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Pet-Friendly Organisations: An evidence between positive and negative factors

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ISCTE – University Institute of Lisbon

October, 2024

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ACKNOWLEDGMENTS

To Professor Ana Junça, for her generous help in preparing this thesis, and for the connection and passion for pets that we shared.

To my parents, for bringing me up in an environment where animals are loved and valued. For being my source of support in every aspect of my life.

To my boyfriend, my life partner, who revitalizes and motivates me every day with a sense of strength, optimism and achievement.

To my pets, who are part of my family, who have been close to me during the preparation of this work, and who are present in so many moments of my life, the love and joy I wish for you will never be as much as the one you give me every day.

RESUMO

O local de trabalho é um contexto no qual, diariamente, os indivíduos experienciam diversas emoções que, por sua vez, influenciam o seu desempenho. Com o crescente interesse nas práticas *pet-friendly* no ambiente organizacional, é importante compreender como estas influenciam o bem-estar dos colaboradores, particularmente através de fatores como a satisfação no trabalho e o *engagement*. O bem-estar é cada vez mais reconhecido como um elemento essencial para o desempenho e a retenção de colaboradores, o que torna crucial investigar a relação entre práticas *pet-friendly* e bem-estar. Neste sentido, guiado pela teoria da troca social, o presente estudo procurou desenvolver o conhecimento neste tópico e explorou o impacto das práticas *pet-friendly* no bem-estar, com foco na satisfação e no *engagement* como potenciais mediadores desta relação. Para tal, recorreu-se a um inquérito por questionário, onde foi adotada uma metodologia quantitativa e utilizada uma amostra não probabilística, por bola de neve, com uma amostra de 152 participantes, dos quais 97 tinham animais de companhia.

Os resultados suportaram parcialmente a primeira hipótese, de que: (1) as práticas *pet-friendly* têm uma relação positiva com o bem-estar através de a) satisfação e do (b) work engagement, e suportaram a segunda hipótese (2) as práticas *pet-friendly* têm uma relação positiva com o bem-estar através da mediação em série de satisfação e do work engagement. As implicações teóricas e práticas do presente estudo poderão beneficiar e incentivar as organizações a adotar práticas *pet-friendly* promovendo, assim, melhores resultados.

Palavras-chave: Práticas *pet-friendly*; Bem-estar; Animais de estimação; Satisfação; *Engagement* no trabalho.

ABSTRACT

The workplace is a context in which individuals experience various emotions daily, which, in turn, influence their performance. With the growing interest in pet-friendly practices within organisational settings, it is important to understand how these practices impact employee well-being, particularly through factors such as job satisfaction and engagement. Well-being is increasingly recognized as an essential component for employee performance and retention, making it crucial to investigate the relationship between pet-friendly practices and well-being. This study aimed to expand knowledge on this topic by exploring the impact of pet-friendly practices on well-being, focusing on job satisfaction and engagement as potential mediators of this relationship. To achieve this, a survey was conducted where a quantitative methodology was adopted, using a non-probabilistic snowball sampling method, with a sample of 152 participants, of whom 97 have pets.

The results supported the first hypothesis, revealing that: (1) pet-friendly practices have a positive relationship with well-being through (a) satisfaction and (b) work engagement, and supported the second hypothesis (2) pet-friendly practices have a positive relationship with well-being through the serial mediation of satisfaction and work engagement. The theoretical and practical implications of this study could benefit and encourage organisations to adopt pet-friendly practices, thus promoting better results.

Keywords: Pet-friendly practices; Well-being; Pets; Satisfaction; Work engagement

LIST OF ABBREVIATIONS

PFP – pet-friendly practices

SAT – satisfaction

ENG – work engagement

SWLS – well-being (satisfaction with life)

e.g. - for example

et al., - and colleagues

i.e., - that is

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INTRODUCTION

The significance of human-animal relationships in enhancing well-being and mental health has garnered substantial attention, with research showing that pets offer both companionship and stress relief, promoting psychological resilience and overall satisfaction (Chur-Hansen, 2010). Human-animal interactions are shown to provide emotional support and stability, contributing to positive mental health outcomes and social engagement. For example, Beirne (2014) highlighted that the presence of pets fosters social bonding and emotional stability, while Herzog (2016) underscored the role pets play in mitigating stress, loneliness, and anxiety. These findings suggest that pets not only fulfil companionship needs but also contribute meaningfully to physical and psychological health, supporting individual resilience against everyday challenges.

In response to these findings, organisations have begun adopting pet-friendly practices, recognizing the potential for pets to positively influence workplace well-being. pet-friendly policies include practices aimed at enhancing employee motivation and strengthening the bond between employees and their pets. These practices can range from simple or low-commitment options, such as offering pet insurance and opportunities for telework, to more complex or high-commitment practices, like allowing employees to bring their pets to work (Junça-Silva & Galrito, 2024).

Companies that implement pet-friendly policies reported improvements in employee satisfaction, lower stress, and enhanced team morale, which contributed to a supportive and cohesive work environment (Hirschman, 1994). Plus, research suggested that pet-friendly policies can help build an engaging organisational culture, enabling employees to feel more valued and connected. For instance, Wells (2007) shows that pet-friendly workplaces promote social interaction and communication among employees, reducing stress and fostering a more collaborative atmosphere. Similarly, Dotson and Hyatt (2008) found that the presence of pets in the office setting increased job satisfaction, suggesting that pet-friendly policies could be an important factor in employee retention and workplace engagement. These findings emphasize the role of pet-friendly practices as a potential strategy within human resources to foster employee well-being and promote a positive organisational culture.

The increased prevalence of remote work has created further opportunities to examine the influence of pet-friendly practices, as employees may now work alongside

their pets in home-office settings. This shift allows for a unique exploration of how pets contribute to well-being, satisfaction, and engagement in flexible work arrangements. Positive Psychology has long established that positive emotional experiences play a critical role in enhancing workplace performance and reducing stress (Fredrickson, 2001). However, despite the benefits of pet-friendly practices in traditional office settings, there is limited research examining how the presence of pets (or other policies) might support employee well-being and work engagement in remote work contexts.

This dynamic aligns with Social Exchange Theory (SET), as articulated by Blau (1964), which suggests that individuals engage in voluntary actions with an expectation of future reciprocity (Blau, 1964, p. 91). According to Social Exchange Theory, obligations within a reciprocal, interdependent relationship are created through ongoing social exchanges between individuals and organisations (Gouldner, 1960). In this framework, the bond between an organisation and its employees relies on mutual interdependence, where both parties anticipate reciprocal support, effort, and consideration (Shore et al., 2006).

When employees perceive organisational support—such as permission to telework or bring pets to the workplace—they are likely to respond with higher job satisfaction and engagement as a form of reciprocation (Junça-Silva, 2022). Work engagement refers to a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002), while job satisfaction refers to a global cognitive evaluation and an affective reaction to the conditions of one's employment (Weiss, 2002) and they often stem from environments that reflect organisational support.

This relationship is based on the reciprocity norm, a core principle of Social Exchange Theory, which posits an obligation to reciprocate acts of kindness (Gouldner, 1960). By implementing pet-friendly policies, organisations encourage a return of goodwill, typically manifesting as increased job satisfaction and work engagement—two critical antecedents of well-being, which is defined as individuals' cognitive appraisal of their life as a whole (Diener, 1984). Although the form of reciprocation may vary (Blau, 1986), it often results in heightened satisfaction and engagement, particularly among pet owners or employees who appreciate pet-friendly policies. Consequently, these practices are expected to indirectly enhance well-being by positively influencing cognitive and affective mechanisms, specifically job satisfaction and work engagement.

Despite being a popular topic in human resource management literature, there remains a scarcity of studies examining the role of pet-friendly policies for both employees and organisations (see Junça-Silva & Galrito, 2024 for a review). Given the increasing recognition that supportive work environments are integral to both individual and organisational well-being (Wilkin et al., 2016) and that pets hold growing value among their owners (Linne & Angilletta, 2024), it is becoming crucial to expand our understanding of how pet-friendly policies might impact cognitive and affective outcomes (Gardner, 2024; Sousa et al., 2022; Wells & Perrine, 2001; Wilkin et al., 2016).

This study investigates the influence of pet-friendly practices on employee well-being, focusing specifically on satisfaction and work engagement as mediating factors. By exploring the effects of pet-friendly policies in both traditional and remote work environments, this research advances our understanding of how human-animal interactions can foster supportive, cohesive, and productive organisational settings.

This study offers several theoretical and practical contributions, addressing gaps in understanding the role of pet-friendly policies within organisational contexts. Theoretically, the research extends Social Exchange Theory by demonstrating how pet-friendly policies can enhance employee satisfaction, and work engagement. Through these policies, organisations provide a supportive resource that employees may reciprocate through increased work engagement, aligning well with SET's principles of reciprocity. This supports SET in a novel context, showing its relevance not only for traditional resources and benefits but also for lifestyle-supportive practices such as pet-friendly policies.

Furthermore, the study enriches the workplace well-being literature by examining pet-friendly policies as determinants of well-being, emphasizing how lifestyle-supportive practices can influence employees' affective and cognitive states, which contribute to retention and overall well-being. In exploring how distinct facets of engagement such as vigor, dedication, and absorption are influenced by these policies, the research offers a refined understanding of how satisfaction and work engagement can be bolstered in innovative ways, thereby expanding organisational behavior literature.

Importantly, this study introduces Human-Animal Interaction (HAI) into organisational research, providing evidence that pets and pet-friendly practices positively impact workplace dynamics and laying the groundwork for further studies to examine HAI's role in stress reduction, cohesion, and psychological safety within organisations (Kelemen et al., 2020).

