# UNIVERSITAT JAUME·I

# ORGANIZATIONAL FACTORS THAT PROMOTE EMPLOYEES WELL-BEING: SPRINGFIELD CASE

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# ACKNOWLEDGEMENTS

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# 1. <u>INTRODUCTION</u>

Currently, work is defined as the synergy between a cultural and social phenomenon with the intervention of the human being in an active and complex way, thus turning the work environment into an environment in which it creates and develops new empirical experiences and new knowledge both individually and collectively (Gómez, Isaza, Gutiérrez and Quintero, 2016).

Over time, there has been an increased focus on employee well-being and for this reason, it is imperative that organizations pay more attention to the well-being of their employees and try to discover the factors or practices that bring more satisfaction to their workers. It is very important to identify these factors not only for employee satisfaction, but also to increase their motivation, productivity and that of the organization in general (Gómez, Isaza, Gutiérrez, and Quintero, 2016).

In short, employee well-being within an organization depends not only on the strategies or activities that the company employs to achieve it, but also on organizational or psychological factors and on how the organization integrates the employee into its processes so that he/she has a good satisfaction and adaptation within the organization.

The ultimate aim of this paper is to review and analyse the importance of the enhancement of certain organizational factors for the development and maintenance of good levels of employee well-being at Springfield, using case study methodology, interviews and surveys in order to reach a conclusion of long-term improvement. To this end, the paper is structured as follows.

The paper will be composed of two main parts, the first is the theoretical framework and the second part is the case study of the Springfield company.

First of all, the subject matter of the paper will be introduced through the theoretical framework, on the one hand, explaining the organizational factors, concept and classification of factors and on the other hand, the main term, employee well-being. At the end of this part, the relationship between organizational factors and employee well-being will be developed. Secondly, the case study of the Springfield company will be used as a case study.

Finally, after carrying out the theoretical framework and analyzing the company's case, a final conclusion will be reached that will try to improve and implement those factors that will help the company to take better care of its employees in the long run.

The contribution of this paper, therefore, can be summarized as follows. Firstly, the study extensively develops the different types of organizational factors and the different classifications that some scholars have made in this regard. Secondly, after the analysis of organizational factors and well-being situation in the Springfield company, this paper will be available for further thesis or academic work and to anyone who wants to learn more about this topic.

## 2. THEORETICAL FRAMEWORK

### 2.1. Organizational factors

### 2.1.1. Concept of organizational factors

Organizational factors, according to Riquelme de Montaño (2017), appear as a consequence of a system of forces or activities planned and coordinated by the members of an organization in order to be able to define the company as a coordinated unit of work between individuals to achieve a common goal. Thus, this author interprets organizational factors as those that make up the company and that directly or indirectly influence the members of the organization.

According to Rivas and Linarte (2015) organizational factors within human work can present various elements that lead people to success or to serious physical and psychological health problems. However, these authors state that organizational factors are decisive in helping to solve any organizational problem and to make work performance work well. Thus, Chiavenato (2007) explains performance appraisal as a systematic estimation of how each worker performs in his or her job and of his or her future progress. Any evaluation is a procedure for rating the value, excellence and conditions of an individual, thus allowing for the early detection of personal and organizational problems.

These organizational factors, according to Guth and Ginsberg (1990), are defined as a set of elements that occur within the environment of a company. On the one hand, there are tangible organizational factors that refer to the properties of the formal structure of an organization, such as the quantity and quality of communication between the different hierarchical levels, the division of labor in the company, the number of controls that are present, etc. On the other hand, there are the intangible organizational factors, which refer to the properties of the formal structure of an organization. On the other hand, there are the intangible organizational factors, which refer to the values of the organization such as management philosophies and ideas.

## 2.1.2. Classification of organizational factors

Roozeboom, Houtman and Van den Bossche (2008) explain the existence of a classification of organizational factors by grouping them into three large groups so that it is easier to analyse and find strategies for the solution of internal conflicts. According to these authors, the three main groups are: Policy and philosophy factors (work-family relationship, human resource management (HRM), corporate social responsibility, health and safety policy, business strategy); organizational culture (consisting of industrial relations policy, organizational information and communication, organizational justice, supervisory tasks and leadership); labour relations (organizational climate) (see Figure 1).

**Figure 1. Classification of Organizational Factors**
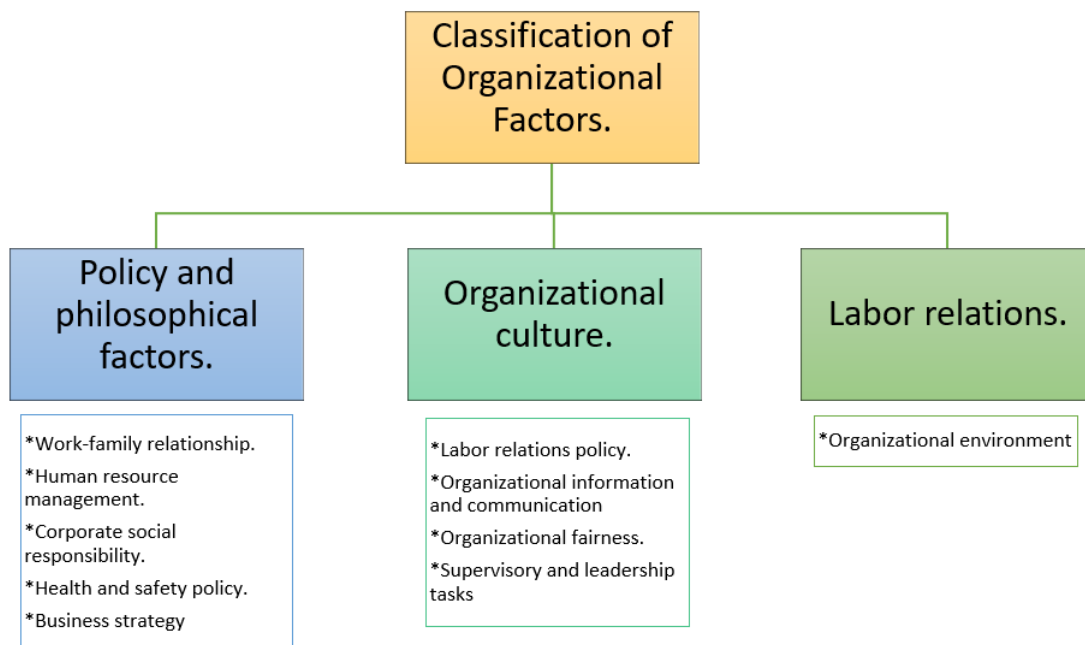


*Source: Own elaboration*

Organizational policy and philosophy are subdivided into an important group that gives the company the power to achieve great things.

- Work-family relationship: According to Riquelme, Rojas and Jiménez (2012), this type of relationship does not always generate a conflict, as it should take into account the activities that help to maintain a good work-family connection. It is true that many people leave their homes for many hours to go to work, leaving their families behind, but it must be made clear that the work relationship does not alienate the family nuclei, but a difference must be

made between work and family so that in this way an emotional balance is achieved without neglecting both parties.

- Human resources management: Human resources has a very broad and cross-cutting scope of action throughout the company, including all decisions and actions involved in relations between employees and in the company's relations with them. When we talk about human resources, we talk about management, as they try to reinforce the idea of interrelation and integration. This area plans and establishes the guidelines for transmitting the decisions made by senior management to employees. As the management of a company has so much contact with HR, the actions taken will have a good coherence and will facilitate the achievement of organizational objectives (La Blanca, 2014).

- Health and safety policy: According to Céspedes and Martínez (2016), the health and safety policy is very important in any organization, as the workplace must have sufficient safety and a pleasant environment so that each worker can carry out his or her duties without inconveniences or mishaps.

- Corporate Social Responsibility: A company's corporate social responsibility is the voluntary integration into its governance and management, strategy, policies and procedures of the social, labour, environmental and human rights concerns that arise from the transparent relationship and dialogue with its stakeholders, thus taking responsibility for the consequences and impacts that derive from its actions (CSR Expert Forum, 2007).

- Business strategy: Business strategy is the behavioural model that interacts the management of certain agreement capitals with certain capacities, in order to achieve certain primary objectives, in a competitive environment. The strategy truly followed by the formations can be the result of an authentic method of projection, of the hoarding of exercises or of the union of several characteristics of planned labours (Palacios, 2016).

Similarly, organizational culture is subdivided to specify the detailed collection of the organization's qualities, practices, statements and values:

- Industrial Relations Policy: According to Trebilcock (2016), industrial relations policy reflects the thinking, wisdom and services taken by the top management of the company, which in turn are influenced by the stage of progress of trade unionism, by the governmental abstinence of the regime and by the timely environment of the country's heritage.

- Organizational information: According to Vasquez Rizo and Gabalán Coello (2018), certain internal information that the worker possesses in relation to the company, such as values or information regarding certain ways of working, must be taken into account when transmitting it to third parties, as it can end up harming the organization.

- Organizational communication: Communication is established within the organization and belongs to its culture or norms. Because of this, communication between the different employees of the organization at different levels, the bosses and their subordinates and the managers must be intelligible so that no loss of information occurs (De Castro, 2017).

- Organizational Justice: This is a construct of great importance in companies because it is in touch with the fairness in which resources, compensation and earnings are allocated and distributed to employees. Organizational justice is so important that it is assigned to the perception that employees have regarding the equality of many organizational practices that impact employee performance and company results (Pérez, Herrera, Torres, and Hernández, 2014).

- Supervision/Leadership: Represents the ability to deal with organizational problems in order to contribute to the achievement of the organization. Leadership is given in human relations and allows the development of skills and aptitudes for correct decision making; leadership also offers excellent communication with subordinates. Its main objective is to make the organization develop correctly within each area (Badillo Vega, Buendía Espinosa, and Krücken, 2015).

And finally, industrial relations are responsible for creating a relationship between management and workers:

> Organizational climate: According to Govea, Domínguez, and San Agustín (2012), the work climate is the motivation and one of the most significant factors for competitive advantage. It allows to achieve a suitable organizational environment where individuals can perform their work normally.

## 2.2. Employee well-being

### 2.2.1. Concept of employee well-being

Before introducing employee well-being, the dictionary of the Spanish Language defines the concept of well-being as: "the state of the human person in which the good functioning of his or her somatic and psychic activity is made sensible" (Espasa, 1995).

According to the American psychologist and writer Martin Seligman, well-being is a fusion of factors whose purpose is to make the individual feel good and have meaning in an activity that he or she enjoys, as well as maintaining good interpersonal relationships and setting goals that can be converted into achievements (Seligman, 2014).

In order to try to better understand this definition, Seligman constitutes the theory of well-being composed of 5 measurable elements (see Figure 2).

1. Positive emotions: Experiencing more positive emotions than negative ones generate positivity. These emotions are: happiness, gratitude, love, interest, joy.
2. Commitment: Optimal experiences are tasks that provoke high concentration to test people's competences in the face of great challenges.
3. Positive relationships: Represents the behaviour and relationships you form with other people. It deals with kindness, compassion, altruism, empathy.
4. Meaning: Purpose is a goal and meaning represents the significance of why the goal needs to be achieved.

