to maintain a healthy balance between work and personal life?"	**Recognition**
"Do you feel that your opinions and ideas are valued within the organization? Are there opportunities for employees to provide feedback and be heard?"	**Feeling of Contribution**
FINAL SUGGESTIONS	
"What specific changes or improvements, if any, do you think could enhance your job satisfaction and engagement?"	
"Is there anything else you would like to add or any final thoughts you´d like to share regarding your experience as an employee at the IPSS?"	

Table L: Questionnaires´ questions divided into Areas of Action.

AREAS	SERVICE WORKER	MANAGEMENT
Communication & Feedback	Internal communication is effective.	Communication with the team is effective.
	I find it easy to communicate with my manager.	The objectives set are communicated concisely.
	The objectives set by the manager are communicated concisely.	-
Role Clarification	Responsibilities are clear within the work team.	Responsibilities are clearly assigned.
Career Development	I have opportunities for professional development and growth.	The team invests in the growth of subordinates.
	-	Subordinates receive continuous learning opportunities.
Recognition	I feel valued and recognized for my work.	The team encourages recognition and appreciation among subordinates.
Feeling of Contribution	I feel that my work contributes to the success of the institution.	-
Work Environment	I receive support from my superiors.	The work environment is collaborative and respectful.
	I receive support from my colleagues.	Subordinates are supported in their work.
Interpersonal Relations	I have a good relationship with my work peers.	I have a good relationship with my work colleagues.
Leadership Style	-	Subordinates have confidence in the team's leadership skills.

Table M: Points from Organization Climate & Employee Satisfaction Surveys.

SOCIAL RESPONSE	MANAGER	SERVICE WORKER	AVERAGE
Nursery Home	3,9	3,3	3,6
Mental Health Support	-	3	3
Day Care Center	4,6	4,4	4,5
Home Support Service	4,4	3,8	4,1
Social Insertion Office	4	4,2	4,1
Disability Residence	3,7	3,6	3,7
Shelter	4,3	4	4,2
Youth Center	2,7	3,5	3,1
Kitchen	3,8	3,6	3,7
Laundry	4,2	4,1	4,2
Services	-	3,6	3,6
Bussola	4,2	4,3	4,3
Kindergarten	3,8	2,9	3,4
AVERAGE	4	3,6	3,8

Values: 0 - 2,9 → Low   3 - 3,9 → Moderated   4 - 5 → High

Table N: Surveys´ Average Score per Area of Action & Job Role

AREAS OF ACTION	MANAGER	SERVICE WORKER	AVERAGE
Communication & Feedback	4,2	3,8	4
Role Clarification	4,2	3,6	3,9
Career Development	3,7	2,9	3,3
Recognition	3,7	2,9	3,4
Feeling of Contribution	4,5	3,9	4,2
Work Environment	4,3	3,8	4,1
Interpersonal Relations	4,4	4,6	4,5
Leadership Style	3,2	2,8	3
TOTAL AVERAGE	**4**	**3,6**	**3,8**

Table O: Variables´ Themes & Codes.

VARIABLES	THEMES	POSITIVE CODES	NEGATIVE CODES
Communication & Feedback	Communication Channels	Effective use of emails	Inefficient meetings
	Accessibility of Supervisors	Easily approachable	Difficult to contact
Role Clarification	Understanding of Responsibilities	Clear job duties	Uncertain tasks
	Training and Onboarding	Comprehensive training	Insufficient onboarding
Career Development	Opportunities for Promotion	Clear career path	No advancement opportunities
	Mentoring and Support	Effective mentoring	Absence of guidance
Recognition	Acknowledgement of work	Publicly recognized efforts	No recognition
	Fairness in Recognition	Fair Distribution	Biased Recognition
Felling of Contribution	Impact on Organization	Significant contribution	Minimal impact
	Alignment with Goals	Aligned with mission	Disconnect from objectives
Work Environment	Workplace Atmosphere	Positive environment	Stressful environment
	Resource Availability	Adequate resources	lacking conditions
Interpersonal Relations	Team Cohesion	Strong teamwork	Team conflicts
	Support from Colleagues	Helpful coworkers	Lack of support
Leadership Style	Decision-Making Involvement	Inclusive decisions	Top-down decisions
	Empathy and Understanding	Empathic leaders	Indifferent leaders

Table P: Actions Prioritization Matrix template.

Proposed Action	Urgency	Impact	Viability	Relevance	Total Score

Table Q: Force Field Analysis template.

DRIVING FORCES	Relevance (1-5)
TOTAL	

RESTRAINING FORCES	Relevance (1-5)
TOTAL	

- If Driving Forces > Restraining Forces → Positive impulse for change.