Practically, the findings offer HR departments actionable insights on how pet-friendly policies can enhance employee work engagement, and satisfaction. These policies, particularly flexible options like pet-friendly days or allowing pets at work, can serve as effective tools to attract and retain talent, reducing turnover intentions. The study also provides a model that highlights how pet-friendly policies influence well-being through satisfaction and engagement, encouraging HR departments to monitor and adjust these practices over time based on employee feedback and relevant metrics like turnover and engagement scores. Moreover, the findings emphasize that pet-friendly practices can play an important role in supporting employee well-being. Organisations that adopt these policies contribute to the life satisfaction of pet owners by easing work-life balance challenges, making workplaces more inclusive and aligned with employees' personal values.

Finally, implementing pet-friendly policies enhances organisational image and talent attraction. As a relatively novel practice, these policies project a progressive company image, which is appealing to younger generations and others who value work environments that support well-being and work-life integration. Ultimately, this study demonstrates that pet-friendly policies can improve organisational outcomes by fulfilling employees' unique needs, thereby enhancing engagement, well-being, and overall job satisfaction.

The dissertation is structured into four chapters. Chapter 1 presents the theoretical framework, defining and characterizing the study variables, relevant theories, and hypotheses. Chapter 2 outlines the research methodology, followed by Chapter 3, which discusses the analysis of results. Finally, Chapter 4 offers the study's main conclusions, limitations, future research directions, and practical implications for organisational policy.

1. LITERATURE REVIEW

1.1. Pet-Friendly Practices

Organisations today are increasingly aware of the significant role pets play in employees' lives, leading to a greater adoption of pet-friendly policies that cater to the evolving needs of a modern workforce (Scholtz, 2022; Wilkin et al., 2016). These policies are designed not only to support employees' work-life balance but also to enhance motivation, engagement, and retention by acknowledging the bond between employees and their pets as a factor in overall well-being and satisfaction at work (Junça-Silva & Galrito, 2024).

Pet-friendly practices cover a diverse range of initiatives. For example, low-commitment options, such as providing pet insurance, demonstrate organisational support for employees' financial and emotional responsibilities toward their pets. Additionally, allowing telework and flexible scheduling helps employees balance their personal and professional obligations, such as managing pet care, veterinary appointments, or daily routines like dog walking. These types of flexibility can lead to greater employee satisfaction, reduced stress, and an improved capacity to focus on work tasks, as employees feel their personal responsibilities are respected.

Higher-commitment pet-friendly initiatives go a step further by directly integrating pets into the work environment. Practices such as allowing pets in the workplace not only boost morale but also foster a sense of inclusivity and community among employees. When employees can bring their pets to work, it creates opportunities for informal social interactions, as pets often become natural facilitators of conversation and bonding between colleagues. This can enhance workplace cohesion and reduce stress, which ultimately benefits both employees and the organisation as a whole (Junça-Silva & Galrito, 2024).

Other innovative practices include providing a few days of bereavement leave for employees who lose a pet, recognizing the deep emotional impact of pet loss on well-being. Additionally, companies can offer pet-based performance rewards, such as vouchers for pet services or pet hotels, as a way to celebrate employee contributions in a manner aligned with their personal interests. Organisations might also consider implementing time-off policies for veterinary appointments or assistance with pet daycare arrangements, which can alleviate stress for employees worried about leaving their pets alone.

Together, these pet-friendly policies help to create a supportive work environment that values employees' relationships with their pets, contributing to increased employee satisfaction, engagement, and loyalty (Delanoeije & Verbruggen, 2024; Gardner, 2024). By accommodating pet-related needs, organisations demonstrate a commitment to holistic employee well-being and build a culture that aligns with the expectations of an increasingly diverse and pet-oriented workforce (Sousa et al., 2022; Victor & Mayer, 2023).

Indeed, the integration of pets in various environments, particularly in the workplace, has been widely recognized for its potential to influence both organisational and individual outcomes (Gardner, 2024; Kelemen et al., 2020). In recent years, several studies have shed light on the diverse effects of animal presence in work settings, including benefits for employees' well-being, engagement, social dynamics, and productivity, as well as broader impacts on workplace culture (Barr et al., 2024; Delanoeije, 2020). These practices span areas such as telework, day-to-day office interactions, and the establishment of pet-friendly policies (Grajfoner et al., 2021; Hall et al., 2017). Through a range of empirical studies and reviews, the literature showed that pets can promote an emotionally supportive environment, reduce stress, and enhance employee satisfaction (e.g., Linacre, 2016; Weber & Stewart, 2020).

Junça-Silva (2022) explored the positive influence of daily human-animal interactions on work engagement in a teleworking environment, especially for individuals with lower mindfulness, suggesting that pets can provide a calming and grounding presence that supports focus and productivity. The same author also examined the role of human-animal interactions in telework, finding that these interactions fostered work engagement and positively affected employees' well-being. Junça-Silva (2022) further highlighted that pet-friendly practices in workplaces can enhance employees' organisational identification, leading to greater psychological well-being and life satisfaction. The author introduced the Furr-Recovery Method, where brief, daily human-pet interactions serve as “micro-breaks,” which help restore employees' regulatory resources that, in turn, account for positive individual and organisational outcomes, including performance and well-being. This method aligns with Brodie and Biley (1999), who discussed the therapeutic benefits of pet-facilitated therapy and noted that interactions with pets can improve social interactions and reduce stress, suggesting similar benefits for employees in pet-friendly workplaces.

Foreman et al. (2017) provided a comprehensive review of both the benefits and challenges of allowing pets in the workplace, specifically dogs. Their study revealed that dogs in work environments can improve health, safety, and overall well-being while also introducing potential logistical and safety considerations for organisations to navigate. Complementing these findings, Barker et al. (2012) showed that employees who bring their dogs to work experience lower stress levels, higher job satisfaction, and a greater sense of organisational culture. Wells and Perrine (2001) also found that employees reported reductions in stress and health improvements when pets are present, highlighting pets' ability to create a positive environment. Expanding on these health-related outcomes, Barker et al. (2005) specifically examined healthcare workers and demonstrated that canine companionship reduced stress and fostered resilience in high-stress settings, making a strong case for the role of pets in supporting employee well-being and resilience, particularly in demanding workplaces.

The relationship between pets and well-being extends beyond the workplace, suggesting broader implications for workplace culture (Charles & Wolkowitz, 2024). Hawkins et al. (2017) found that early attachments to pets in childhood can lead to increased compassion and humane behavior in adulthood, which may translate into workplaces as pet-friendly practices potentially foster empathy and compassion among employees, enriching organisational culture. This potential was further supported by Knight and Edwards (2008), who observed that dog ownership was associated with various physical, social, and psychological benefits. These benefits, they suggested, can extend to work settings, where pets may foster a sense of community, increased employee satisfaction, and supportive relationships.

Human-animal interactions may also promote positive behaviors and emotional well-being in older adults (Hui Gan et al., 2020; Martins et al., 2023; Phillipou et al., 2021). For instance, Gee et al. (2017) noted that these interactions fostered positive social behaviors, which could be leveraged in workplaces to enhance team cohesion and employee satisfaction. Wilkin et al. (2016) explored pet-friendly policies, finding that they could positively shape employee attitudes and organisational culture. Their study provided a balanced perspective on the benefits and challenges associated with these policies, as they encouraged engagement and satisfaction but required careful management to maximize positive outcomes. Pets enhance social capital by promoting communication and interactions among individuals. Learmonth and Hemsworth (2024)

highlighted how human-animal interactions foster social connections, which could translate into improved workplace cohesion and collaboration.

The literature emphasized the social support that companion animals provide in various environments, including workplaces (e.g., Kelemen et al., 2020; Wagner & Pina-Cunha, 2021). For instance, McNicholas and Collis (2006) argued that pets offer crucial social support, enhancing emotional resilience and well-being in workplace settings. Human-animal interactions provide emotional stability and reduce stress levels. Schaefer (2002) demonstrated how interactions with animals act as therapeutic interventions, offering emotional support and enhancing resilience in professional settings. Such findings aligned with Wells (2009), whose review highlighted animals' broad health benefits, including stress reduction and psychological well-being improvements, which could be crucial in increasing employee morale. Pets contribute to adaptable work environments by fostering flexibility and emotional stability. Buhalis and Chan (2023) emphasized how integrating pets into daily settings can enhance satisfaction and adaptability, aligning with flexible workplace cultures.

Pets in the workplace are also linked to improved social and emotional well-being (e.g., Delanoëje, 2020; Gardner, 2024). Hall et al. (2017) discussed the emotional support and companionship pets provide, suggesting that similar benefits in professional settings can improve employees' social well-being and mental health. However, implementing pet-friendly policies requires strategic planning to maximize benefits while mitigating potential drawbacks. Nicholson (2001) discussed how human-animal dynamics necessitate careful management to ensure harmony without compromising productivity. Recognizing the need for inclusivity, Risley-Curtiss et al. (2006) emphasized the importance of considering cultural diversity in pet-friendly policies, as cultural attitudes toward animals influence employees' receptiveness to these practices. By acknowledging these differences, organisations can foster a more inclusive and supportive workplace.