5. Achievement: People with long-term goals are more persistent and more successful in their lives.

**Figure 2. PERMA theory.**
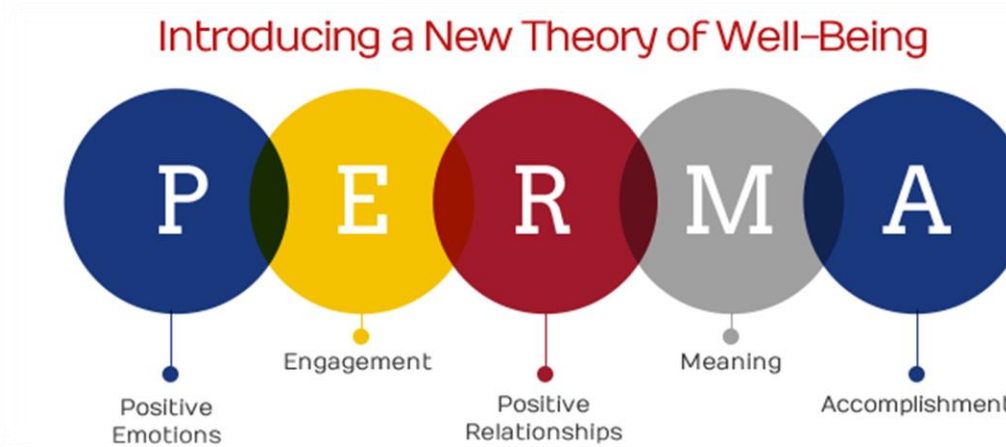


*Source: Adapted from Seligman (2014).*

Nowadays, the concept of well-being at work has evolved over time, as has the importance of the worker in organizations, going from being a simple tool for achieving business objectives to being a key element in the achievement of these objectives. According to Simbiotia, an organization whose mission is to create environments to improve people's lives and humanize companies, well-being at work is a process that seeks to create, maintain and improve the conditions of workers, in which the organization carries out the essential activities to favour the development of the worker, increasing their vital well-being and that of their environment by making use of all those factors that offer good professional comfort and personal improvement, regardless of their remuneration.

Bakker and Oerlemans (2011) speak of well-being at work as the situation in which an employee is satisfied with his or her job and at the same time frequently perceives positive emotions such as joy and happiness. In an attempt to distinguish between different types of well-being at work, Bakker and Oerlemans (2011) have developed a theoretical model based on the circumplex model of affect (Russell, 1980). This model reflects that the underlying structure of affective experiences can be differentiated by two continuums; pleasure-discomfort and high-low arousal. Each emotional state can be defined as a combination of these two dimensions with varying degrees of pleasure and arousal.

According to Perkun and Frese (1992), work is one of the most important aspects of human life, occupying one of the most fundamental areas of life, along with love and social relations; therefore, it is common for people to develop in a work environment

and to do so based on the mediation of emotions (Cifre, 1999). The emotions of workers can influence not only their private lives, but also the development of business activity and thus their productivity, so that adequate employee well-being can lead to good economic development (Cameron and Freeman 1991).

Warr (1987) established 12 characteristics that a job can possess and that produce good job well-being:

1.- The opportunity for control: This refers to autonomy, freedom of decision, participation and freedom in decision-making.

The opportunity for the use and acquisition of skills: Work should be understood as a potential environment for the use and development of competences and knowledge.

3.- Externally generated goals: A job must have certain external demands that challenge the worker, but with low workload and overload. Otherwise, we could incur in a role conflict, among others.

4.- Variety of tasks: This refers to changes in the content of tasks and social contacts.

5.- Clarity of the environment: The worker must be clear at all times about the expectations placed on him/her, his/her role and tasks.

Opportunity for interpersonal contact: Social contact, quality in social relations, dependence on others and teamwork are important.

7.- Wage: The worker must have a wage and must consider it fair.

8.- Physical safety: Working conditions must be adequate, with a minimum degree of risk.

9.- Socially valued position: It is important to know the relevance of the tasks for the worker, as well as for him/her to know what contribution he/she makes to society.

10.- Supervisor support: Consideration from managers, fair treatment by the supervisor and a concern for one's own well-being.

11.- Career development: The job has to provide the opportunity for members of the company to promote themselves.

12.- Equity: There must be equality in the organization's relations with society.

## 2.2.2. Organizational factors influencing employee well-being

Nowadays, there are numerous organizational factors that can be found within an organization, but this final paper will focus only on those that have a direct relationship with employee well-being. According to WHO (World Health Organization) (2016), there are three groups of factors that influence employee well-being. The first are **work environment factors** such as organizational climate, the second group are **psychosocial work factors** and the third are **personal work health factors** (see Figure 3).