- If Restraining Forces > Driving Forces → Negative Impulse for change.

Table R: HR Scorecard – Indicators Definitions and Calculations

TURNOVER RATE	Percentage of employees who left the institution voluntarily.
<u>Calculation</u>:	*(No. of employees who left/average number of employees during the period) x100*

TRAINING INDEX	Percentage of employees who took part in training and development programs.
<u>Calculation</u>:	*Total number of training courses attended during the semester*

AVERAGE RECRUITMENT TIME	Average time to fill an open position.
<u>Calculation</u>:	*Sum of times to fill vacancies / number of vacancies filled in the semester*

ABSENTEEISM RATE	Percentage of employee absences in relation to total working days.
<u>Calculation</u>:	*(Total hours lost/total hours worked) x 100*

RETENTION RATE	Percentage of employees who stayed with the institution.
<u>Calculation</u>:	*(No. of employees who stayed/ total number of employees at the start of the semester) x 100*

EMPLOYEE SATISFACTION	Evaluation of employee satisfaction through organizational climate and satisfaction questionnaires.
<u>Calculation</u>:	*Average according to the 1-5 scale, according to the results of the organizational climate questionnaires*

AVERAGE RESPONSE TIME	Average HR time to respond to employee requests/suggestions.
<u>Calculation</u>:	*Sum of response times / number of requests answered*

INTERNAL PROMOTION INDEX	Percentage of employees promoted through internal opportunities within the institution.
<u>Calculation</u>:	*(No. of employees promoted internally/Total number of employees) x 100*

Table S: HR Scorecard – Objectives & Targets.

HR SCORECARD				
Objectives	**Indicators**	**Current**	**Target**	**Decision**
Talent retention; Reduced recruitment and training costs	Turnover rate	-	15%-20%	-
Improved performance and productivity; Professional growth	Training Index	-	66%-75%	-
Ensuring continuity of service; Reducing recruitment costs	Average recruitment time	-	20-30 days	-
Ensuring the provision of care; Promoting a positive organizational climate	Absenteeism rate	-	<10%	-
Investing in commitment and motivation; Building a positive institutional culture	Retention Rate		>75%	-
Promoting a healthy working environment; Reducing turnover	Employee Satisfaction		Average = 4 (scale 1-5)	-
Transparency and effective communication; Valuing needs	Average response time		24 hours	-
Developing careers and skills; Focusing on motivation	Internal Promotion Rate		5%-10%	-

IMPROVEMENT INITIATIVES

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Table T: Template of Psychosocial Risks Diagnosis Form.

PSYCHOSOCIAL RISKS DIAGNOSIS FORM				
JOB DEMANDS				
How often do you feel overwhelmed by the amount of work you have to do?				
Always	Often	Sometimes	Rarely	Never
How do you rate the emotional intensity of the situations you deal with daily?				
Very high	High	Moderate	Low	Very low
To what extent does your work interfere with your family and/or personal responsibilities?				
A lot of interference	Some interference	Moderate interference	Little interference	No interference
Do you believe that the demands of your work are well balanced in relation to the resources available?				
Totally agree	Agree	Neutral	Disagree	Totally disagree
JOB RESOURCES				
Do you feel that you receive adequate emotional support from the team when you face challenges/difficulties at work?				
Always	Often	Sometimes	Rarely	Never
How often do you feel able to disconnect from work when you're off the clock?				
Always	Often	Sometimes	Rarely	Never
Do you feel that you have the autonomy and control to make decisions related to your work?				
Always	Often	Sometimes	Rarely	Never
How do you rate the feedback you receive on your daily tasks?				
Very positive	Positive	Neutral	Negative	Very negative
WORK WELL-BEING				
To what extent do you feel motivated and involved in your current job?				
Extremely motivated	Very motivated	Moderately motivated	Poorly motivated	Not motivated
How would you rate the level of well-being you feel in your work environment?				
Very positive	Positive	Moderated	Negative	Very negative
How do you rate the level of stress/anxiety felt in your work environment?				
Very high	High	Moderate	Low	Very low
Do you believe that the characteristics of your job negatively affect your mental health?				
Significantly affects	Considerably affects	Moderately affects	Slightly affects	Does not affect

Table U: Calculation of the balance between job demands and job resources.