The psychosocial benefits of pets, such as reduced loneliness and enhanced companionship (Herzog, 2007; Linne & Angilletta, 2024), were also explored by Gunter and Furnham (1999), who found that pets fulfill social and emotional needs, which could foster a more supportive work culture in pet-friendly workplaces. McCormick and McCormick (2010) further showed that dog-friendly policies can boost both productivity and satisfaction, indicating that pets may positively impact work culture and overall employee engagement. This was also demonstrated by Wagner and Pina-Cunha (2021) and by Pina-Cunha et al. (2019). Furthermore, managing human-animal interactions

effectively requires clear guidelines. Gruen et al. (2012) emphasized the importance of structured approaches to human-animal engagement in various settings to balance benefits and challenges. This work underscores the potential for pets to serve as mediators of cultural and emotional connections in social and organizational contexts.

Health benefits associated with pet ownership, such as reductions in stress and enhanced well-being, were also observed in longitudinal studies (Delanoeije & Verbruggen, 2024). Heady and Grabka (2007) found sustained positive effects of pet ownership on health and well-being in Germany and Australia, suggesting that long-term health benefits might also apply in workplaces where pet-friendly policies are implemented. Likewise, Ormerod (2005) discussed companion animals' role in fostering calmness and well-being, further supporting the potential of pets to create a stress-free work environment. Brodie and Biley (1999) also highlighted the therapeutic benefits of pet-facilitated interactions, which improve social connections and reduce stress—benefits that can contribute to more cohesive and less stressful work environments in pet-friendly workplaces (Gardner, 2024).

In examining the benefits of teleworking with pets, Hoffman (2021) found that pets enhance socialization, encourage physical activity, and reduce work-family conflict, although some employees note that pets can also be distractions. Similarly, Wagner and Pina-Cunha (2021) argued that dogs, particularly in flexible organisational cultures, can lower stress, enhance communication, and foster social cohesion.

In conclusion, the growing body of literature have demonstrated that pet-friendly practices can meaningfully impact organisational settings, fostering environments that enhance satisfaction, productivity, and overall well-being. The studies collectively emphasized the importance of structured pet-friendly policies, which can help organisations harness the social, psychological, and health benefits of human-animal interactions to support a more engaged, resilient, and connected workforce (Gardner, 2024; Warrilow, 2024).

1.2. The Relationship Between Pet-Friendly Practices and Well-Being

The integration of pet-friendly practices extends beyond the workplace, positively impacting employees' mental, physical, and social well-being (e.g., Kelemen et al., 2020; Pina-Cunha et al., 2019).

Existing definitions of well-being can be divided into two major theories. The first, known as the hedonic perspective, centers on the concept of subjective well-being. In this view, well-being refers to an overall cognitive evaluation and an affective reaction (both positive and negative) to life conditions (Diener, 1984; Kjell & Diener, 2021). According to this approach, well-being is achieved through the constant pursuit of pleasure and the avoidance of pain (Diener et al., 2018; Diener & Sim, 2024).

The second perspective, termed "eudaimonic," adopts psychological well-being as its core concept. This approach posits that well-being should not focus on pleasure alone, as happiness is attained through the ability to live a meaningful life, continuously seeking self-realization and personal growth (Ryff, 1989; Messias et al., 2017).

Since the concept of subjective well-being is the one most frequently used in organisational behavior literature due to its short-term focus and momentary nature (Diener et al., 2018; Diener & Sims, 2024), this study centers on this perspective.

Numerous studies demonstrated that human-animal interactions can significantly enhance well-being, with benefits that span personal and professional domains (e.g., Delanoeije & Verbruggen, 2024; Junça-Silva, 2022). Raghunath et al. (2017) highlighted that pet ownership improved individuals' physical, mental, and social well-being, providing a foundation for understanding how pets enhance work-life quality. This research aligned with findings by Beetz et al. (2012), who explored psychosocial and psychophysiological effects of human-animal interactions, noting improvements in social attention, mood, and both physical and mental health. Supporting these benefits, Sable (1995) emphasized that family pets, particularly dogs and cats, provided comfort and reduced loneliness across various life stages, fostering social well-being. Khalid and Dildar (2019) further found that interactions with pets were associated with mood enhancement and stress reduction, with prolonged interactions amplifying these positive effects.

The specific role of pets in workplace well-being has been explored through a variety of lenses (Warrilow, 2024). McConnell et al. (2011) underscored the social support that

companion animals provide, noting numerous psychological and physical benefits for pet owners. This support was echoed by Janssens et al. (2020), who examined the emotional impact of pets, showing that companion animals fostered emotional well-being and contributed to a positive work-life balance. In examining the presence of dogs in the workplace, Wagner and Pina-Cunha (2021) found that dogs can reduce stress, promote social cohesion, and foster a sense of community within flexible and open organisational cultures. Hall and Mills (2019) reported that employees who frequently bring their dogs to work exhibit higher levels of work engagement, lower turnover intentions, and an improved quality of work life. Together, these findings indicated that pets in the workplace play an essential role in enhancing employee well-being, offering emotional support and fostering a sense of belonging that can help mitigate stress and loneliness.

Demonstrating similar stress-buffering effects, Allen et al. (1991) showed that pet dogs can significantly moderate stress responses in ways comparable to human companionship, emphasizing the importance of pet-friendly practices in workplaces aiming to reduce employee stress. The health benefits associated with pet ownership also extended to cardiovascular health and social well-being, as shown by Serpell (1991), who found these effects beneficial in non-work settings. Such evidence supported pet-friendly workplaces, as similar well-being benefits may also be attainable in professional environments (Linne & Angilletta, 2024). Friedmann et al. (2010) provided a comprehensive review of the health benefits of human-animal bonds, reinforcing the potential for pet-friendly practices to improve employee well-being by fostering both physical and mental health.

The benefits of animal-assisted interventions are also well-documented (Charles & Wolkowitz, 2024). Morrison (2007) reviewed the positive health impacts of these interventions, finding that human-animal interactions reduced stress and improved mood, supporting the notion that pet-friendly policies can promote mental health and stress management among employees. Hatch (2007) took a unique perspective on animal-assisted activities, showing that these interactions provided reciprocal benefits for both humans and animals, reducing stress and enhancing mental health. This work implied that pet-friendly workplaces could foster improved mental health, particularly for employees in high-stress roles.

Exploring the broad psychological benefits of pets, Beck and Katcher (2003) found numerous health and well-being improvements linked to human-animal interactions, providing a strong rationale for pet-friendly practices. These benefits, which included

stress reduction and enhanced psychological well-being, suggested that pet-friendly workplaces could effectively support employee health. Barker and Dawson (1998) added further support by showing that animal-assisted therapy reduced anxiety in psychiatric patients, highlighting a similar potential for pets to alleviate stress in workplace environments, thereby promoting a healthier organisational culture.

Beyond the positive aspects, some studies highlighted the need for a balanced view on pets' role in enhancing well-being. For instance, Herzog (2011) critically examined the impacts of pets on health, acknowledging both their benefits and the potential for overstated claims. This perspective offered a nuanced view of pet-friendly practices in workplace settings, recognizing both their potential benefits and limitations for enhancing employee mental health.

The benefits of pet ownership often extended to broader social domains, enhancing community engagement and promoting social contact (Parsons et al., 2024). Wood et al. (2005) suggested that pet ownership fosters social interaction, increasing neighborhood friendliness and promoting civic engagement. This aligned with Messent (1985), who noted that pets facilitate social interactions, helping to build a sense of community and strengthening social relationships. By supporting social cohesion, pets not only contribute to individuals' immediate well-being but also play a role in the broader societal fabric, promoting connectedness and enhancing social networks (Hui Gan et al., 2023).

At the organisational level, pet-friendly practices similarly fostered social benefits (Hall et al., 2017). Powell et al. (2019) found that dog ownership improved family well-being and physical activity, and they suggested that similar benefits might be applicable in workplace settings, where pet-friendly policies could foster physical and mental well-being, cultivating a healthier and more active culture. Amiot and Bastian (2015) proposed a model of human-animal relationships, emphasizing the emotional, social, and cognitive benefits of these bonds, which they argued could be beneficial in work environments by creating a psychologically fulfilling and supportive atmosphere.

The health benefits of pet companionship were highlighted by Friedmann et al. (1980), who associated pet ownership with improved health outcomes, including survival rates among cardiac patients. This foundational work suggested that pet-friendly workplaces may similarly support long-term well-being for employees in high-stress roles. Morrison and Mustaine (2009) echoed these findings in their exploration of pet therapy for mental health, showing that similar benefits can be achieved in workplace

settings, where pet-friendly practices might promote stress relief and enhance employee well-being.

Research continued to demonstrate that human-animal interactions can enhance mental health and well-being (Phillipou et al., 2021). McCune and Promislow (2018) reviewed advancements in human-animal interaction research, showing that these interactions improved mental health, a finding that supports the implementation of pet-friendly policies to promote well-being in workplace environments. Holbrook and Woodside (2004) highlighted that human-animal companionship plays a significant role in fostering emotional connections and enhancing overall quality of life by providing individuals with a sense of comfort and emotional stability in their personal environments.

The trend of introducing therapy animals in corporate settings is gaining traction, aimed at promoting employee wellness (Delanoeije, 2020; Grajfoner et al., 2021; Linacre, 2016). Therapeutic benefits of animals include stress relief and emotional support. Learmonth and Hemsworth (2024) demonstrated how controlled interactions with animals enhance mental health and create opportunities for stress reduction. Complementing this, Serpell (1991) reviewed the beneficial effects of pet ownership on human health and behavior, noting reductions in anxiety and depression due to the companionship and emotional support pets provide. These findings suggest that pet-friendly workplace policies might replicate similar mental health benefits, helping employees manage stress more effectively.

Enders-Slegers and Hediger (2019) emphasized that pets play a valuable role in reducing symptoms of depression and anxiety, suggesting that pet-friendly policies could improve mental well-being in workplaces by contributing positively to employee morale and stress management. Chandler et al. (2010) identified eight domains of well-being enhanced by pet ownership, including emotional and social health, indicating that pet-friendly workplaces could support holistic wellness and help employees manage stress while strengthening social connections.