**Figure 3. Organizational factors that influence employee well-being.**

```
                    Organizational
                   factors that influence
                   employee well-being.

        Factors of the        Psychosocial work        Personal health
        organizational            factors.             factors at work.
         atmosphere.

        -Organizational        -Work stress.          -Labor satisfaction.
           climate.            -Burnout               -Work motivation.
                               syndrome.                -Healthy habits.
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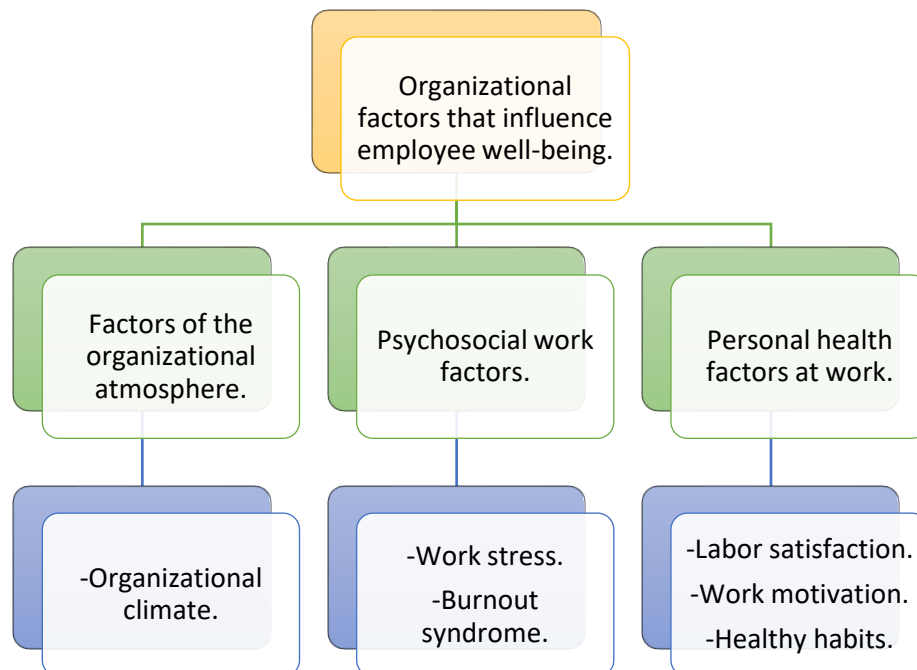
*Source: Own elaboration.*

2.2.2.1. Work environment factors

In this group of factors WHO includes only the organizational climate because for them it is quite important and generic, ranging from the physical part of the worker to the emotional and mental part.

- Organizational climate

Organizational climate is the employees' perception of the work environment. Perception can be defined as a process by which individuals organize and interpret their sensory stimulation to give meaning to the environment and interpret whether it

is pleasant; it is important because people's behaviour is based on their grasp of reality or environment (Robbins, 2004).

A more precise definition would be the following: organizational climate refers to the internal environment that exists among the members of an organization and is related to the degree of motivation of its members. It gives importance to the organizational aspects that lead to the stimulation or provocation of different types of motivations among the workers of an organization (Chiavenato, 2000).

This author argues that if motivation is high, the organizational climate provides good relations of satisfaction, encouragement, interest and collaboration; however, if motivation is low, either due to frustration or barriers to personal satisfaction, the organizational climate decreases (see Figure 4).

**Figure 4. Continuum of organizational climate levels.**



High

→Excitement and pride

→Euphoria and excitement

→Optimism

→Warmth and reciprocity

→Neutral organizational climate

→Coldness and aloofness

→Pessimism

→Rebellion and aggressiveness

→Depression and mistrust

Low
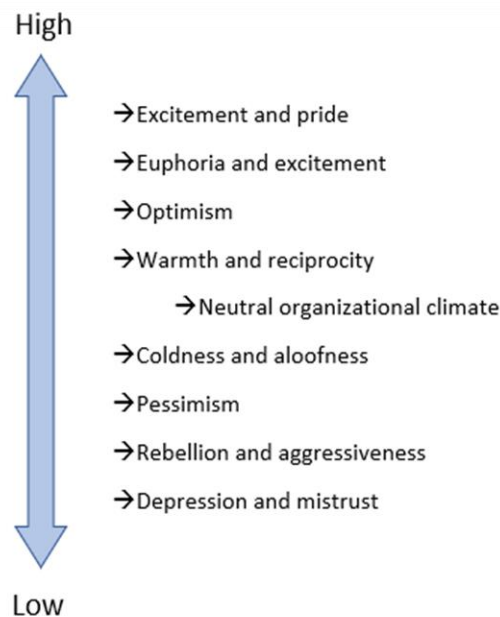
*Source: Own elaboration.*

Characteristics of the organizational climate:

The characteristics perceived by the organizational climate come from the work environment and are perceived directly or indirectly by the workers who develop in that work environment (Goncalves, 2000). To try to better explain the characteristics, Litwin and Stringer (1968) formulate in their model that organizational climate represents a filter through which different actions such as leadership, decision-making, needs, etc. pass in order to find out how the organization is perceived. They also argue that the climate affects the motivations of an organization's staff and

therefore their behaviour which, in turn, has consequences on the company's productivity, adaptation, satisfaction, etc. (see Figure 5).

**Figure 5. Organizational climate diagram according to the Litwin and Stinger model.**
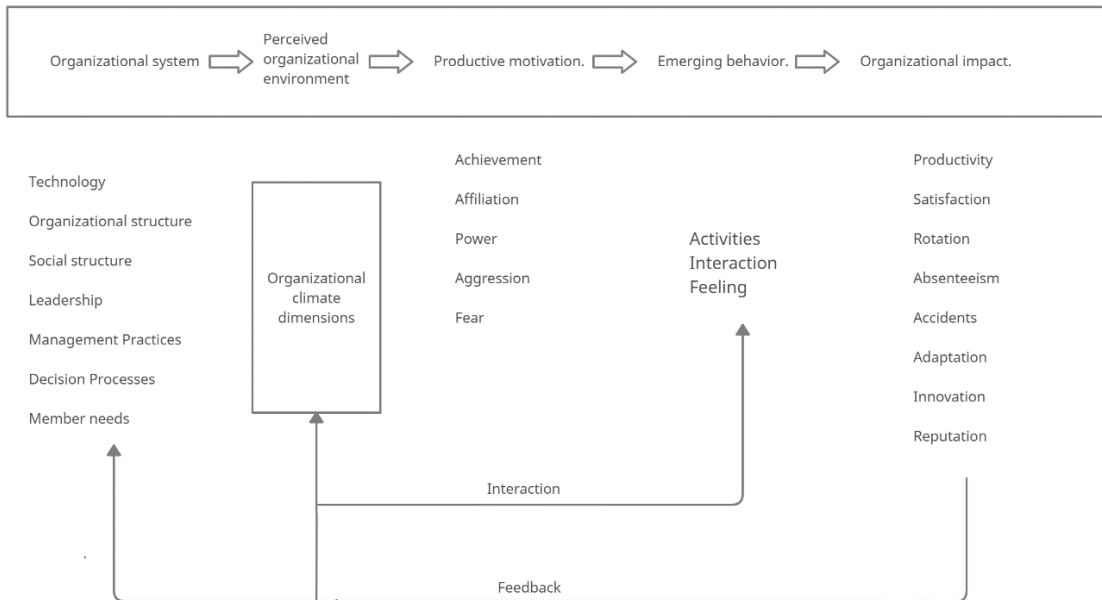


*Source: Adapted from Quevedo (2003)*

These authors postulate the existence of nine extensions that explain the climate present in an organization, each of these extensions being related to certain properties of the organization:

- Structure: Symbolises the employees' grasp of the procedures or limits that they have to follow in order to carry out their work. It measures whether the company puts intensity in bureaucracy.

- Responsibility: Represents workers' perception of their sovereignty in decision-making in the performance of their work activity.

- Reward: This means how much importance employees attach to the remuneration received and whether it is fair for the work provided.

- Risks/challenges: Measures whether the company encourages risk-taking in order to meet pre-established objectives. It corresponds to employees' perception of the challenges that are prioritised at work.

- Relationships: Relates to what employees perceive as the existence of a pleasant working environment and good internal relations with both senior management and colleagues.

- Cooperation: This dimension takes into account the mutual support present at all hierarchical levels of the company. It represents the employees' perception of the help received from their colleagues and managers.

- Standards: Employee observation of the organization's emphasis on performance standards.

- Conflict: This refers to vertical communication in the organization, i.e. whether the top management listens to the different opinions or problems of the workers and measures the degree of speed in reaching a solution.

- Identity: This is the feeling that the employee perceives when sharing personal objectives with those of the organization. It represents the sense of belonging they feel towards the company.

## 2.2.2.2. Psychosocial work factors

The psychosocial work environment for WHO (2016) is composed of the organization itself, the culture, attitudes, values, beliefs and practices that occur daily within the company and that influence the mental and physical well-being of workers. This influence on well-being can be reflected as work-related stress or in some cases can lead to a state of burnout or burnout.

- Work stress

The WHO defines work stress as "a set of reactions that an individual may have to work demands and pressures that are not commensurate with his or her knowledge and abilities, and that test his or her ability to cope with the situation". For several authors such as Stonner (1994), work stress is the nervousness or tension that occurs when an employee is faced with a work situation or demand that exceeds his or her abilities and resources to cope with it. In contrast, Davis and Newstorm (1991) argue that job stress occurs in circumstances where employees show an attitude of fatigue and emotional exhaustion towards their work, causing them to be unable to achieve their goals. When employees suffer from stress they are inclined to complain, have irritating attitudes and attribute their mistakes to others. It should also be noted that work-related stress is the factor that has the most negative influence on well-being at work and affects personal and collective relationships as well as producing a decrease in performance (Silla, 2001).

- Burnout syndrome

Burnout syndrome has been the focus of much research and is considered to be one of the most widespread psychosocial risk factors worldwide, also constituting a cross-cultural problem (Salanova and Llorens, 2008). This syndrome is considered to be an inappropriate way of coping with chronic stress whose symptoms take the form of low levels of self-fulfillment, high levels of emotional exhaustion and high levels of depersonalization and can appear in professionals who work with people and are involved in their problems (Maslach and Jackson, 1981). Emotional exhaustion is characterized by a lack or decrease in emotional resources. Depersonalization refers to the development of negative attitudes towards those who receive the service provided by the person concerned. (Guevara, Henao and Herrera, 2004). The consequences of these symptoms are manifested at both personal and organizational levels. At the personal level, there is an increased risk of psychiatric illnesses, addictions harmful to health, alterations in memory and learning. At the organizational level there may be absenteeism, difficulties in teamwork, high job mobility and reduced performance (McEwen, 1998) (see Figure 6).

**Figure 6. Burnout Syndrome.**
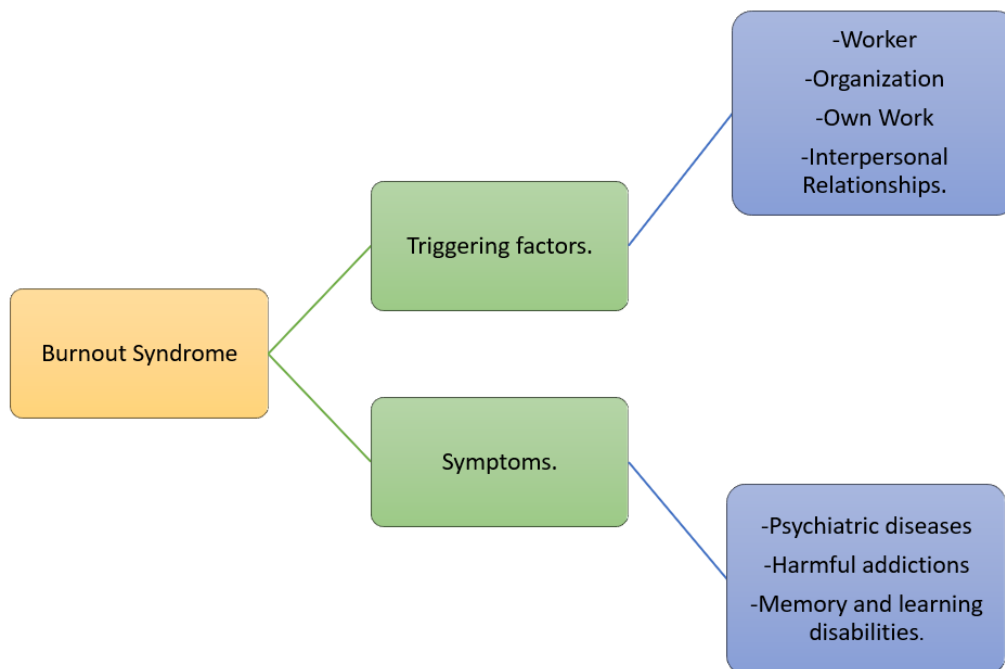


*Source: Own elaboration.*

<u>2.2.2.3. Personal health factors at work</u>

WHO (2016) explains that this group of factors is based on the enabling environment, health services, information and resources, and opportunities and flexibility offered by the company to its employees in order to motivate their efforts to improve or maintain their personal healthy lifestyle actions, such as monitoring and supporting their current physical and mental health status so that the employee enjoys good levels of health. It also proposes that the company should study in detail the factors that influence the worker physically and mentally, such as satisfaction, motivation and healthy habits of its employees.

- Job satisfaction

Regarding the concept of job satisfaction, there are two groups of definitions: on the one hand, some authors relate job satisfaction to an emotional state. Authors such as Crites (1969) define satisfaction as the affective state, in the sense of general liking or disliking, that a person shows towards his or her job. For Smith, Kendall and Hulling (1969) it is defined as feelings or affective responses to specific dimensions of the work situation. Finally, according to Edwin (1969), job satisfaction represents a positive and pleasurable emotional state resulting from the subjective perception of the subject's work experiences.

The second group of definitions of job satisfaction, on the other hand, relate to work behaviour. Porter (1962) defends job satisfaction as a difference between the reward perceived as adequate by the worker and the reward actually received. In contrast, Beer (1964) explains it as an attitude of workers towards specific aspects of the job, such as the company, the job itself, co-workers and other psychological objects in the work context. Griffin and Baterman (1986) support job satisfaction as a set of different parts of satisfaction such as job, pay, supervision, working conditions, co-workers and organizational practices.

Herzberg's two-factor theory explains that satisfaction is based on a synergy between a combination of intrinsic and extrinsic factors. Intrinsic factors refer to the employee's happiness in the workplace, while extrinsic factors refer to job conditions such as pay or development opportunities (see Figure 7).

**Figure 7. Herzberg's two-factor theory.**
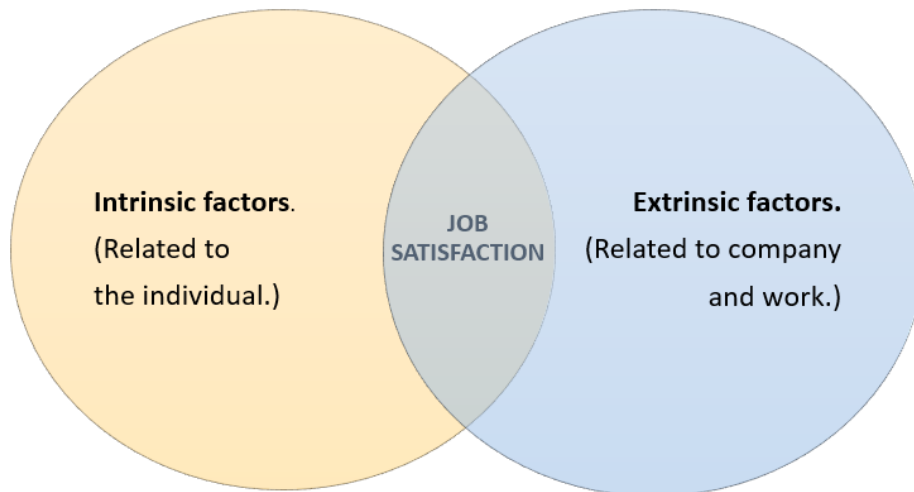


*Source: Own elaboration.*

It is important to try to maintain good job satisfaction among the different workers in a company for several reasons. The first is that it causes lower absenteeism and turnover rates, which means that employees are more comfortable in their jobs and less likely to leave or miss work, resulting in capital and time savings for the HR department. The second reason means higher productivity: being more comfortable means higher performance. Finally, the third reason is loyalty, because when a company's employees perceive that the company truly supports their interests and needs, they tend to perform with more commitment and insistence.

- Work motivation

Work motivation can be defined in various ways, but certain authors, such as Gallardo (2012), state that motivation should currently be determined taking into account the commitment between the organization and the individual, in order to achieve previously specified objectives that have an impact on the common benefit. According to Chiavenato (2000), motivation influences human behaviour, that is to say, there is a direct relationship with human behaviour, which is affected by internal and external factors in which needs and desire process enough energy to encourage the worker to carry out the activities that will achieve their objectives.

There are several factors that affect worker motivation (Sanchez, 2013):

- Workplace: For an employee to be motivated in his or her job, it is very important to offer a place where he or she feels comfortable and has the possibility to increase his or her knowledge and professional development within the organization.