BALANCE BETWEEN JOB DEMANDS AND JOB RESOURCES

Psychosocial Risk Diagnosis Form - Score from 1 to 5 (1 = very low; 5 = very high)

Job Demands	Job Resources	Work Well-Being
Workload	Emotional support	Motivation
Emotional intensity	Disconnection from work	Well-being
Personal/family interference	Autonomy	Stress/anxiety
Balancing resources and demands	Feedback	Mental health

Total Average (Sum of the four criteria/4 - for each of the variables): ___

Overall assessment (Score from 1 to 5 - for each of the variables): ___

RESULTS

Demands are much greater than resources	**Very unbalanced:** ___
Demands are slightly higher than resources	**Unbalanced:** ___
Reasonable balance between demands & resources	**Neutral:** ___
Resources are slightly greater than demands	**Balanced:** ___
Resources are much greater than demands	**Very balanced:** ___

Overall balance: ___

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Table V: 360º Feedback Process Timeline.

360º FEEDBACK PROCESS		
TIMELINE - 2024/2025	**PHASE**	**ACTIONS**
January - February - March	**Preparation**	Assess employees´ current challenges.
		Obtain leadership support and ownership.
April	**Designing**	Establish goals and competencies.
		Create/ choose feedback instruments.
May	**Planning**	Make a thorough project plan.
		Guarantee confidentiality precautions.
June	**Communication & Training**	Notify employees.
		Establish expectations.
		Guide the intervenients.
July - August	**Implementation**	Distribute surveys.
		Safeguard widespread involvement.
September - October	**Investigation & Reporting**	Combine and evaluate information
		Elaborate reports on feedback.
November - December	**Feedback & Progress**	Hold feedback meetings.
		Make plans for development.
Next year´s first 3 months	**Follow up & Assessment**	Track improvements.
		Request inputs for enhancements.

Table X: Intervention Proposal Summary.

INTERVENTION PROPOSAL SUMMARY			
PROPOSAL	**RESOURCES**	**CALCULATION FORMULA**	**COSTS CALCULATION**
Application of HRM Metrics in the HR department.	Training of HR specialists.	$[(HRT€ × N° HRT) + (HRD€ × N° HRD)] × N°$ hours	$[(16€ × 5) + (20€ × 1)] × 5h = 500€$
	Presentation of the HR Scorecard.	$[(HRT€ × N° HRT) + (HRD€ × N° HRD)] × N°$ hours	$[(16€ × 5) + (20€ × 1)] × 5h = 500€$
			Total = 1000€
Promotion of consciousness awareness for change management initiatives and new programs.	HR Meeting with each Manager of each Social Response.	$[(SRM€ × N°$ hours$) + (HRT€ × N°$ hours$)]$	$[(18€ × 2h) + (16€ × 2h)] = 68€$
	Actions Prioritization matrix Presentation.	$[(SW€ × N°$ hours$) + (SRM€ × N°$ hours$)]$	$[(15€ × 2h) + (18€ × 2h)] × 2h = 66€$
	Force Field analysis Presentation.	$[(SW€ × N°$ hours$) + (SRM€ × N°$ hours$)]$	$[(15€ × 2h) + (18€ × 2h)] × 2h = 66€$
	Informative emails.	$[(HRT€ × N° HRT)] × N°$ hours	$[(16€ × 5)] × 1h = 80€$ ***Total** = 280€
Assessment of employees´ job demands & resources balance.	Psychosocial risks diagnosis form.	$[(SW€ × N°$ hours$) + (SRM€ × N°$ hours$)]$	$[(15€ × 1h) + (18€ × 1h)] = 33€$
	Analysis and Reporting of the results.	$[(HRT€ × N° HRT) + (HRD€ × N° HRD)] × N°$ hours	$[(16€ × 5) + (20€ × 1)] × 10h = 1000€$
	Interviews with the most affected employees.	$[(SW€ × N°$ hours$) + (SRM€ × N°$ hours$) + (HRD€ × N°$ hours$)]$	$[(15€ × 1,5) + (18€ × 1,5) + (20€ × 1,5)] = 79,5€$ ***Total** = 1112,5€

Implementation of the 360º feedback process.	HR meetings for the designing and preparation of the program.	[(HRT€ × Nº HRT) + (HRD€ × Nº HRD)] × Nº hours	[(16€ × 5) + (20€ × 1)] × 4h = 160€
	Workplaces´ Visits.	[(SW€ × Nº hours) + (SRM€ × Nº hours) + (HRT€ × Nº hours)]	[(15€ × 2,5h) + (18€ × 2,5h) + (16€ × 2,5h)] = 122,5€
	Feedback meetings.	[(SW€ × Nº hours) + (SRM€ × Nº hours) + (HRT€ × Nº hours) + (HRD€ × Nº hours)]	[(15€ × 2,5h) + (18€ × 2,5h) + (16€ × 2,5h) + (20€ × 2,5h)] = 172,5€
	Analysis and Reporting of the Results.	[(HRT€ × Nº HRT) + (HRD€ × Nº HRD)] × Nº hours	[(16€ × 5) + (20€ × 1)] × 10h = 1000€
	Monitorization and Follow-up.	[(HRT€ × Nº HRT)] × Nº hours	[(16€ × 5)] × 3h = 240€
			*Total = 1695€
			*Total = 3087,5€

Source: Designed by the author, with support of the HR Department.