Beck and Meyers (1996) documented the health benefits of companion animals, including stress reduction and improved social well-being, further reinforcing the value of pet-friendly policies. Their findings suggested that workplaces with pet-inclusive environments can support employee health and contribute to overall workplace well-being. Marino and Lilienfeld (2007) provided a balanced perspective on the effects of animal-assisted therapy, underscoring the importance of methodological rigor in studies

on pet therapy, which helps avoid overgeneralizations regarding the impact of pet-friendly practices in the workplace.

In summary, the evidence supporting the relationship between pet-friendly practices and well-being spans individual, community, and organisational levels (e.g., Barr et al., 2024). Research consistently highlighted the physical, emotional, and social benefits of pet ownership and animal interactions, supporting the expansive potential of pet-friendly practices to influence well-being in multifaceted ways (e.g., Kelemen et al., 2020; Sousa et al., 2022). By fostering a supportive and inclusive environment, pet-friendly practices can play an instrumental role in enhancing workplace culture, improving employee health, and building a cohesive, engaged, and resilient workforce (Martins et al., 2023; Wagner & Pina-Cunha, 2021).

1.3. The Mediation of Satisfaction and Work Engagement

This study aimed to test the mediating role of satisfaction and work engagement in the relationship between pet-friendly practices and well-being. Over the years, research on satisfaction, work engagement and well-being has gained considerable interest (e.g., Bakker et al., 2023).

Work engagement and job satisfaction, while related, represent distinct yet complementary constructs in organisational psychology. Work engagement is defined as a positive, motivational, and fulfilling mental state in which employees exhibit high levels of vigor (physical component), dedication (emotional component), and absorption (cognitive component) in their professional activities (Bakker et al., 2014; Geldenhuys, 2014; Wood et al., 2020).

Vigor reflects high levels of energy, mental resilience, and a willingness to invest effort in one's work, even when faced with difficulties. Dedication, in this context, involves a strong sense of significance, enthusiasm, and pride in one's job, while absorption represents a deep concentration and immersion in work tasks, often resulting in a sense of time passing quickly (Bakker et al., 2023; Schaufeli et al., 2002). Together, these elements characterize work engagement as a dynamic, fulfilling mental state that drives employees to perform consistently at their best. This state has been closely associated with well-being (Bakker et al., 2023).

In contrast, *job satisfaction* is often seen as a more stable, cognitive appraisal of one's job as a whole, based on experiences and conditions at work (Weiss, 2002). It encompasses how employees perceive various facets of their job, such as task assignments, compensation, career opportunities, workplace relationships, and management practices. This evaluation yields an affective response, which can range from contentment and gratification to frustration or dissatisfaction. Unlike engagement, which focuses on the intensity of employees' involvement and investment in their work, job satisfaction tends to reflect a general attitude toward one's job that may or may not correlate with their level of performance or motivation in daily tasks.

Together, job satisfaction and work engagement tend to influence employee well-being. Satisfied employees are likely to view their overall job positively, that in turn, tends to impact their longevity with the organisation and their work engagement. In turn, engaged employees tend to exhibit high energy and drive in their work tasks, that are relevant to make employees happier.

We argue that pet-friendly practices will have a positive relationship with satisfaction and work engagement, and in turn, will likely influence well-being.

This argument may be framed in the social exchange theoretical framework, as outlined by Blau (1964). Social exchange theory suggests that individuals engage in voluntary actions motivated by anticipated rewards and the potential influence these actions have on others, often for mutual benefit (Blau, 1964, p. 91). The theory posits that people act with an expectation of reciprocation, creating a network of social exchanges that reinforce shared responsibilities and obligations between individuals and organisations (Gouldner, 1960). In this context, relationships between employees and organisations are maintained through mutual interdependence and reciprocal support, creating a foundation where both parties benefit from each other's contributions (Shore et al., 2006).

In organisational contexts, the implementation of pet-friendly policies exemplifies this dynamic. Organisations adopt such practices with the expectation that employees will recognize their value, leading to increased job satisfaction and engagement. Employees assess their contributions in relation to the benefits they receive; thus, policies that resonate with their values, such as pet-friendly initiatives, cultivate a perception of the organisation as supportive and considerate. This positive perception encourages employees to reciprocate through heightened dedication and effort, ultimately enhancing their satisfaction and work engagement (Halls & Mills, 2019). For instance, when

organisations permit telework or allow pets in the workplace, employees who appreciate these benefits tend to experience greater job satisfaction, which may, in turn, translate to increased work engagement (Junça-Silva, 2022).

This exchange-based relationship strengthens the connection between the employee and the organisation, as described by Cropanzano and Mitchell (2005). Here, mutual recognition and the appreciation of each other's contributions and needs help cultivate a positive, supportive work environment that benefits satisfaction, work engagement and employee' overall well-being. This dynamic is rooted in the norm of reciprocity, a core principle of the social exchange theory, which posits an obligation to reciprocate acts of goodwill (Gouldner, 1960). Essentially, when one party provides a favor—such as the introduction of pet-friendly policies—the expectation is that it will be reciprocated, albeit in various ways such as heightened satisfaction with the job, work engagement, and well-being (Blau, 1986).

Pet-friendly policies are expected to enhance well-being by improving job satisfaction and work engagement, particularly among employees who value pet companionship. This expectation is supported by research from Cropanzano and Mitchell (2005), which found that employees who perceive organisational support are more likely to exhibit greater satisfaction and positive attitudes. Within the social exchange framework, pet-friendly policies can have a significant impact on pet owners and enthusiasts, acting as a clear signal of perceived organisational support. This perception not only enhances their overall satisfaction but also fosters stronger work engagement.

There is also empirical support for these arguments (e.g., Delanoeije & Verbruggen, 2024). Indeed, studies have long explored the link between job satisfaction and life satisfaction, finding that job satisfaction significantly enhanced overall well-being and promoted a positive outlook (Kjell & Diener, 2021). Judge and Watanabe (1993) emphasized job satisfaction as a crucial mediator in fostering life satisfaction, highlighting its impact on personal fulfillment. Bakker and Oerlemans (2011) discussed the role of subjective well-being in organisations, proposing that job satisfaction and work engagement mediated the effects of organisational practices on employee well-being. They suggested that workplaces prioritizing these factors created a more fulfilling environment and promoted improved mental health. Further, Demerouti and Cropanzano (2010) showed that work engagement mediated the relationship between job resources and well-being, illustrating that engaged employees benefit from enhanced psychological states that improve both their productivity and mental health.

Pet-friendly practices can similarly enhance well-being through increased job satisfaction and work engagement, acting as mediators that boost overall well-being. Barker et al. (2012) found that employees who bring dogs to work report heightened job satisfaction, reduced stress, and a positive perception of organisational culture. These factors collectively mediated the link between pet-friendly practices and well-being, influencing life satisfaction and organisational identification. Junça-Silva (2022) expanded on this, illustrating that human-animal interactions during telework not only enhanced daily work engagement but served as moments of satisfaction and mindfulness, particularly for employees who typically experienced lower work engagement levels.

Schneider et al. (2009) emphasized the critical role of employee engagement in driving customer satisfaction and financial success, suggesting that pet-friendly practices, by enhancing work engagement, could indirectly boost organisational profitability. The complex interplay between work and pet responsibilities has implications for employee well-being. Gruen et al. (2012) offered insights into human-animal relationships that could be extended to modern workplace dynamics. While pets support engagement and well-being, they can also serve as distractions, indicating that pet-friendly policies may require nuanced approaches in remote work environments (Linacre, 2016). Brief interactions with pets provide mental rejuvenation. Buhalis and Chan (2023) noted how structured pet-friendly services can create opportunities for relaxation and improved focus, aligning with workplace demands.

Research by Boehm and Lyubomirsky (2008) showed that happiness was closely linked to career success, with their findings suggesting that the well-being boost provided by pet-friendly practices could indirectly enhance career advancement through increased work engagement and life satisfaction. Danna and Griffin (1999) reviewed workplace well-being and underscored the value of well-being initiatives—such as pet-friendly policies—in promoting psychological comfort, reducing stress, and fostering higher work engagement and performance. Dodge et al. (2012) further explored the multifaceted nature of well-being, emphasizing that pet-friendly practices, by addressing employees' happiness and fulfillment, may contribute positively to satisfaction and work engagement outcomes.

The social dynamics within pet-friendly workplaces also play a significant role in mediating work engagement and satisfaction. Colarelli et al. (2017) showed that the presence of a companion dog can increase prosocial behavior and improve team morale, implying that pet-friendly policies could enhance engagement and satisfaction by

fostering supportive social interactions. This aligned with Erdogan et al. (2012), who found that life satisfaction influenced by workplace practices promoted job satisfaction and work engagement, suggesting that pet-friendly environments could foster well-being and create a more positive organisational culture. Interactions with animals provide social support comparable to human relationships. Schaefer (2002) highlighted that such interactions strengthen emotional resilience, contributing to a more supportive and engaging workplace atmosphere.

Job satisfaction and workplace engagement have been identified as critical drivers of employee performance and retention. For example, Judge et al. (2000) argued that positive workplace environments enhance job satisfaction, which in turn fosters stronger commitment and reduces turnover intentions. Similarly, Wright and Cropanzano (2000) demonstrated that emotionally supportive workplaces contribute to employee well-being, suggesting that pet-friendly practices could offer similar benefits by creating inclusive and supportive organizational cultures.