- Autonomy and participation: An employee who has responsibilities, who feels involved in decision-making and whose ideas for improvement are taken into account, will have a greater commitment to the company, which will lead to greater motivation.

- Work environment: A motivated employee will feel more comfortable in a work environment with a working atmosphere characterized by good relations with different colleagues.

- Working conditions: Wages, working hours, incentives, flexible working hours and work-life balance are working conditions that provide employees with greater motivation in their jobs.

In order to understand the importance of work motivation in employee well-being, Maslow (1964) classified motivation according to an internal perspective related to the individual, classifying his or her needs into two large groups. The first group is the category of primary needs in which the first level is physiological needs such as food, sleep and rest, and the second level is security or basic needs. The second group is the category of secondary needs distributed in three levels. The first level of this group is social needs, which represents the way the individual acts in society; the second level is that of self-esteem needs, which is self-critical appraisal; finally, the third level corresponds to self-fulfillment needs, in which the individual is guided to develop his or her maximum potential and to improve as a human being (see Figure 8).

**Figure 8. Maslow's pyramid.**



*Source: Adapted from McLeod (2020).*

- Healthy habits

It is essential for an organization's employees to maintain a healthy lifestyle as spending long hours in the work environment is essential not only for individual health but also for fostering motivation, work ethos and job satisfaction (Batres, Pinel, and Contreras 2016).

For Ratner, Sabal, Hernández, Romero, and Atalah (2008, p.1407):

*"Healthier, more efficient, alert and full of positive energy workers have less risk of accidents, better management of stressful situations, less absenteeism and lower staff turnover, which contributes to companies maintaining their competitive edge and optimizing their productivity".*

According to the book Well-being at Work (Occupational Health and Disability 2019), it is difficult for workers to separate their personal and work lives because, being physically in different places, problems that arise in one of the two lives indirectly influence the other.

Some of the most important healthy habits in a worker's life are the following:

- Nutrition: Good nutrition equals good energy levels in everyday life, which in turn means good performance in the workplace.
- Physical exercise: According to the WHO, physical activity at least twice a week is necessary not only to be physically fit, but also to prevent

cardiovascular diseases and to help relaxation and personal satisfaction. The well-being-oriented perspective considers that physical activity favors personal and social development, regardless of its usefulness for the rehabilitation or prevention of diseases or injuries, contributing to the improvement of quality of life (Airasca and Giardini, 2009).

- Hygiene: It is important to have good hygiene in the workplace as it helps integration and helps to create bonds with colleagues more easily.

- Social activity: Human beings, by their nature, need to create contact and relationships with other people in all areas of their lives in order to achieve a good mental and emotional state both inside and outside their working day.

Taking as a reference the article *"Why and how to promote a healthy lifestyle in the workplace?* (Endalia, 2018), carrying out healthy lifestyle actions in the workplace brings certain benefits both at a personal and organizational level:

- Companies that priorities exercise within their workforce reduce sick leave by 20-30% and work-related incidents by 15-20%.

- These healthy habits help to improve self-esteem, which is projected into a renewed attitude that plays a role in decision-making.

- Physical exercise helps to relieve stress and anxiety and also improves mood and sense of well-being.

- If these habits are carried out among different groups of people, they help to generate bonds and to strengthen values such as respect, empathy and commitment, which in turn leads to an improvement in the working environment.

- Both the development of sporting activities and team building help to enhance and offer authenticity to the company brand.

In real business practice, a clear example of a healthy company in Spain would be LG Electronics, which offers its employees healthy breakfasts, physiotherapy sessions, yoga classes, gymnasium... Another company worth mentioning is "Liberty Seguros," which pays its employees €0.37 per km if they cycle to work.


### 2.2.3. Work outcomes according to employee well-being

After explaining well-being at work in detail using definitions by various authors and exposing different factors that affect it, we will now detail, thanks to different studies, how productive employees who experience a high degree of well-being at work are.

According to a study conducted by "Adecco" and shared by "CompromisoRSE", 96.5% of employees think that working in an environment characterized by a pleasant working environment makes them more productive employees. Enjoying a good working environment, having fun, creating healthy relationships between co-workers helps employees to feel comfortable at work. This job satisfaction is essential for both employees and companies. As Adecco's Director of Marketing and Communication (Margarita Álvarez) states, "it has been proven that motivated and happy employees are more productive, creative, work better in teams, adapt more easily to change and develop a greater tolerance to stress".

As mentioned at the beginning of this point, 96.5% of workers think that their well-being at work has a positive influence on their productive performance. Likewise, 67.9% say that this same well-being acts directly on their personal and family well-being, so that feeling good and enjoying good happiness at work has a direct influence on their personal life.

Speaking of happiness, according to the study "Happiness and Work" conducted by the Mexican consulting firm "Crecimiento Sustentable", happy people work with more energy and dynamism, which implies greater efficiency and productivity in organizations. This study reveals that if workers are happy, they are more optimistic and have fewer risks in the workplace, so they make decisions that help to smooth or overcome different adversities.

More than 1500 employees in Mexico were interviewed and the following conclusions were drawn regarding happiness in the workplace:

- Up to 33% more energy and dynamism, resulting in higher efficiency and productivity.
- A reduction of up to 300% in the risk of suffering an accident at work.
- Broad positive outlook that allows for good problem solving.
- Greater adaptation to internal and external changes.

Some experts have set out some recommendations for keeping employees happy and productive. Leonard J. Glick (2013) professor of management and organizational development at Northeastern University, in an interview for Forbes magazine stated seven ways to keep an organization's professionals happy and productive:

1. Employees must be given a sense of ownership of the organization so that they are more satisfied and more committed to their work.

2. Trust them to try to get out of their comfort zone. Give them new responsibilities to grow in order to gain more self-confidence.

3. Involve them in the information. As managers have a broader view of the company, it is important to keep the team informed before they receive information through third parties.

4. Be straightforward with them. Managers must treat employees seriously enough when conveying a difficult decision.

5. The boss is the boss. Don't forget the hierarchical pyramid. According to Glick (2013), "one of the main problems with open manager-employee relationships is the misconception that it is a relationship of equality".

6. Money is important, but not as important as it seems. Workers think a lot about remuneration when they are about to sign a contract, but once signed, the source of motivation quickly changes.

7. Amenities are good, but at the same time they are not. Glick (2013) argues that an organization can have a variety of amenities for its workforce, but it is unproductive if it is not accompanied by a good motivation and engagement policy that focuses solely on employees.

## 2.3. Relationships between organizational factors and employee well-being

**Work environment factors:**

In reference to the article "*Well-being in the company and work climate*" (BHConsulting, 2016), maintaining a good work climate within the organization is of utmost importance in order to achieve a pleasant well-being situation and thus optimize the productivity levels of employees to the maximum. Therefore, trying to redirect possible conflicts that are generated internally in the work climate will have positive effects on the success of the company.

According to a study by González (2014), in which he related the organizational climate to well-being at work in a telecommunications company in Ecuador, based on the analysis put into practice, he showed that the work climate has a direct influence, both positively and negatively, on the well-being of each worker. Going deeper into this argument, this author argues that when there is an optimal working environment in the company, the well-being of employees is also adequate and vice versa. González (2014) concluded that this impact fully affected the future

expectations of workers, affecting motivation, mood, participation, promotion opportunities...


**Psychosocial work factors:**

Beehr and Newman (1998) conclude that there is strong empirical evidence to suggest that stressors in the work environment can lead to psychological dysfunction, which subsequently result in adverse effects on employees such as reduced well-being at work.

López (2012), in his doctoral thesis defending work well-being in medical professionals, concludes that there are workers in this field who benefit from good subjective well-being and good job satisfaction, but on the other hand these workers suffer at the same time from certain signs of stress or burnout, associated with work pressure and work overload, which implies a progressive decrease in work well-being. This work overload is related to time pressure, that is, just enough time to carry out their activities, which in turn has been associated with a reduction in social relations with both colleagues and patients.

In the same thesis, López (2012) argues that medical professionals with more competences and more expectations perceived a more positive social environment in the workplace; on the other hand, professionals with high somatization, high emotional and physical exhaustion perceived a more negative social environment.


**Personal health factors at work:**

In a study conducted by Muñoz (2017) in which he tried to relate motivation to well-being at work, he concluded that these two terms maintain a fairly deep and close relationship and there is the possibility of explaining a percentage of well-being from motivation, in other words, that motivation strongly influences well-being at work.

With reference to Fernandez and Paravic (2003), it is likely to show that an unsatisfied employee tends to suffer from all kinds of health diseases, such as: mental health problems, cardiovascular problems and migraines... These problems subsequently cause effects on the well-being at work and as a consequence can in turn lead to absenteeism, staff turnover, medical expenses and different costs for the company. However, empirical studies show that job satisfaction leads to good