Note: The number of hours shown are estimated values based on the demands of the task.
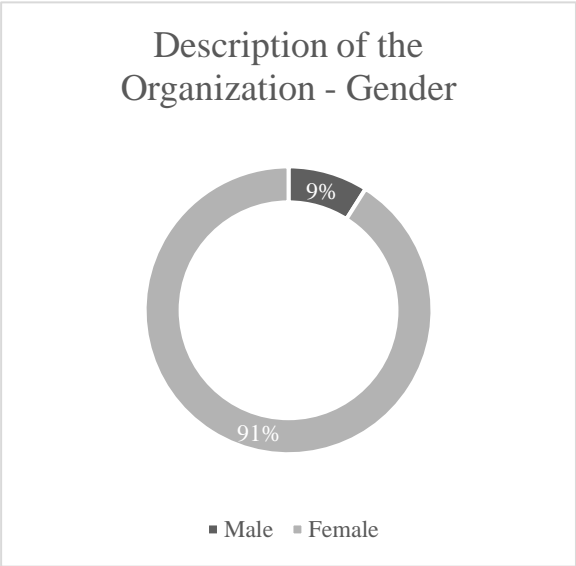
HR**T** – HR Technician: 5 members (hourly cost: 16€) | HR**D** – HR Director: 1 member (hourly cost: 20€)

SW – Service Worker (hourly cost: 15€) | **SRM** – Social Response Manager (hourly cost: 18€): both depending on the number of participants.
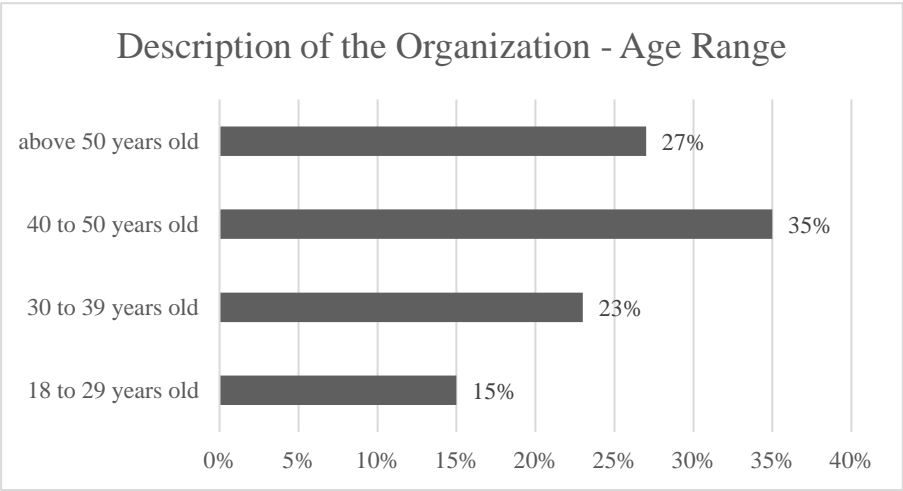
*The costs related to the SW & SRM both depend on the number of participants, being that the reason for the calculation costs of these variables not to be entirely accurate, when compared to the real number of intervenients from the HR Department, so the total costs are in a partial amount.