Research on workplace social support has also emphasized its role in improving satisfaction and performance. For instance, McNicholas and Collis (2006) highlighted how interactions with companion animals reduce stress and improve social cohesion, indicating that pet-friendly practices might serve as an innovative resource to enhance employee engagement and morale.

Positive Psychology frameworks further support these findings. Fredrickson's (2001) broaden-and-build theory of positive emotions suggests that supportive workplace interventions, such as pet-friendly policies, can promote psychological safety and resilience, fostering a more engaged workforce. Moreover, Halbesleben et al. (2014) examined the effects of workplace resources on engagement and satisfaction, demonstrating that accessible resources, like pet-friendly policies, mitigate stress and enhance productivity.

Drawing from the Job Demands-Resources model, Schaufeli and Taris (2014) highlighted that resources provided by organizations play a critical role in promoting employee engagement and mitigating the adverse effects of workplace stress. In this regard, pet-friendly practices can function as organizational resources that contribute to a more supportive work environment, fostering resilience and improving overall well-being. Eby et al. (2005) also stressed the importance of work-life balance in promoting job satisfaction and work engagement, suggesting that pet-friendly policies may help

harmonizing work and personal demands, creating a balanced environment conducive to well-being.

The psychological conditions that foster work engagement—such as safety, meaningfulness, and availability—are crucial, as Rothmann and Welsh (2013) demonstrated. Their findings implied that pet-friendly practices supported these conditions, enhancing work engagement and job satisfaction by creating a safe and welcoming environment. Tucker, Sinclair, and Thomas (2005) added that supportive environments, including pet-friendly policies, could alleviate stress and improve attitudes, particularly in high-stress workplaces. Kahn (1990) further emphasized that psychological safety and meaningfulness were essential for work engagement, suggesting that pet-friendly policies could encourage employees to feel supported and motivated to engage fully in their work.

Pet-friendly practices can also foster proactive engagement through motivation, as Parker et al. (2010) showed in their study on proactive motivation. This was supported by LePine et al. (2005), who found that reducing negative stressors through pet-friendly policies could create an environment that enhanced work engagement and promoted productivity. Warr and Clapperton (2010) explored factors contributing to workplace happiness, suggesting that supportive policies, including pet-friendly practices, provided employees with meaningful experiences that increased loyalty and work engagement.

The Job Demands-Resources model, discussed by Bakker and Demerouti (2007), demonstrates that resources like pet-friendly policies buffer job demands and enhance work engagement, reducing stress and promoting employee resilience. Kelloway and Day (2005) supported this, showing that supportive workplace environments, including pet-friendly policies, enhanced work engagement and satisfaction, encouraging employees to invest more in their work. Rich et al. (2010) proposed that a supportive work environment can increase work engagement, improving job performance, which aligns with the potential of pet-friendly policies to enhance organisational outcomes.

In considering character development, Peterson and Seligman (2004) suggested that supportive environments foster strengths such as empathy and resilience, implying that pet-friendly workplaces might cultivate resilience and commitment. May, Gilson, and Harter (2004) further explored work engagement by examining how psychological safety and meaningfulness foster engagement, supporting the idea that pet-friendly policies can enhance these conditions. Gee et al. (2010) demonstrated that human-animal interactions promote social bonding and emotional support, which align with workplace goals of

fostering commitment and productivity. These findings suggest that integrating pet-friendly practices into workplace policies could offer valuable social resources that contribute to both employee satisfaction and organizational success.

Saks (2006) underscored the importance of supportive policies in fostering work engagement and job satisfaction, indicating that pet-friendly practices may promote loyalty and employee motivation. Wrzesniewski and Dutton (2001) highlighted job crafting, where employees shape their environment to suit their needs, suggesting that pet-friendly policies empower employees to create a supportive workspace that enhances both work engagement and organisational commitment.

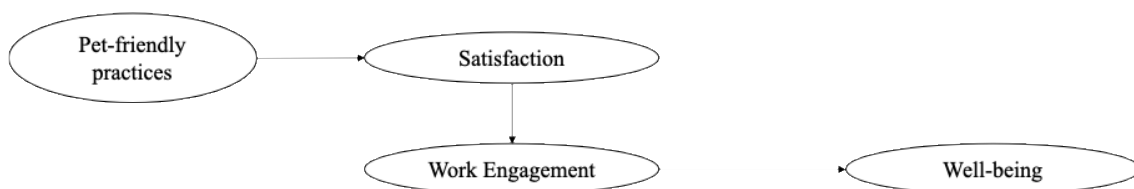
In summary, pet-friendly practices can substantially influence well-being and satisfaction, mediated by increased work engagement and organisational identification. The literature demonstrated that pet-friendly practices foster a healthier, more cohesive work environment that benefits both employees and the organisation.

Thus, relying on the social exchange theory we hypothesized the following (see Figure 1):

H1: Pet-friendly practices have a positive relationship with well-being through a) job satisfaction and (b) work engagement.

H2: Pet-friendly practices have a positive relationship with well-being through the serial mediation of job satisfaction and work engagement.

Figure 1: The proposed conceptual model



2. METHOD

2.1. Sample

The study sample consisted of 152 participants, of whom 75% were female, with an average age of 34 years ($SD = 13.42$). In terms of educational qualifications, 44.1% of participants held a bachelor's degree, and 23.7% had a master's degree. A total of 63.8% worked in a company with 50 or more employees, working an average of 39 hours per week ($SD = 7.39$). On average, these participants have been working for approximately 9 years ($SD = 7.95$). Additionally, 52% report working in a hybrid work model, 42.1% work entirely on-site, and the remaining 5.9% work fully remotely.

Regarding pets, among the 99 participants had pets, with 69.4% living indoors, 11.2% living outdoors, and 19.4% living both indoors and outdoors. On average, participants had 2.58 pets ($SD = 2.50$), having owned them for about 8.84 years on average ($SD = 7.95$). Of these participants, 44.1% owned dogs, 38.2% owned cats, and the rest reported having other pets, such as fish, birds, or rodents. Among these participants, 90.9% never took their pet to work. However, 69% had the option to work remotely, with only 31.3% not being near their pet while working.

2.2. Instruments

To measure pet-friendly practices (PFP), 20 items were used (Junça-Silva & Galrito, 2024). The intention was to understand which practices were implemented in the organisations (e.g., "Remote work," "Pet insurance support," "Animals allowed in the organisation," "Permission to take part of the day off to take pets to the veterinarian if ill"). Responses were provided on a five-point Likert scale ranging from (1) Never to (5) Almost Always. The reliability of this scale was high, with a Cronbach's alpha of 0.81.

To measure well-being, the Satisfaction with Life Scale, developed by Diener, Emmons, Larsen, and Griffin (1985), was used. The SWLS is widely utilized to assess life satisfaction as a global evaluation of an individual's subjective well-being, with three items used (e.g., "In general, I am satisfied with my life"). Responses were given on a five-point Likert scale ranging from (1) *Strongly Disagree* to (5) *Strongly Agree*. The Cronbach's alpha was 0.77.

To measure job satisfaction, four items from Sharma and Stol (2020) were used (“My performance and achievements are recognized by my supervisor”; “I feel that the tasks I am asked to perform at work are relevant”; “I feel I am receiving fair compensation for the work I do”; “I would say I am satisfied with the work I perform”), inspired by the Job Satisfaction Survey (Spector, 1985). Responses were provided on a five-point Likert scale ranging from (1) Strongly Disagree to (5) Strongly Agree. The Cronbach’s alpha was .52, indicating low internal consistency among the items for this variable.

To measure work engagement, the Ultra short-Utrecht Work Engagement Scale (UWES), developed by Schaufeli et al. (2017), was used. This scale is widely used to assess work engagement, helping to understand how workers feel motivated, committed, and absorbed in their professional activities, with three items used (“I have been feeling enthusiastic about my work,” “I have been feeling full of energy,” “I have been feeling engaged in the work I do”). Responses were provided on a five-point Likert scale, ranging from (1) *Never* to (5) *Always*. The Cronbach’s alpha was 0.79.

2.3. Control variables

We accounted for gender and age in our analysis, as research indicated that men and women perceive and evaluate their pets differently, which could impact their reactions to pet-friendly policies (Herzog, 2007). Additionally, age is an important factor to consider, as different age groups may have varying levels of attachment to pets and differing opinions on workplace policies that support pet ownership (Kogan et al., 2012). By controlling for these variables, we aim to more precisely evaluate the effects of pet-friendly policies on organisational outcomes while minimizing potential confounding influences.

2.4. Procedure

To collect the data, a questionnaire survey was administered, which was made available online (https://iscte.iul.co1.qualtrics.com/jfe/form/SV_8j3jiDeupYuX02i) between February 2024 and August 2024, using Qualtrics forms, adopting the non-probability sampling technique, snowball sampling. The survey was distributed via LinkedIn and Facebook, to pet-owners individuals, and accessed via a general link. All participants were assured of confidentiality and anonymity before answering the questionnaire.

2.5. Quantitative Data Analysis

First, the internal consistencies and descriptive statistics of the study variables were examined, as well as their correlations. To analyze the factor structure of the variables a principal components analysis was conducted using SPSS (Statistical Package for the Social Sciences).

To test Hypothesis 1, which involves simple mediation models, Model 4 of the PROCESS macro was used. Specifically, separate analyses were conducted to test satisfaction and work engagement as individual mediators. For Hypothesis 2, which examines serial mediation, Model 6 of PROCESS (Hayes, 2018) was employed. The mediation paths were tested using bootstrapping with 5,000 resamples to obtain confidence intervals, with all moderations centered around their mean values to ensure accuracy in interpretation.