longevity of the employee and enriches health and well-being not only at work, but also at home and in society.

As explained by Paredes, Ruiz Díaz and González (2018), in a team of employees of a company through the Healthy Work Environment program (a strategy to improve internal relations and improve the physical work environment), an improvement was observed in the quality of food, better eating habits (fewer meals outside the main meal times and eating at least 4 meals/day), higher consumption of wholegrain carbohydrates, lower sugar consumption and more people doing physical activity. Therefore, as explained in the study carried out by these authors, offering a healthy lifestyle in the workplace translates into higher productivity, lower absenteeism, higher job satisfaction and improvements in health, therefore, all these improvements lead to better worker well-being within the company. These authors conclude that it is of great importance that Healthy Work Environment programs are of paramount importance for organizations, as currently these programs are optional.

## 3. CASE STUDY: SPRINGFIELD

Once the theoretical framework has been analyzed and after explaining and relating the two main blocks of this work (organizational factors and well-being at work) through academic studies and definitions of different authors, in this section, in order to illustrate and examine what has been previously explained, a brief description of the Springfield company will be made. Subsequently, the case study methodology will be applied based on different surveys and an interview with the aim of reaching a long-term improvement conclusion.

### 3.1. Description of the company

Springfield is a fashion company that was founded for the first time in 1988 with the aim of dressing young urban men and since 2006 they have also focused on dressing women. Springfield is present in more than 70 countries and has more than 900 points of sale between its own shops and franchises. It has more than 2,000 professionals who take the utmost care in detail, manufacturing, design and sales, which has led them to occupy a leading position in the textile sector. Its main mission is to offer an urban style of contemporary appeal aimed at all genders worldwide between 25 and 35 years old with a strong personality and a unique sense of style. It currently belongs to the textile group Tendam (formerly called Cortefiel) which
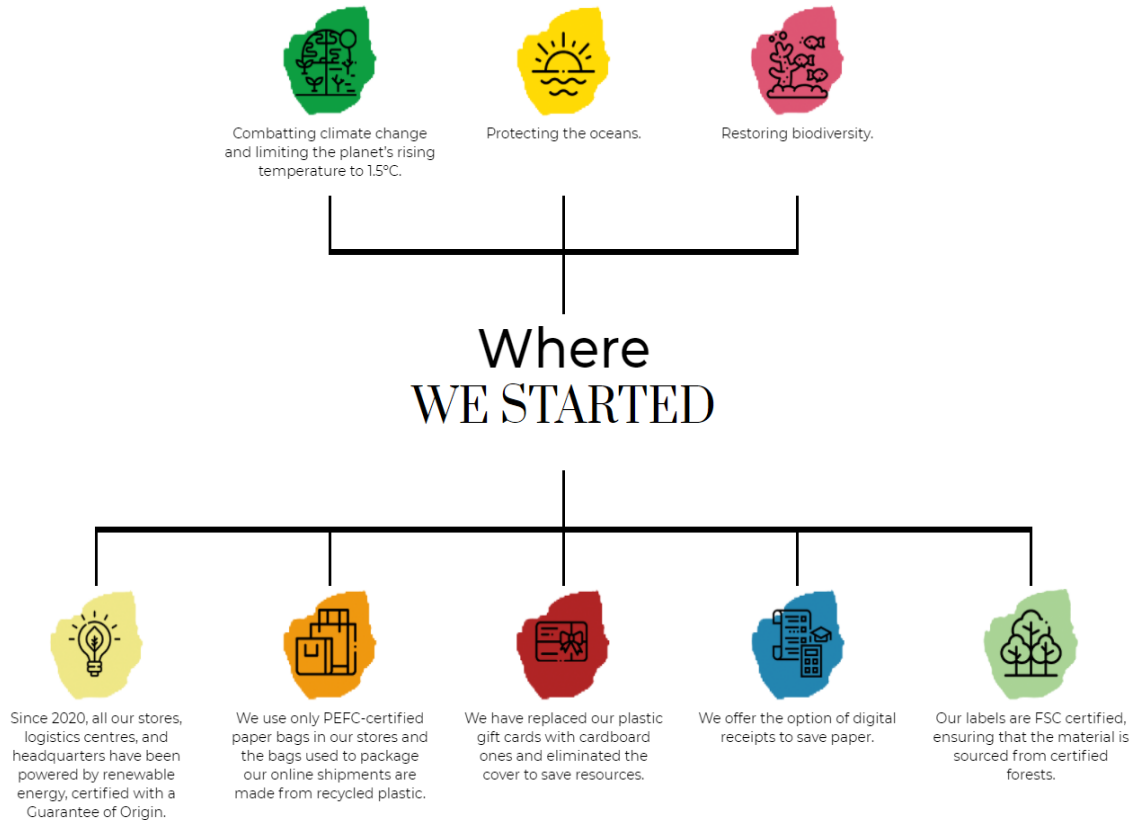
appeared in the year 1880 with a presence in 90 countries and with more than 2150 points of sale. It should be added that these outlets are divided between Cortefiel, Pedro del Hierro, Springfield, Woman'Secret and Fifty, which are the brands that belong to this group.

Apart from selling fashion items and being one of the leaders in the textile sector, this company also carries out actions to benefit the environment. Springfield is currently participating in numerous environmental sustainability projects. Its main campaign in this sense is called R[ECO]NSIDER, which was born in August 2018 and appears thanks to its concern for the environment and the concern to be more responsible, and whose commitment is to produce in a more sustainable and respectful way with nature in order to build a better future taking care of the environment. In March 2020 a new sustainable campaign was born, Springfield Forest, thanks to which they have managed to plant more than 30,000 trees in a deforested area of Burgos and this year they aim to plant 20,000 trees in Galicia.

Today, 1 out of every 3 garments sold in its different national and international branches are R[ECO]NSIDER garments. These garments are made with organic cotton: cotton grown without chemical fertilizers or pesticides, sustainable linen and recycled polyester.

In addition to these projects, Springfield, through Tendam, has also joined the Fashion Pact (see Figure 9), a global coalition of textile companies committed to improving the environment by focusing on global warming, biodiversity restoration and ocean protection. To achieve these objectives, they have focused on several routine aspects, such as: all the energy in the shops and logistics center is Renewable Energy, the bags are made of PEFC (Programme for the Endorsement of Forest Certification) certified paper, plastic gift cards have been replaced by cards made of cardboard, they have a digital ticket to save paper, and the labels on the garments are FSC (Forest Stewardship Council) certified to ensure that the origin of the raw material comes from certified forests.

**Figure 9. Fashion Pact.**



Combatting climate change and limiting the planet's rising temperature to 1.5°C.

Protecting the oceans.

Restoring biodiversity.

Where
WE STARTED

Since 2020, all our stores, logistics centres, and headquarters have been powered by renewable energy, certified with a Guarantee of Origin.

We use only PEFC-certified paper bags in our stores and the bags used to package our online shipments are made from recycled plastic.

We have replaced our plastic gift cards with cardboard ones and eliminated the cover to save resources.

We offer the option of digital receipts to save paper.

Our labels are FSC certified, ensuring that the material is sourced from certified forests.

*Source: Adapted from myspringfield.com*

Finally, to support the different sustainable and social aspects that are being experienced on a daily basis, Springfield (Tendam) has become involved in the Sustainable Development Goals (SDGs) created by the UN in 2015. These Sustainable Development Goals aim to end poverty and hunger, reduce inequalities and address urgent challenges such as climate change. They are made up of 17 goals in which more than 190 countries are participating (see Figure 10).

**Figure 10. Sustainable Development Goals.**



*Source: Adapted from myspringfield.com*

It should be mentioned that as a textile company some of these goals are more difficult to achieve, but not impossible, so Springfield currently only meets a few of them: No Poverty, Health and Well-being, Quality Education, Gender Equality, Affordable and Clean Energy, Decent Work and Economic Growth, Responsible Consumption and Production, Climate Action, Partnership to Achieve the Goals (see Figure 11).

**Figure 11. Sustainable Development Goals by Springfield.**

| 1. No to poverty | •In 2019 they have managed to raise more than 150 thousand euros for non-profit organizations such as ADELA, ONG Sauce, etc. |
|---|---|
| 2. Health and well-being | •In addition to ensuring the safety of their employees, they have also implemented initiatives to promote wellness such as yoga classes, physiotherapy, and midfulness. |
| 3. Quality education | •They support education by giving importance to the professional growth of their employees. |

| 4. Gender equality | •Support offered to foundations that help vulnerable women to enter the labor market. |
|---|---|
| 5. Affordable and non-polluting energy | •All the energy used today in its establishments is of renewable origin. |
| 6. Decent work and economic growth. | •They have the TOP EMPLOYER 2019 certification, for being one of the companies with very good working conditions for its employees. |

| 7. Responsible production and consumption | •Offer sustainable production thanks to their R[ECO]NSIDER project. |
| 8. Climate Action | •Support for the Fashion Pact project to combat climate change. |
| 9. Partnership to achieve the objectives | •They are currently collaborating with other companies to achieve these goals, as mentioned above, Fashion Pact. |

*Source: Own elaboration, based on myspringfield.com*

With regard to Springfield's structure, and after consulting several primary sources, it can be seen (see Figure 12) that the company's organization chart is a vertical one. At the top of the hierarchy is the CEO of the Tendam group, Jaume Miquel, followed by Marc Calabria who is the director of Springfield and then Federico Romao Chaves da Silva who represents Springfield's director of operations. At this point a division takes place: Springfield is separated into two zones: on the one hand, there is the northern zone, which goes from Madrid upwards and whose head is David Alonso García, and on the other hand, there is the southern zone, which is the other lower half of the country and whose head is Manuel José Muñoz-Cruzado. Once at this point, each autonomous community has its own area manager and below that are the managers of each shop and at the last step are the shop assistants, which is the level on which this final degree project is going to focus.

**Figure 12. Springfield organisation chart.**
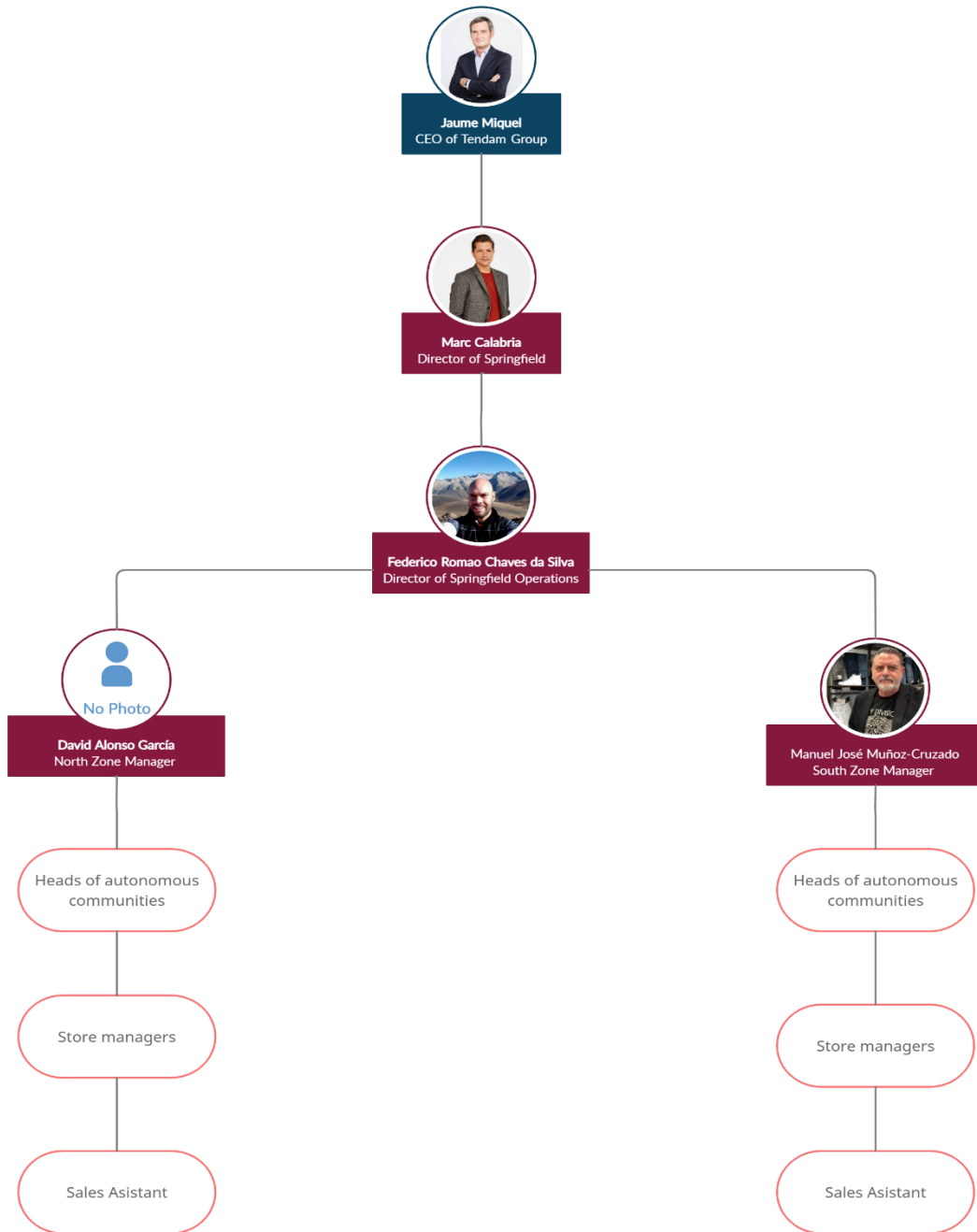


*Source: Own Elaboration*

## 3.2. Methodology

For this part of the work, the type of methodology used is the case study. The case study focuses on an in-depth empirical analysis of a specific and current situation with the aim of knowing, understanding and interpreting the uniqueness of the study. This type of analysis can combine both quantitative and qualitative studies as well as documentary review. This type of case analysis involves the review of archived documents, economic data, review of statistics, interviews and surveys. This type of methodology can be

applied to companies/organizations, people, events, documents always defined in time and place (Fondevila and Del Olmo, 2013).

In this study we have selected a leading company in the textile sector, Springfield, and through surveys and interviews we aim to review and analyse the organizational factors, previously explained, that influence employee well-being, taking as a reference the hierarchical level of shop employees, both shop assistants and managers, in order to try to reach a conclusion of improvement for the company in the long term.

### 3.2.1. Survey

Taking reference from García (1993), the term survey can be defined as a technique that makes use of a set of standardized research procedures through which a series of data is collected and analyzed from a sample of cases representative of a larger population or universe whose characteristics are to be explored, described and predicted.

Hernández, Cantin, López, and Rodríguez (2010) in their research show a classification of the different surveys that exist. These surveys can be:

- Face-to-face surveys: The objective is to obtain information through a direct encounter between the interviewer and the interviewee based on a questionnaire.
- Telephone surveys: Consists of obtaining information through a telephone conversation between the interviewer and the selected person.
- Postal survey: In this type of survey, the postal service is used as the medium for sending and receiving the questionnaire.
- Online surveys: This involves creating a questionnaire and uploading it to a website or disseminating it through different media such as email, WhatsApp, social networks...

The questionnaire for this research was carried out online using Google Forms (see Appendix 2) and was sent by WhatsApp to a total of five Springfield shops, three of which are in the province of Valencia and the other two are in Castellón, and seventeen responses were received.

This questionnaire begins with a brief presentation of the questionnaire, explaining the purpose of the study, assuring participants of their anonymity and thanking them in advance for their participation. It consists of thirty-two questions, divided into seven parts. The first part refers to demographic questions, followed by questions in reference to the five organizational factors already explained in the theoretical framework. It is worth