II.   GRAPHS

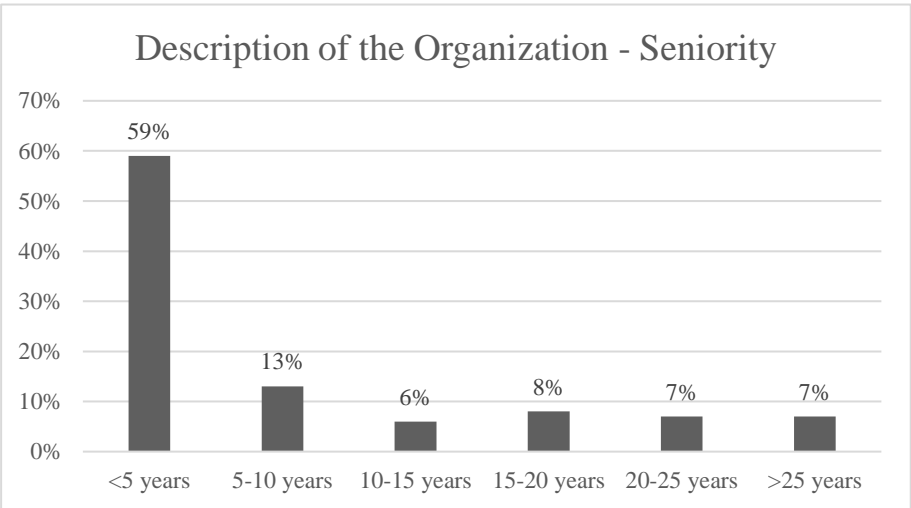**Graph A***: Description of the Organization – Gender.*

Description of the Organization - Gender

9%

91%

▪ Male ▪ Female

Graph B*: Description of the Organization – Age Range.*

Description of the Organization - Age Range

Age Range	Percentage
above 50 years old	27%
40 to 50 years old	35%
30 to 39 years old	23%
18 to 29 years old	15%

0%   5%   10%   15%   20%   25%   30%   35%   40%

Graph C*: Description of the Organization – Nationalities.*

Description of the Organization - Nationalities

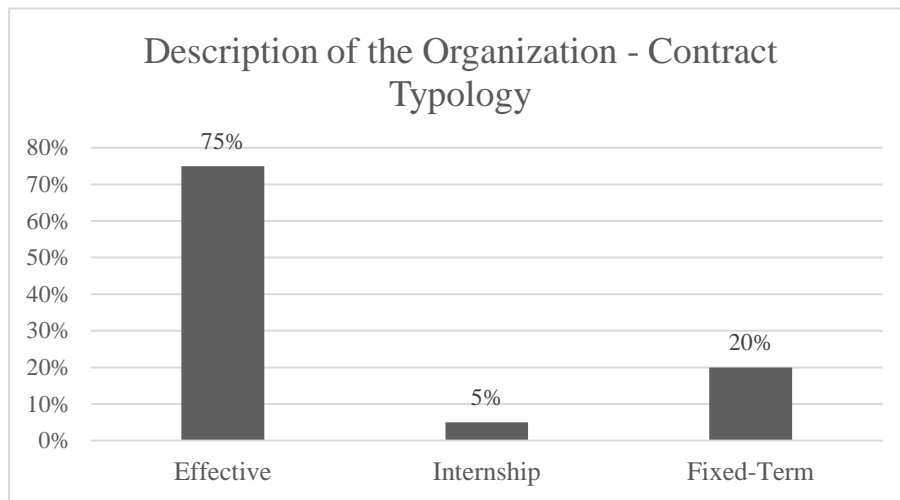- Portuguese   - European (Not Portugal)   - South America
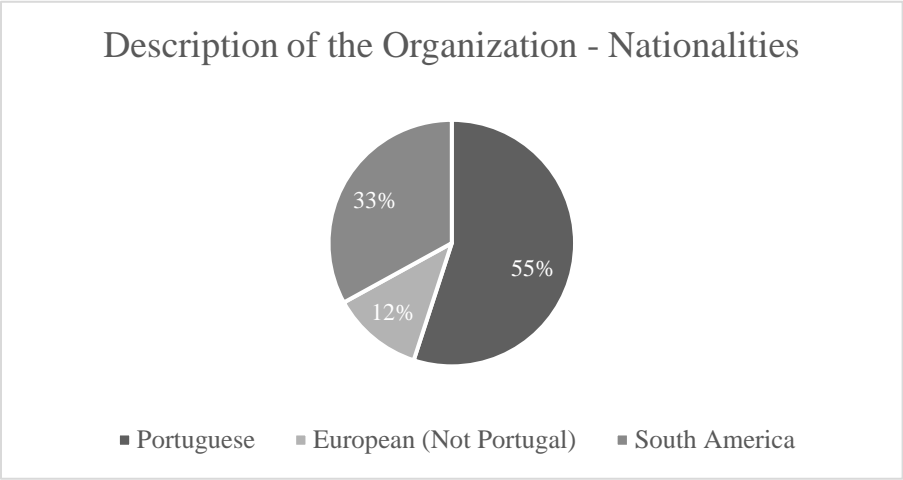
Graph D*: Description of the Organization – Seniority.*

Description of the Organization - Seniority

Graph E*: Description of the Organization – Contract Typology.*

Graph F*: Description of the Organization – Academic Qualifications.*