2.6. Qualitative Data Analysis

In the analysis of open-ended responses about the advantages and disadvantages of bringing their pets to work, or to work near them, a systematic categorization and quantification approach was applied to gain insights into recurring themes. Responses were first reviewed in detail to identify recurring keywords and ideas, which were then grouped into overarching categories representing *Advantages* and *Disadvantages*.

For the *Advantages* category, themes such as Relaxation, Happiness, Company, Care, and Fraternization (Empathy, Socialization) emerged as primary areas of feedback. Similarly, for *Disadvantages*, themes like Distraction, Dependency, Disturbance, Logistics, and Cleaning/Hygiene were prevalent. Each theme within these main categories was based on specific emotions or comments shared by respondents.

To objectively measure the prominence of each theme, responses mentioning each theme were counted. Each count was then converted into a percentage relative to the total number of respondents. This allowed for a clearer understanding of the weight each theme held across the entire dataset.

3. RESULTS

3.1. Analysis of normality of variables

According to Kline's (2011) criteria, we found that the analyzed variables did not show significant deviations from a normal distribution, as their means are balanced between minimum and maximum values, skewness values are below 3, and kurtosis values do not exceed 5. It is worth noting, however, that only the satisfaction variable had a kurtosis value above 5, indicating excessive kurtosis in its distribution. This suggests a flattening effect, which may impact the accuracy of some statistical analyses.

3.2. Descriptive statistics

Table 1 shows the descriptive statistics, together with the correlations and internal consistency indices of the variables under study. It can be seen that there were high and statistically significant correlations between the variables ($p < .001$), with work engagement showing the highest correlation with the others.

Table 1: Descriptive statistics, correlations and internal consistency indices for the variables under study

Variável	<i>M</i>	<i>DP</i>	PFP	ENG	SAT	SWLS
Pet-friendly practices	1.40 ¹	.35	(0.81)			
Work engagement	3.20 ¹	.80	.32**	(0.79)		
satisfaction	3.52 ¹	0.63	.26*	.33**	(0.52)	
Well-being	3.48 ¹	0.74	.22	.48**	.24*	(0.77)

Note. N = 152; * $p < .05$ ** $p < .001$

¹Scale 1 to 5. Cronbach alfas are in brackets.

3.3. Hypothesis Testing

To test Hypothesis 1, which posited that Pet-Friendly Practices would positively influence Well-Being through two mediators, (a) Job Satisfaction and (b) Work Engagement, two simple mediation analyses (Figure 1) were conducted using PROCESS Model 4 (Hayes, 2022). In this analysis, Pet-Friendly Practices was the predictor variable (X), Well-Being was the outcome variable (Y), and each mediator (Job Satisfaction and Work Engagement) was tested separately in two models.

Results showed a significant indirect effect of pet-friendly practices on well-being through job satisfaction (Indirect Effect = 0.08, SE = 0.09, 95% CI [0.00, 0.32]), with the model explaining 9% of the variance ($R^2 = 0.09$, $F(2, 72) = 3.63$, $p < 0.05$), supporting hypothesis 1a.

Results also showed a significant indirect effect of pet-friendly practices on well-being through work engagement (Indirect Effect = 0.32, SE = 0.16, 95% CI [0.07, 0.69]), with the model explaining 23% of the variance ($R^2 = 0.23$, $F(2, 72) = 11.00$, $p < 0.001$), supporting hypothesis 1b.

To test hypothesis 2, a serial mediation analysis (model 6) was conducted using the PROCESS macro in SPSS version 29 (Hayes, 2018). Hypothesis 2 anticipated that pet-friendly practices would be positively related to well-being through the serial mediating effect of job satisfaction and work engagement.

The indirect effect of pet-friendly practices on well-being through job satisfaction and work engagement was significant (Indirect Effect = 0.04, SE = 0.02, 95% CI [0.01, 0.09]), with the model explaining 24% of the variance in well-being ($R^2 = 0.24$, $F(2, 72) = 18.52$, $p < 0.0001$), supporting hypothesis 2.

3.4. Analysis of Open-Ended Responses

Based on the data collected, an analysis of the advantages and disadvantages associated with working near to pets reveals key insights.

Among the advantages, Happiness (65.1%) and Relaxation (61.9%) were the most frequently mentioned (Table 2) indicating a predominant perception that pet-friendly practices contribute significantly to employees' positive emotional states and general comfort at work. Respondents mentioned that working near to the pets would make them feel calm, and the interaction with the pets made them happy. Company (46.0%) was also a highly mentioned benefit, reflecting how pets provide companionship that many find emotionally supportive. Additionally, Care (28.6%) and Unconcern (22.2%) highlight employees' appreciation for being near to the pets because they're able to look after the animals and relax knowing that they're safe, well, and not abandoned. Motivation, Fraternisation and Love/Friendship were mentioned less frequently (12.7% and 9.5%), although they underscore the positive interpersonal connections, engagement and encouragement that pets can bring to the work environment. This links to Productivity and Environment, although less mentioned, it is related to Motivation. As well as Revitalisation and Less stress/anxiety can relate to the sense of Unconcern, Relaxation and Happiness. These advantages help to understand that being near to the pets can improve the employee's well-being.

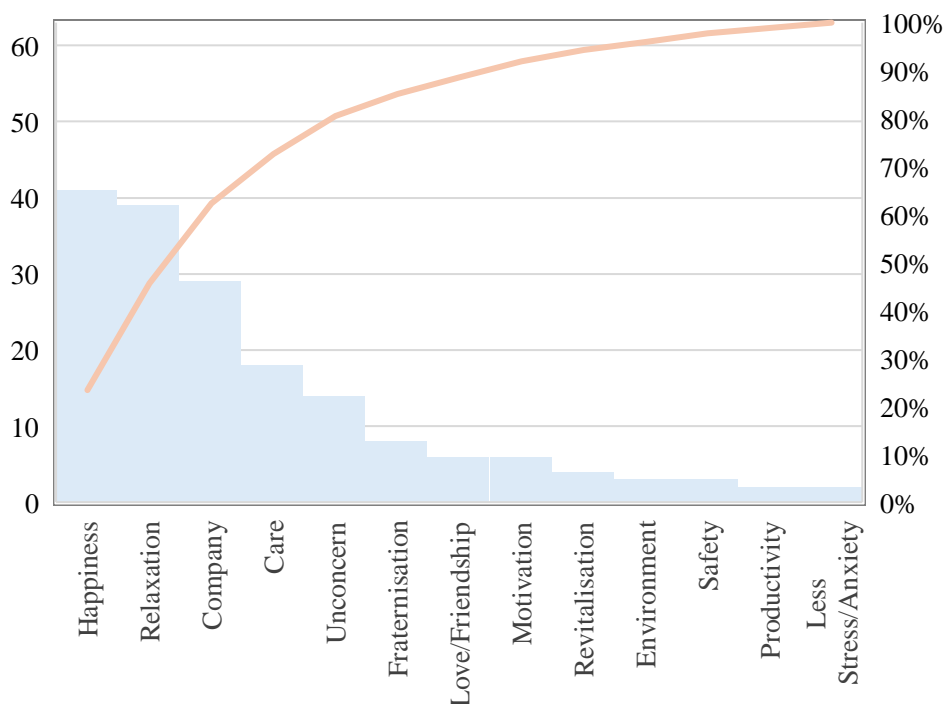


Figure 2: Distribution of the advantages of bringing pets to work or working near them

On the other hand, in terms of disadvantages, Distraction (52.4%) was the most frequently cited (Table 3), with over half of the participants highlighting this as a potential downside. Respondents mentioned that not even distract them, they could also perturbate they're colleagues (Disturbance, mentioned 30.2%). Dependency (27.0%) was also notable, indicating that some employees find pets may require additional attention. This adds to the feel that they need to take more breaks from work, since the pets' basic needs depends on them. In terms of Logistics (25.4%), some mentioned as negative the whole steps of bringing their pets to work. Bad Environment (14.3%) and Behavioral Issues (9.5%) reflect concerns over maintaining a comfortable and organized space when animals are present, related to the Concern (9.5%) about their pets perturbing others. Moreover, colleagues that have Allergies can also be affected, which is a concern. Most of these disadvantages are crucial to understand why pet-friendly organisations may not seem appealed to some employees, but also, to help pet-friendly organisations improve their policies and practices in this sense.