noting the existence of closed questions, open questions and linear scale questions in which a scale of 1 to 7 levels has been used, with 1 being the lowest level and 7 the highest level, based on the scientific literature reviewed (Meliá and Peiró, 1988). Finally, the questionnaire ends with an open-ended question on what they would improve about their jobs and the last question refers to the degree of well-being at work that each person has.

## 3.2.2. Interview

An interview, according to Folgueiras (2016), is a technique for collecting information between an interviewer and an interviewee who can be either a person or a group of people. During the interview, it is necessary to create an interaction between both parties around a topic of study. The main objective is to obtain oral and personalized information about events, experiences and personal opinions.

Folgueiras (2016) differentiates the existence of three types of interviews:

- Structured interview: In this type of interview, it is decided in advance what kind of information is wanted and based on this, a fixed and sequential interview script is established.
- Semi-structured interview: It is planned in advance and a script of questions is established, however, the questions are elaborated in an open-ended manner, which allows more detailed and nuanced information to be collected than in a structured interview.
- Unstructured interview: This is an interview that is conducted without a script. The interview is constructed simultaneously from the interviewee's responses.

The interview used in this final work has a semi-structured interview format (see Annex 1), and is composed of six completely open questions so that the interviewee can give as many details as possible in each question. This interview was conducted face-to-face with the shop manager in Castellón, in the shop located in the La Salera shopping center. The purpose of the interview is to collect qualitative information about the view of a manager within the company on different aspects of organizational factors and employee well-being examined in this study. This will complement and enrich the information gathered through the surveys.

## 3.3. Results

The results of this work will be divided into two parts. On the one hand, the results of the survey will be explained, based on the descriptive statistical analyses carried out, showing data such as means, standard deviations, maximums, minimums... of the questions that make up the survey, and also correlations, to check the association between the different study variables. The tool used for this has been Excel, with its "Data Analysis" extension. On the other hand, the answers obtained in reference to the interview with a shop manager will be shown.

**Survey:**

Starting with the demographic questions asked to the seventeen subjects, it has been observed that the age range of the respondents is from 20 years old to 44 years old so the average age of this survey is 30 years old. Of these seventeen subjects, 76.5% are female and the remaining 23.5% are male and 10 are clerks and 7 are shop supervisors. Almost half of the subjects have or have completed university studies, while the other half have a high school diploma, vocational training, secondary education and primary education. Finally, it is worth noting that the average number of hours worked per week is 30, with 15 hours being the least and 40 the most, and that the average time worked in Springfield is 7 years, with 2.5 years being the shortest and 12 years the longest.

**Figure 13. Demographic questions.**



*Source: Own elaboration.*

For the study of organizational factors, as explained above, seventeen subjects from the Springfield company were surveyed. For the analysis of the factor "organizational climate", the following four questions were asked with answers on a scale of 1-7:

Question 1: "The working atmosphere in the shop is pleasant."

Question 2: "Interpersonal relations between the manager and the staff are cordial."

Question 3: "All problems are discussed in a constructive way."

Question 4: "When a problem arises, everyone is interested in solving it."

According to the answers of the subjects and from the average of the scores obtained in the 4 questions, the following results are obtained:

**Table 1: Organizational Climate**

| ORGANIZATIONAL CLIMATE | |
|---|---|
| **Mean** | 5,42 |
| **Typical error** | 0,25543455 |
| **Median** | 5,75 |
| **Mode** | 6 |
| **Standard deviation** | 1,052395726 |
| **Sample variance** | 1,107536765 |
| **Kurtosis** | 0,618912445 |
| **Asymmetry coefficient** | -1,082868146 |
| **Range** | 3,75 |
| **Minimum** | 3 |
| **Maximum** | 6,75 |
| **Sum** | 92,25 |
| **Total responses** | 17 |

*Source: Own elaboration.*

The most frequently repeated response in this analysis is rating number 6 (strongly agree). Fifty percent of the respondents are above 5.75, which means that half of the subjects have answered the 2 maximum values of agreement with the organizational climate. The participants are located around 5.426 (Somewhat agree), deviating on average from this figure by 1.05 scale units according to the standard deviation. It should be noted that no participant has voted below the value 3 and the scores tend to be in the middle or high values of the scale.

For the study of the work stress factor, the following four questions were asked again with answers on a scale of 1-7:

Question 1: "The work I do requires a high level of mental effort and full attention."

Question 2: "If I find it necessary, I can easily take a break". (reverse question)

Question 3: "I sometimes find it mentally difficult to go to work."

Question 4: "When I get home I easily forget about work." (reverse question)

After combining the answers of each subject, and taking into account the transposition of the answers to the reverse questions, the following result is obtained:

**Table 2: Work stress**

| WORK STRESS | |
|---|---|
| **Mean** | 4,38 |
| **Typical error** | 0,225975873 |
| **Median** | 4,5 |
| **Mode** | 5,25 |
| **Standard deviation** | 0,931722393 |
| **Sample variance** | 0,868106618 |
| **Kurtosis** | -0,83322017 |
| **Asymmetry coefficient** | -0,153918391 |
| **Range** | 3,25 |
| **Minimum** | 2,75 |
| **Maximum** | 6 |
| **Sum** | 74,5 |
| **Total responses** | 17 |

*Source: Own elaboration.*

From this second analysis, it can be seen that the rating most voted by the subjects is 5.25 (somewhat agree). Half of the respondents voted above 4.5, which means that they answered the 3 highest values of agreement with work-related stress. The participants of this survey are around 4.38 (Indifferent), deviating on average by 0.93 scale units according to the standard deviation. It should be noted that none of the participants, as a whole, voted below the value 2 and the scores are in the middle of the scale.

In order to analyze the factor "Burnout Syndrome" in Springfield employees, the following questions were asked with answers on a scale of 1-7:

Question 1: "My superiors require me to work quickly."

Question 2: "When my timetable ends, I feel exhausted".

Question 3: "I feel that working in front of the public makes me tired."

The statistical data obtained with reference to the questions presented above are as follows:

**Table 3: Burnout syndrome.**

| BURNOUT SYNDROME | |
|---|---:|
| **Mean** | 4,72 |
| **Typical error** | 0,271063362 |
| **Median** | 5 |
| **Mode** | 5,25 |
| **Standard deviation** | 1,117622871 |
| **Sample variance** | 1,249080882 |
| **Kurtosis** | 0,190812015 |
| **Asymmetry coefficient** | -0,568538891 |
| **Range** | 4,25 |
| **Minimum** | 2,25 |
| **Maximum** | 6,5 |
| **Sum** | 80,25 |
| **Total responses** | 17 |

*Source: Own elaboration.*

From this analysis the most repeated value is 5.25 (somewhat agree) and half of the surveyed participants voted above value 5 (somewhat agree) which means that fifty percent voted above value 5. The average of the respondents is 4.72 with a standard deviation of the mean of 1.11 showing the high dispersion of the answers. In this analysis the ratings are quite high as the maximum value voted is 6.5 on a scale of 1 to 7.

For the study of job satisfaction, the questions used, also with a scale of 1-7, are as follows:

Question 1: "Do you consider yourself satisfied with your working hours?"

Question 2: "Are you satisfied with the salary you receive in relation to the work you offer?"

Question 3: "How satisfied are you with your relationships with colleagues?"

Question 4: "In general, how satisfied are you in your shop?"

The following analysis was obtained after the questions were put to the respondents:

**Table 4: Work satisfaction.**

| JOB SATISFACTION | |
|---|---|
| Mean | 5,13 |
| Typical error | 0,22 |
| Median | 5 |
| Mode | 4,75 |
| Standard deviation | 0,92 |
| Sample variance | 0,852481618 |
| Kurtosis | 0,301594056 |
| Asymmetry coefficient | -0,478274262 |
| Range | 3,5 |
| Minimum | 3 |
| Maximum | 6,5 |
| Sum | 87,25 |
| Total responses | 17 |

*Source: Own elaboration.*

Regarding this analysis, what is shown is that half of the subjects have voted values above 5 which means that they are above "somewhat satisfied". The most repeated value in these questions is the value 4.75 and the average of the answers is around 5.13 (somewhat satisfied) with a standard deviation of 0.92 units above the mean. What is noteworthy in this analysis is that the lowest value is value 3 (somewhat dissatisfied) while the highest value of the analysis is 6.5 (quite satisfied), which means that the scores are located in the medium-high range.

The penultimate factor that has been analyzed is how the Springfield company transmits motivation to its employees. For this purpose, the following questions of different types were asked:

Question 1: "Do you think salary is important to be motivated?"

Question 2: "Is my effort and dedication recognized?"

Question 3: "I feel motivated because I think I have a chance to be promoted."

Question 4: "In general I feel motivated in my job."

Starting with the first question (Yes/No), 82.4% think that for a worker to be motivated he/she needs good remuneration. On the other hand, the remaining 17.6% think the opposite and give more priority to things other than money.

**Figure 14: Question about motivation.**

23. ¿Crees que el sueldo es importante para estar motivado?
17 responses
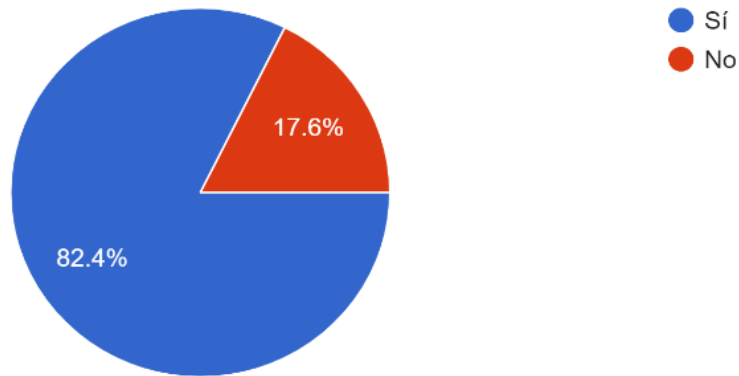


*Source: Own elaboration.*

For the remaining three questions (scale 1-7), the statistical analysis shows the following results:

**Table 5: Motivation.**

| MOTIVATION | |
|---|---|
| **Mean** | 4,80 |
| **Typical error** | 0,250911449 |
| **Median** | 5 |
| **Mode** | 6 |
| **Standard deviation** | 1,034534406 |
| **Sample variance** | 1,070261438 |
| **Kurtosis** | -1,156399078 |
| **Asymmetry coefficient** | -0,195635695 |
| **Range** | 3,333333333 |
| **Minimum** | 3 |
| **Maximum** | 6,333333333 |
| **Sum** | 81,66666667 |
| **Total responses** | 17 |

*Source: Own elaboration.*

With regard to motivation, the analysis shows that the most frequently repeated value is score number 6 (quite agree) and that half of the respondents voted above value 5, which means that they have a high degree of motivation. However, the average response is 4.8 with a standard deviation of 1.03 above the survey mean for this factor. The results of this analysis tend to be in the high mean values as the lowest value is 3 and the highest value is 6.33.

In order to carry out the analysis of healthy habits within the textile company, the following questions of different types were asked:

Question 1: "Do you do any sporting activities in your free time?"

Question 2: "If yes, how many times a week do you do sport?

Question 3: "Do you think it is important to have good healthy habits (nutrition, sport, hygiene...) in order to enjoy a good well-being at work?"

Question 4: "Do you think Springfield takes sufficient care of its employees' healthy habits?

**Table 6: Healthy habits.**

| HEALTHY HABITS | |
|---|---|
| **Mean** | 4,79 |
| **Typical error** | 0,205882353 |
| **Median** | 4,5 |
| **Mode** | 4 |
| **Standard deviation** | 0,848874688 |
| **Sample variance** | 0,720588235 |
| **Kurtosis** | -0,781573154 |
| **Asymmetry coefficient** | 0,393077417 |
| **Range** | 3 |
| **Minimum** | 3,5 |
| **Maximum** | 6,5 |
| **Sum** | 81,5 |
| **Total responses** | 17 |

*Source: Own elaboration.*

The analysis of this factor is divided into two parts:

On the one hand, the study of the first two questions is carried out, as they are related, and the following result is obtained: almost 2/3 of the subjects do sport in their free time while the other 1/3 do not do any physical activity. Of these 2/3 of the subjects, almost half do sport twice a week.

**Figure 15: Questions about healthy habits.**
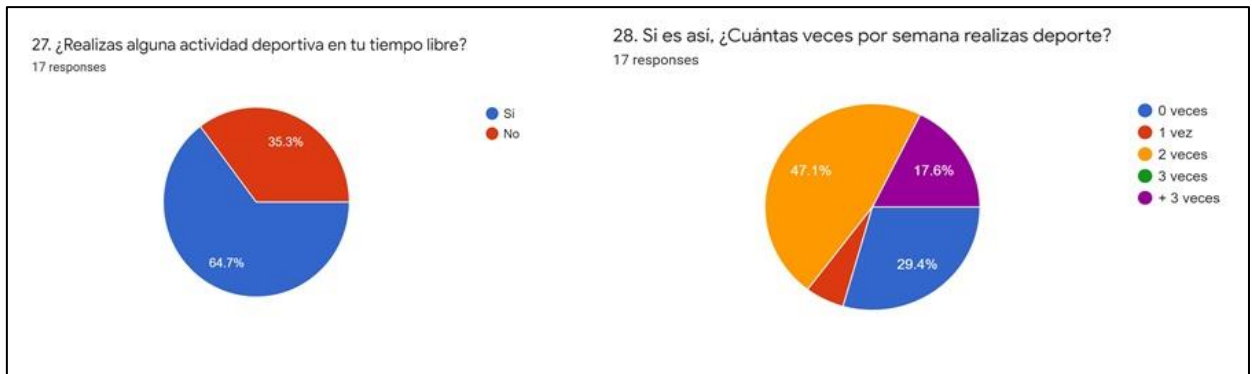
On the other hand, the statistical analysis of the other two questions (scale 1-7) shows that the most frequently repeated answer is 4 (indifferent) and that the mean of the answers is 4.79 with a standard deviation of 0.84, which means that the data are somewhat dispersed. From this analysis it can be seen that the results obtained are located in an average value.

Once the organizational factors explained in the theoretical framework have been analyzed and reviewed, it can be seen that there are some factors that receive more importance than others on the part of the workers. For example, the organizational climate factor has received more importance than stress in terms of the average ratings, however, it should be noted that none of the factors studied stands out more than the others, as the average ratings are around 4 and 5, and this is due to the diversity of the responses. This diversity of responses suggests that some shops have better or worse conditions than others.

To demonstrate this last statement, at the end of the survey, an open question was provided for employees to feel free to argue what they would improve about their job, and this is what the vast majority answered:

**Table 7: Open question.**

| What would you improve about your job? | |
| --- | --- |
| Easier to promote or increase your working hours, if you deliver results, you can make a profit. | Opening and closing times |
| Recognition and salary. | More human resources or more contract hours for the volume of work that is set for us. |
| Salary and working hours | Always willing to learn. |
| Offer more hours per week to workers | What I would currently improve in my job is the degree of freedom to perform certain tasks that are "only" meant to be done by managers or supervisors. Especially at the product management level.<br><br>On the other hand, at the level of managing the performance of my tasks as a shop assistant, I would also ask for a degree of freedom to manage my time in my own way and not in the way the manager considers to be the most appropriate.<br><br>Finally, the degree of involvement of the manager with the tasks, I believe that the manager must be the first person to lead by example, in some cases this is not the case and I believe that this must be a determining factor when it comes to being a manager or managing a team of people. More than being a "boss" or manager, be a leader and earn the respect of your team. |
| The fact that they let you do the tasks one after the other and that they don't send you several things at once. | The organization |
| Timetable | The speed of work of some colleagues |
| Proposals by the company for leisure time. Wage improvements. Improved working hours | |

*Source: Own elaboration.*

As can be seen in the table above, on the one hand, there are employees who are dissatisfied with the salary they receive, with the working hours, with the way supervisors work and even with their own colleagues. On the other hand, there are employees who

are willing to improve every day and others who, in addition to performing their tasks, ask for more freedom in learning supervisory tasks. These arguments lead to the conclusion that each shop takes care of its employees in a better or worse way.

However, despite the heavy arguments, the diversity of responses and the survey's ratings, Springfield shop assistants enjoy good job well-being as they themselves indicate.

**Figure 16: Question about employee well-being in Springfield.**
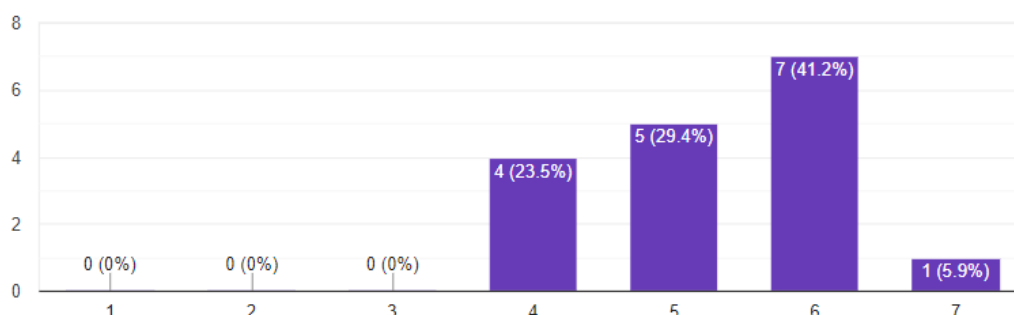


*Source: Own elaboration.*

To conclude the study of the results of the survey, an **analysis of the correlations** between the different organizational factors and well-being at work examined in this final degree project has been carried out in order to see the degree of association they maintain. The assessments of well-being at work come from question no. 32 of the survey carried out (see Appendix 2).

**Table 8: Correlation of organizational factors and employee well-being.**

|  | *ORGANIZATIONAL CLIMATE* | *STRESS* | *BURNOUT SYNDROME* | *JOB SATISFACTION* | *MOTIVATION* | *HEALTHY HABITS* | *EMPLOYEES WELL-BEING* |
|---|---|---|---|---|---|---|---|
| ORGANIZATIONAL CLIMATE | 1,00 |  |  |  |  |  |  |
| STRESS | -0,46 | 1,00 |  |  |  |  |  |
| BURNOUT SYNDROME | -0,28 | 0,36 | 1,00 |  |  |  |  |
| JOB SATISFACTION | 0,51 | -0,59 | -0,30 | 1,00 |  |  |  |
| MOTIVATION | 0,16 | -0,26 | -0,30 | 0,55 | 1,00 |  |  |
| HEALTHY HABITS | 0,50 | -0,38 | -0,64 | 0,26 | 0,52 | 1,00 |  |
| EMPLOYEES WELL-BEING | 0,56 | -0,49 | -0,57 | 0,45 | 0,44 | 0,64 | 1,00 |

*Source: Own elaboration.*

Starting with the organizational climate, it is interpreted that it has a moderate-strong positive correlation with job satisfaction and healthy habits, that is, the greater the organizational climate, the greater the job satisfaction, the better the healthy habits and the greater the well-being at work. On the other hand, there is no correlation with motivation, as the value is very close to 0. There is a weak negative correlation between the organizational climate and the burnout syndrome factor, and finally, there is a moderate-strong negative correlation with stress, so that the greater the organizational climate, the less the effects of burnout and the less stress for the workers. In terms of well-being at work, the organizational climate is positively associated; this impact is considered a moderate-strong impact as the correlation obtained is 0.56.

Next, with regard to work-related stress, it is found that it has only a moderate positive association with burnout syndrome, which is normal, since, as interpreted in the theoretical framework, these two factors are part of the same group of psychosocial factors. On the other hand, stress has a negative relationship with the other factors studied. It has a moderate negative relationship with motivation and healthy habits and a moderate-strong correlation with job satisfaction. The well-being of each of the Springfield employees is negatively related to stress, which means that the more stress they experience, the less well-being they enjoy at work.

Burnout Syndrome, as can be seen in the table above, only has a negative relationship with the other factors. It is remarkable that it is more negatively correlated with healthy habits than with motivation and job satisfaction. This means that the more burned out the worker is, the less time he/she will devote to healthy habits. In this analysis, the association that Burnout Syndrome has with well-being at work is very similar to the correlation it has with healthy habits, since the correlation index is -0.57.

Job satisfaction provides a positive correlation with motivation and healthy habits. It is observed that the correlation with the motivation factor is much stronger than with healthy habits. In terms of its influence on well-being at work, satisfaction has a moderate-strong positive correlation with well-being at work.

The analysis of motivation shows a strong positive relationship with healthy habits, which means that when employees' motivation increases, their healthy habits (doing sport, eating healthy, etc.) also increase. The relationship with well-being at work is observed to be moderately positive.

Finally, healthy habits are positively related to well-being at work and this relationship, as can be seen in the table, is the strongest (0.64) compared to the other correlations with well-being at work by the factors studied.

**Interview:**

As explained in the previous points, the interview is made up of six questions that cover the factors studied. This interview was conducted in person at one of the Springfield branches, specifically at the branch in the La Salera shopping center.

The questions and answers will be reflected below:

**Question 1: How do you try to keep your employees motivated?**

Answer 1: A good working environment is reflected in the results, creating a climate of respect, thanking for efforts, recognizing successes, and training the team are fundamental pillars.

**Question 2: When faced with a conflict between colleagues, how do you act to maintain a good working environment?**

Answer 2: Reacting in the most immediate way, listening to both sides, creating the right atmosphere so that it does not affect the team and finding a solution that suits both sides.

**Question 3: How do you act if very high workloads occur on occasion?**

Answer 3: Organization is fundamental, being clear about the objective and the means to achieve it, through a distribution of tasks in an urgent and important way.

**Question 4: Does the company carry out any activities that promote healthy habits within the company?**

Answer 4: Healthy events, yoga classes, laughter therapy and has a TOP EMPLOYER 2019 certificate that recognizes the company as one of the best in terms of working conditions.

**Question 5: Do you think that working in front of the public has a greater negative influence on your well-being at work than a job where you do not need to deal with people?**

Answer 5: Undoubtedly, NO. By keeping a positive attitude, learning from people, providing a service and working on empathy, it doesn't have to be like that.

**Question 6: What do you think the company can do to increase employee well-being?**

Answer 6: Work-life balance programs with intensive working hours or flexible working hours.

In the responses obtained, it is possible to appreciate a certain positive assessment of the employees in this particular shop, since the manager interviewed states that he always tries to maintain a pleasant working atmosphere among his employees and to give credit to his workers for the results and objectives achieved. When a conflict arises, he is receptive to listen to both sides and offer a common solution, and in order not to tire his staff with tasks, this shop manager divides these activities according to their degree of urgency and importance. This is why the highest average rating of the six factors is for the organizational climate. Based on the high ratings obtained in the last question of the questionnaire (see Appendix 2), where each employee is asked about his or her level of well-being at work, this shop manager proposes the implementation of work-life balance programs so that the employee can enjoy a balance between professional and personal life.

## 4. CONCLUSION

The final objective of this work was to review and analyze the importance of strengthening certain organizational factors for the development and maintenance of good levels of well-being in Springfield employees, in order to reach a conclusion and a proposal for long-term improvement. Thus, the following specific **conclusions** are reached:

1. This empirical analysis has offered the possibility of verifying the veracity of certain statements, in relation to the different organizational factors studied, made by different authors set out in the theoretical framework of this work. Chiavenato (2000) argues that a high degree of motivation leads to a good organizational climate and good job satisfaction. Beehr and Newman (1998) argue that the existence of stress factors in the work environment can lead to psychological dysfunction, which subsequently lead to reductions in well-being at work. Glick (2013) in an interview for Forbes advocated seven ways to keep employees happy and productive. One of these seven ways, he states, is that organizations

need to offer new responsibilities to employees in order for them to grow and gain confidence.

All these statements have been demonstrated by the empirical study carried out in the Springfield company. The practical study developed above demonstrates certain positive relationships between motivation, organizational climate and job satisfaction. It has been shown that stress at work is negatively related to well-being at work. It has also been shown, from the qualitative information collected in the surveys, that one respondent claims to have enough willpower to try to learn new tasks and to grow internally.

2. The second conclusion refers to those factors whose result in this practical analysis has not been the same as the result defended by some authors in the theoretical framework. According to Silla (2001), work stress is the factor that most negatively influences well-being at work; however, the analysis carried out in this work shows a different result. It has been observed that the factor that most negatively influences well-being at work is Burnout Syndrome and not work stress.

Muñoz (2017) in his thesis concluded that motivation and well-being at work maintain a fairly strong, deep and close relationship. However, in the correlation table explained in the results section, it can be seen that the "motivation" factor occupies fourth place in terms of factors with the greatest influence on well-being, taking into account that six factors have been studied and that two of them maintain a negative relationship. Therefore, in this analysis, the factor that maintains the strongest, deepest and closest relationship with well-being at work is the factor "healthy habits".

3. According to the explanation given in the theoretical framework about the **three groups** of factors influencing well-being at work (work environment factors, psychosocial work factors and personal health factors at work) and after the analysis of the results obtained in this case study, it is concluded that the average influence of the three groups is very equal, although one group of factors has a negative influence ( psychosocial work factors) and the other two have a positive influence (work environment factors, personal health factors at work). Even so, it should be mentioned that the group of organizational factors that seems to have

the strongest association with well-being at work is the set of **work environment factors** consisting of the organizational climate.

4. Finally, referring to the intended initial contribution and adding to it the analysis carried out, it is concluded that this study has made it possible to show a theoretical overview of the most relevant organizational factors for well-being at work and also to better understand the concept of well-being in employees. This empirical work has made it possible to illustrate all these arguments and to verify and learn directly about their real applicability in a company.

Despite the contributions of the present work, a number of **limitations** must be acknowledged. It is worth mentioning again that only seventeen subjects have been included in the case study, which means that the number of participants has not been very high, therefore, it would be quite interesting to transfer this analysis to more regions of Spain or even to foreign regions in order to increase the results of the sample and to see the comparison that exists between national and international shops. In addition to this suggestion, it would also be ideal to try to transfer this analysis to other companies in the same or different sectors to see the level of employee well-being and to relate the study to other different variables such as performance or productivity.

After completing the study of the factors involved in employee well-being at Springfield and after analyzing and reviewing the different opinions of its employees, the following **proposals** for long-term improvement are as follows:

- The first long-term improvement proposal for Springfield would be the implementation of a suggestion box for employees, as many employees ask for different improvements in economic and personal areas and it would be good if these improvements could reach different levels of the hierarchy in order to help in the correct decision making.
- They could also hold weekly meetings between shop managers and shop assistants to try to discuss the positive and negative points that have occurred during that week and try to address them as soon as possible so that they do not affect the staff in the medium to long term.
- Another proposal for improvement would be to increase attention to those factors that received the lowest average marks, since, as we have been able to analyse,

it is very important to pay sufficient attention to those positive factors that increase well-being at work, but neither should we neglect those factors that have a negative influence, and try to keep them with a very low influence.

- As Springfield is a textile retailer, financial incentives are measured by the personal sales of each employee. It has been observed that many of the respondents are dissatisfied with their salary. To try to correct this problem, Springfield could raise the % sales incentive to make employees feel more motivated about their salary.

- A final improvement would be to offer gym vouchers. Many shops are located in shopping centers where there are sports gyms. To try to offer them better healthy habits, they could offer free gym sessions to shop assistants.

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## 6. ANNEXES (Original version in Spanish)

Annex 1: Interview with Springfield shop manager:

Guion Entrevista:

1.- ¿Como tratas de mantener a tus empleados motivados?

2.- Ante un conflicto entre compañeros ¿cómo actúas para mantener un buen clima laboral?

3.- ¿Como actúas si se produce en alguna ocasión cargas de trabajo muy elevadas?

4.- ¿Realiza la compañía alguna actividad que promuevan los hábitos saludables dentro de la empresa?

5.- ¿Piensas que trabajar cara al público tiene una mayor influencia negativa en el bienestar laboral que un trabajo donde no necesites tratar con gente?

6.- ¿Qué crees que puede hacer la empresa para aumentar el bienestar de los empleados?

Annex 2: Online questionnaire questions:

# Cuestionario Bienestar Laboral TFG

Buenos días/tardes. Antes que nada, agradeceros enormemente vuestra colaboración contestando a las preguntas que aparecen a continuación. El objetivo de este estudio es conocer el nivel de bienestar que disponéis en vuestro lugar de trabajo mediante el estudio de los diferentes factores que encontrareis posteriormente. Es un cuestionario realizado para el desarrollo de un estudio empírico para un trabajo final de grado de Administración de Empresas de la Universidad Jaume I. LAS RESPUESTAS SERÁN COMPLETAMENTE ANÓNIMAS Y NO OS COSTARÁ MÁS DE 5 MINUTOS.

**Preguntas generales**

1. Edad

La vostra resposta

2. Sexo

○ Hombre

○ Mujer

3. Formación

○ Estudios Primarios

○ Estudios Secundarios

○ Bachillerato

○ Formacion Profesional

○ Estudios Universitarios

4. ¿Cargo de Supervisor?

○ Si

○ No

5. Horas semanales que realiza

La vostra resposta

6. Tiempo que lleva trabajando (años/meses)

La vostra resposta

**Clima Organizacional.**

7. El ambiente de trabajo que se respira en la tienda es agradable.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

8. Las relaciones interpersonales entre el jefe y la plantilla son cordiales.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

9. Todos los problemas se discuten de una manera constructiva.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

10. Cuando aparece un problema todos se interesan por resolverlo.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

Estrés Laboral. Indica tu grado de acuerdo y desacuerdo con las siguientes afirmaciones.

11. El trabajo que realizo requiere un gran nivel de esfuerzo mental y total atención.

- ○ Extremadamente en desacuerdo
- ○ Bastante en desacuerdo
- ○ Algo en desacuerdo
- ○ Indiferente
- ○ Algo de acuerdo
- ○ Bastante de acuerdo
- ○ Extremadamente de acuerdo

12. Si me resulta necesario, puedo tomar un descanso fácilmente.

- ○ Extremadamente en desacuerdo
- ○ Bastante en desacuerdo
- ○ Algo en desacuerdo
- ○ Indiferente
- ○ Algo de acuerdo
- ○ Bastante de acuerdo
- ○ Extremadamente de acuerdo

13. En ocasiones me resulta complicado mentalmente ir a trabajar.

- ○ Extremadamente en desacuerdo
- ○ Bastante en desacuerdo
- ○ Algo en desacuerdo
- ○ Indiferente
- ○ Algo de acuerdo
- ○ Bastante de acuerdo
- ○ Extremadamente de acuerdo

14. Al llegar a casa me olvido fácilmente del trabajo.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

## Síndrome Burnout

15. Muchas veces pienso que siempre hago el mismo trabajo

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

16. Mis superiores me exigen que trabaje rápidamente.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

17. Cuando acaba mi horario me siento agotado.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

18. Siento que trabajar cara al público me cansa.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

Satisfacción Laboral

19. ¿Te consideras satisfecho con tu horario laboral?

○ Extremadamente insatisfecho

○ Bastante insatisfecho

○ Algo insatisfecho

○ Indiferente

○ Algo satisfecho

○ Bastante satisfecho

○ Extremadamente satisfecho

20. ¿Estas satisfecho con el sueldo que percibes en relación al trabajo que ofreces?

○ Extremadamente insatisfecho

○ Bastante insatisfecho

○ Algo insatisfecho

○ Indiferente

○ Algo satisfecho

○ Bastante satisfecho

○ Extremadamente satisfecho

21. ¿Cómo de satisfecho te encuentras en cuanto a las relaciones con los compañeros?

○ Extremadamente insatisfecho

○ Bastante insatisfecho

○ Algo insatisfecho

○ Indiferente

○ Algo satisfecho

○ Bastante satisfecho

○ Extremadamente satisfecho

22. En general, ¿Cómo de satisfecho estas en tu tienda?

○ Extremadamente insatisfecho

○ Bastante insatisfecho

○ Algo insatisfecho

○ Indiferente

○ Algo satisfecho

○ Bastante satisfecho

○ Extremadamente satisfecho

Motivación laboral.

23. ¿Crees que el sueldo es importante para estar motivado?

○ Sí

○ No

24. ¿Se reconoce mi esfuerzo y dedicación?

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

25. Me siento motivado ya que pienso que tengo posibilidad de ascender.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

26. En general me siento motivado en mi puesto de trabajo.

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

Hábitos saludables.

27. ¿Realizas alguna actividad deportiva en tu tiempo libre?

○ Si

○ No

28. Si es así, ¿Cuántas veces por semana realizas deporte?

○ 0 veces

○ 1 vez

○ 2 veces

○ 3 veces

○ + 3 veces

29. ¿Piensas que es importante tener unos buenos hábitos saludables (alimentación, deporte, higiene...) para disfrutar de un buen bienestar laboral?

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

30. ¿Piensas que Springfield cuida suficientemente los hábitos saludables de sus trabajadores?

○ Extremadamente en desacuerdo

○ Bastante en desacuerdo

○ Algo en desacuerdo

○ Indiferente

○ Algo de acuerdo

○ Bastante de acuerdo

○ Extremadamente de acuerdo

31. ¿Qué mejorarías de tu puesto de trabajo?

La vostra resposta

32. Cual es tu grado de bienestar laboral en un nivel del 1-7, siendo 1 extremadamente bajo y 7 extremadamente alto.

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| | ○ | ○ | ○ | ○ | ○ | ○ | ○ |