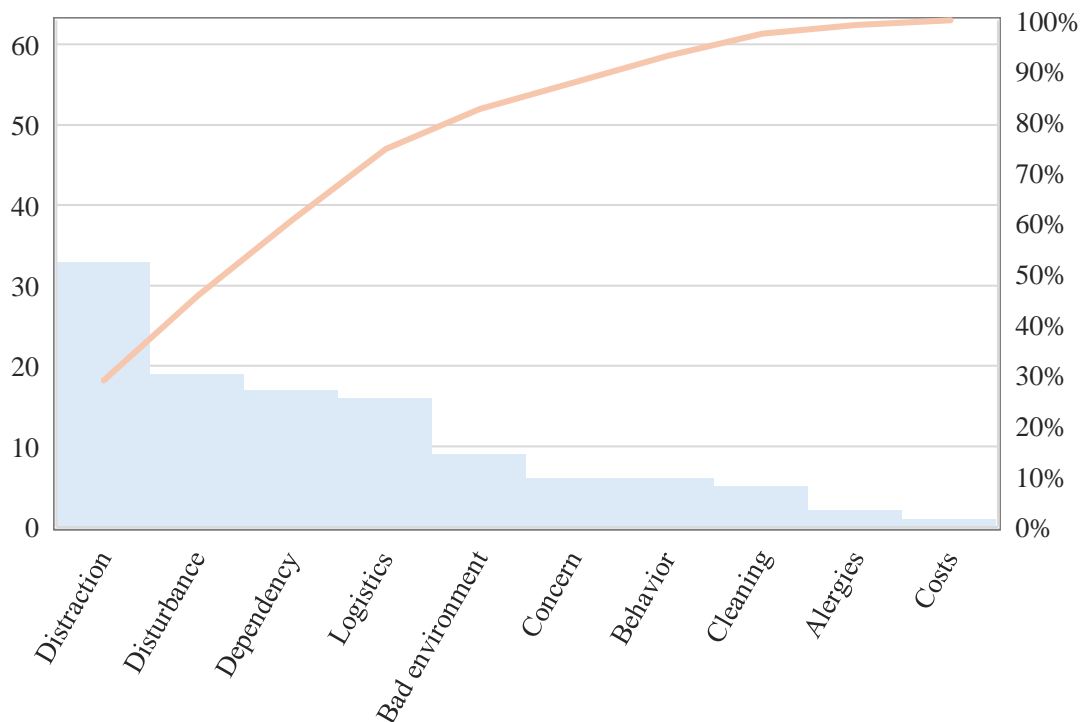


Figure 3: Distribution of the disadvantages of bringing pets to work or working near them

The qualitative data reflect a generally positive perception of pet-friendly policies, with many employees valuing the emotional and social benefits, particularly around feelings of happiness, comfort, and companionship. This can promote the employee's well-being. However, there is also a clear recognition of potential challenges, especially regarding distractions and the need for logistical adjustments to accommodate pets. This balance between perceived emotional benefits and practical challenges should be considered when organisations assess or implement pet-friendly policies, ensuring they provide appropriate support and guidelines to minimize disruptions while maximizing well-being benefits.

4. DISCUSSION

As highlighted in the literature review, human-animal relationships have increasingly gained attention for their impact on well-being and mental health. Research has shown that pets contribute to psychological resilience, companionship, and stress relief, fulfilling individual emotional needs and promoting satisfaction (Chur-Hansen, 2010; Herzog, 2016). The emotional stability provided by pets, which fosters social bonding and helps alleviate loneliness and anxiety, underscores the potential for pets to serve a supportive role in both personal and professional contexts (Beirne, 2014). Consequently, recognizing these benefits, organisations have begun implementing pet-friendly policies as a way to promote employee well-being and engagement within workplace settings (Junça-Silva & Galrito, 2024; Wells, 2007).

The present study addresses the role of pet-friendly practices by examining their influence on employee well-being through job satisfaction and work engagement. Findings demonstrate that pet-friendly practices are positively associated with both job satisfaction and engagement, fostering a supportive and engaging environment that enhances overall well-being. This aligns with earlier studies, such as those by Judge, Bono, and Locke (2000), which highlighted the positive impact of supportive work environments on employee motivation and satisfaction. Additionally, Kahn's (1990) research on meaningful engagement at work suggests that such environments, including pet-friendly workplaces, have long-term benefits for both well-being and organisational morale.

Furthermore, the serial mediation model presented in this study shows that pet-friendly practices influence well-being through a pathway where satisfaction enhances engagement, which then positively impacts well-being. This aligns with studies highlighting the importance of both satisfaction and engagement as drivers of well-being, such as Gallup's research on employee engagement (Harter et al., 2002). This sequence suggests that while job satisfaction may initiate the process, it is the sustained engagement that ultimately impacts well-being (Meyer & Maltin, 2010).

Qualitative data also supported these findings, revealing that employees experienced a range of positive emotions—such as relaxation and happiness—as well as challenges, including occasional distractions, associated with pet-friendly practices. These dual perspectives mirror Barker et al.'s (2012) findings, which highlighted the need to balance

employee well-being with productivity in pet-friendly environments. This balance underscores the importance of implementing structured policies, as emphasized by Frone (2000), to maximize the benefits of pet-friendly practices while minimizing potential disruptions.

This study contributes to the growing body of research indicating that positive work practices, such as pet-friendly policies, meaningfully enhance employee well-being by fostering both engagement and satisfaction. This aligns with organisational studies that link supportive policies with improved well-being and job performance (Meyer & Maltin, 2010). Additionally, it emphasizes the importance of thoughtfully designed policies that account for both employee satisfaction and productivity. By effectively managing these elements, organisations can leverage pet-friendly practices as a strategic resource, creating a work environment that is both supportive and productive.

4.1. Limitations and future suggestions

This study has some limitations that should be acknowledged. First, the sample size ($N=75$) was relatively small, which may limit the generalizability of the findings. Additionally, the data relied on self-reported measures and a cross-sectional design, which, while informative, does not allow for causal inferences and may be prone to common method bias (Podsakoff & Organ, 1986). Considering the novelty of pet-friendly practices in organisational settings and the current interest in employee well-being, there remains much to be explored in this field. Future research could extend the findings by examining specific outcomes tied to organisational productivity and employee engagement through longitudinal or daily diary studies, analyzing performance on days when employees interact with their pets compared to days without such interaction.

Further research could also investigate which specific pet-friendly policies are most beneficial in enhancing well-being and engagement, as not all practices may be equally advantageous across different organisational settings. In addition, studies could consider the types of animals present in the workplace and explore how different species contribute to workplace dynamics. For example, some studies have shown that aquariums with fish can create a calming environment, suitable for waiting areas (Gee et al., 2010), while other research has indicated that cats can offer stress reduction with minimal distraction in specific settings, such as office lounges (Reid & Walker, 2018). Dogs, on the other

hand, tend to be more interactive and may create a lively, engaging environment but may require additional attention and resources (Foreman, Glenn, & Thayer, 2017).

Additionally, future research could explore how different pet-friendly spaces within the workplace, such as designated pet lounges or outdoor areas, might impact employee well-being and productivity. Investigating whether specific types of pet-designated spaces offer unique benefits for relaxation, social interaction, or stress management could provide insights into how to structure these spaces effectively. Finally, future research should consider expanding the current model by incorporating daily stress and well-being as outcome variables, using a longitudinal approach to capture how pet-friendly practices impact these dimensions over time.

4.2. Practical Implications

Implementing pet-friendly practices within organisations can serve as a highly effective strategy to bolster employee well-being, engagement, and productivity. This study highlights that such practices positively influence both job satisfaction and engagement, cultivating a work environment that is supportive, inclusive, and engaging for employees. By allowing pets in the workplace or providing flexible options that enable employees to connect with their pets remotely, organisations can offer employees a unique form of emotional support and stress relief. This approach is associated with enhanced job satisfaction and improved mental health outcomes, reflecting findings in previous research (Kurdek, 2008; Haworth & Lewis, 2005). Pet-friendly practices can thus contribute to an emotionally supportive work culture, helping to create a cohesive and engaged workforce while enhancing employee loyalty and organisational commitment.

However, the successful implementation of pet-friendly policies requires careful planning to address the diverse needs and preferences within the workforce. Health and safety considerations are essential, particularly in environments where employees may have allergies or cultural preferences regarding animals. Establishing clear guidelines on pet behavior, designating specific pet-friendly areas, and encouraging open channels for employee feedback can help ensure that the needs of all employees are balanced effectively. Such practices not only promote inclusivity but also foster a culture of mutual respect, which is essential for successful policy adoption (Knight & Herzog, 2009). Allowing employees to participate in shaping these policies may further enhance buy-in, helping to create a work environment that respects and values individual preferences.

A phased approach to implementing pet-friendly policies can be particularly beneficial, allowing organisations to pilot specific practices or draw from the experiences of companies with established pet-friendly policies. For instance, an organisation could start by designating certain days as "pet-friendly" or creating limited pet zones before fully adopting broader policies. This incremental approach allows organisations to monitor the outcomes closely, address any unforeseen challenges, and make necessary adjustments based on feedback and observed impact. In the long run, this approach can lead to a more robust and sustainable implementation that aligns with organisational goals and employee needs. Overall, introducing pet-friendly practices aligns with broader trends toward fostering workplace well-being and flexibility, providing organisations with a relatively low-cost yet impactful strategy to improve morale, boost retention, and strengthen organisational commitment (Enders-Slegers & Hediger, 2019).

Additionally, pet-friendly policies can positively contribute to the organisation's image and attractiveness to potential employees. These practices reflect an organisation's commitment to progressive and employee-centered policies, making it more appealing to prospective employees who value work environments that support well-being and work-life balance. From a human resources perspective, pet-friendly policies can act as a differentiating factor in the recruitment process, attracting a broader and more diverse talent pool, particularly among individuals who place a high value on work-life integration. Furthermore, these policies are beneficial for retention, as they resonate with employees' personal values and demonstrate that the organisation values holistic employee well-being.

To maximize the impact of pet-friendly practices, HR departments should continually assess and refine these initiatives, adjusting them based on employee feedback and tracking key metrics, such as engagement levels, turnover intentions, and productivity, before and after implementation. This data-driven approach allows organisations to ensure that pet-friendly policies meet evolving employee needs while providing tangible benefits to the organisation. Moreover, pet-friendly practices can serve as a unifying theme for internal events or activities, fostering a sense of community and camaraderie among employees. For example, organizing pet-related events, such as pet adoption drives, pet therapy sessions, or workshops on pet care, can enhance employee engagement, create memorable experiences, and reinforce a sense of shared values within the workplace.

In conclusion, implementing pet-friendly practices within organisations provides a multifaceted benefit that supports employee well-being, strengthens engagement, and enhances organisational culture. These practices can also enhance the organisation's reputation, reinforcing its commitment to progressive, employee-centric policies that align with modern priorities. By fostering a supportive, inclusive, and flexible work environment, pet-friendly practices position organisations to attract, retain, and engage top talent, ultimately contributing to a more positive and productive workplace culture.

4.3. Conclusion

Overall, this study demonstrates that pet-friendly practices significantly enhance employees' job satisfaction, which subsequently influences their work engagement. As employees experience higher job satisfaction, their overall well-being improves. By fostering a supportive environment that acknowledges the role of pets in employees' lives, organisations can create a more engaged and satisfied workforce. This relationship underscores the importance of pet-friendly policies not only for individual employee experiences but also for broader organisational success. As job satisfaction increases through such initiatives, employees are likely to exhibit greater commitment to their work, resulting in a positive feedback loop that benefits both employees and the organisation as a whole. Ultimately, the findings suggest that integrating pet-friendly practices into organisational culture can be a strategic approach to enhancing employee well-being and fostering a more productive work environment.

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APPENDIX

A. Questionnaire

Pet-friendly organisations: positive and negative factors

INTRODUCTION

This questionnaire is part of an investigation within a Master's thesis in Human Resources Management and Organisational Consultancy. The results obtained will only be used for academic purposes (Master's Thesis), and it should be emphasised that the respondents' answers only represent their individual opinion. The questionnaire is anonymous. There are no right or wrong answers. Please answer all questions spontaneously and honestly. Thank you!

Q1 How old are you?

Q2 What is your gender?

☐ Female

☐ Male

☐ Other

Q3 What is the highest level of education you have completed?

- ☐ 2nd cycle of basic education (6th grade)
 - ☐ 3rd cycle of basic education (9th grade)
 - ☐ Secondary education (12th grade)
 - ☐ Bachelor's degree
 - ☐ Master's degree or higher
-

Q4 Indicate how long you have been working (in years)

Q5 What is your current contract situation?

- ☐ Self-employed (provides services to one or more companies)
 - ☐ Has a permanent contractual relationship with an organisation
 - ☐ Has a fixed-term contract with an organisation
 - ☐ Other situation
-

Q6 Current position / job function

Q7 Business sector

Q8 Your company has

- ☐ Up to 9 employees
- ☐ From 10 to 49 employees
- ☐ More than 50 employees

Q9 Work regime

- ☐ Homeoffice
- ☐ Hybrid
- ☐ Office

Q10 On average, how many hours do you work a week?

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Q11 Do you have pets?

☐ Yes

☐ No

Q12 How many?

Q13 For how long? (in years)

Q14 Are your pets indoors or outdoors?

Q15 What pets do you have?

☐

Dogs

☐

Cats

☐

Rodents (Hamster/guinea pigs/rabbits/chinchillas/twister/gerbil)

☐

Fish

☐

Others

Q16 Based on your experience, to what extent remote work has a better or worse impact than office work in the following aspects:

	Much worse (1)	Worse (2)	Same (3)	Better (4)	Much better (5)
Being close to your pet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your relationship with your pet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not worrying about your pet during the day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The well-being of your pet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The health of your pet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interacting with your pet while working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your happiness, being closer to your pet during the day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your health, being closer to your pet during the day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 Considering the scale below, think about today while you were working:

	Never (1)	1/2 times (2)	3/4 times (3)	5/6 times (4)	More than 7 times (5)
Your pet was next to you while you worked.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Took breaks from work to interact with your pet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
While working, you petted your animal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During the workday, stopped to observe your pet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Indicate the total time (in minutes) during the workday spent on each of the following actions:

☐ Your pet was next to you while you worked

☐ Took breaks from work to interact with your pet

☐ While working, you petted your animal

☐ During the workday, stopped to observe your pet

Q19 Do you usually take your pet to work?

- ☐ Never
- ☐ Sometimes
- ☐ About half the time
- ☐ Most of the time
- ☐ Always

Page Break

Thinking about your work, to what extent do you agree or disagree with the following statements?

Q20 My work...

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
Has helped me understand different perspectives and that made me a better owner for my pets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has made me happy and helped me become a better owner for my pets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has made me personally fulfilled, contributing to being a better pet owner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q21 My pets...

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
Have helped me acquire/develop skills and be a better worker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have kept me in a good mood, making me a better worker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have made me happy, helping me be a better worker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have made me grateful, contributing to being a better worker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q22 Rate the following statements:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
I engaged in few activities with my pets due to the amount of time I dedicated to work responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I became so emotionally drained that when I arrived home from work, it limited my contribution to my pets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The effective behaviors I performed at work did not help me become a better owner to my pets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q23 Does your organisation have pet-friendly practices?

☐ Yes

☐ No

Page Break

Q24 Of the following pet-friendly practices, indicate which your organisation has implemented:

	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Almost always (5)
Home-office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in pet insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allows entry of pets into the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a pet day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives the pet's birthday off	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides days of mourning in case of the death of the pet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in school expenses for the pet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in hotel for pets expenses in case of vacation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allows taking part of the day off to take the pet to the vet in case of illness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial assistance for vaccination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a pet-friendly culture (e.g., can talk freely about pets without feeling ashamed/fear)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisation of socially responsible events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Raffles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dogwalks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Charitable piggy banks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships with associations/shelters for abandoned pets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing of pets from associations on the company's social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adoption of pets to be in the company (i.e. being the company the owners)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages the adoption of pets (with financial assistance, for example)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages the purchase of charitable gifts (from associations, for example)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q25 Rate the importance you attribute to each pet-friendly practice:

	Not important at all (1)	Slightly important (2)	Neither very nor slightly important (3)	Important (4)	Very important (5)
Home-office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in pet insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allows entry of pets into the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a pet day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives the pet's birthday off	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides days of mourning in case of the death of the pet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in school expenses for the pet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation in hotel for pets expenses in case of vacation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allows taking part of the day off to take the pet to the vet in case of illness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial assistance for vaccination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a pet-friendly culture (e.g., can talk freely about pets without feeling ashamed/fear)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisation of socially responsible events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Raffles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dogwalks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Charitable piggy banks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships with associations/shelters for abandoned pets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing of pets from associations on the company's social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adoption of pets to be in the company (i.e. being the company the owners)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages the adoption of pets (with financial assistance, for example)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages the purchase of charitable gifts (from associations, for example)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q26 Regarding your work, please indicate to what extent you agree/disagree with the following statements:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
My performance and successes are recognized by my superiors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that the tasks assigned to me in my job are relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I am receiving fair compensation for the work I am doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would say that I am satisfied with the work I perform.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q27 Regarding your pets, please indicate to what extent you agree/disagree with the following statements:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
My pet keeps me company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a pet gives me something to take care of.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My pet provides me with enjoyable activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My pet is a source of consistency in my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My pet makes me feel needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My pet makes me play and laugh.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a pet gives me something to love.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel good when I pet my animal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy seeing my pet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My pet makes me feel loved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My pet makes me feel reliable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q28 Please mark, on the respective scale, the degree of frequency in each of the following statements:

	Never (1)	Sometimes (2)	About half the time (3)	Most of the time (4)	Always (5)
Today, how often did you feel calm and relaxed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Today, how often did you feel happy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Today, how often did you feel very nervous?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have felt full of energy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have felt enthusiastic about my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have felt involved with the work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q29 The following statements are about feelings related to your work. Read each statement carefully and decide how you feel about your work. If you have never experienced this feeling, mark 'Never.' If yes, indicate the frequency that best describes it

	Never (1)	Sometimes (2)	About half the time (3)	Most of the time (4)	Always (5)
My work leaves me emotionally exhausted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel drained at the end of a working day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel tired when I wake up in the morning and think I have to face another day of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't truly care about what happens to people at my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have become more insensitive to people since I accepted this job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I treat some people impersonally, as if they were objects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my work, I solve emotional problems very calmly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel that, through my work, I have a positive influence on people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can easily understand what people at my work feel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q30 Next, indicate to what extent you agree/disagree with the following statements:

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
My life has allowed me to be in harmony.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considering most aspects of my life, I think they are balanced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I am in harmony with my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My life approaches my ideals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The conditions of my life are excellent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I am satisfied with my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q31 Using the previous response scale, think about how you do your work:

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I can plan my work to be done on time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to perform my work well with the minimum of time and effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can separate the main problems from the secondary ones at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take on challenging tasks when available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to keep my work skills up to date.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I start new tasks independently when the old ones are finished.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q32 Thinking about the last week, indicate how often you experienced the following emotions at work:

	Never (1)	Sometimes (2)	About half the time (3)	Most of the time (4)	Always (5)
Anxious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspired	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dejected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discouraged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At ease	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relaxed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q33 To what extent do the following statements apply to yourself in the last week?

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
I felt that I could be myself at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt that I could decide how my work is done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt that my colleagues (people at my work) cared about me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt close and connected to people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt competent and capable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt fulfilled by the work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q34 In the last week, indicate:

	Never (1)	Sometimes (2)	About half the time (3)	Most of the time (4)	Always (5)
How often did you have trouble relaxing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you get angry?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often were you tense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you have a stomach ache?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you have a headache?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you have palpitations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you feel tension in various muscles?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you have concentration problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you find it difficult to think clearly?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How often did you have difficulty making decisions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you have difficulty remembering?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you feel sad?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you lack self-confidence?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often did you feel guilty or have a guilty conscience?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often were you not interested in everyday things?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q35 What are the three positive aspects of taking the pet to work or working near the pet?

Q36 What are the three negative aspects of taking the pet to work or working near the pet?

End of Survey