THE CHALLENGE OF EMPLOYEE WELL-BEING IN SMALL BUSINESSES: THE G&T 2007 FONTANERIA Y CONSTRUCCIONES S.L. CASE

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INTRODUCTION

One of the most important challenges we face today as a society is to bring a greater humanization to processes conditioned by technology and the dizzying time in which objectives are expected to be achieved. It is necessary to recover the values related to people's welfare and transform old paradigms, especially in the business environment.

We cannot underestimate the fact that most of us spend a third of our time at work, which is a crucial part of our lives. In this respect, the work environment in which we find ourselves and the way it makes us feel is of particular importance.

Achieving well-being within an organization is a necessity, but fundamentally a complex task. However, it not only brings individual benefits for the members of the organization but will also be a modus vivendi for achieving better joint results, as will be detailed in this paper.

Moreover, it is a certainty that there is currently a lot of theory on the subject in the field of business administration and people management. Notwithstanding, the real difficulty is to put it into practice, which is, its implementation, especially in the case of small companies, and even more when it comes to specific sectors, like those characterized among other aspects for being traditional.

Therefore, taking all this into account, it has been decided to carry out a case study to test and analyze the challenge of employee well-being in small businesses, becoming the main objective of the present study.

However, when choosing the company, several factors have been considered to ensure that the work is representative of the above-mentioned situation. Firstly, it is a must to choose a small company, which would also reflect the size of the company that makes up the majority of the Spanish business fabric, where large companies represent only 0.18% of the total, compared to 99.82% corresponding to SMEs, which account for a total of 2,939,928 companies, according to data published by the Ministry of Industry, Trade and Tourism in the month of May 2022.

Likewise, another necessary element is the fact that it should be a team-based enterprise, but with enough seniority to be able to carry out an analysis of its situation as a whole.

For all these reasons, the selected company has been G&T 2007 Fontanería y Construcciones S.L., which is a small and family company that belongs to the

construction industry, which can be considered a clear example of a traditional sector, and it is based on teamwork too. Additionally, it is a longstanding company, as it was established in 2007, and our experience within the company is noteworthy, which facilitates its analysis and access to the data necessary to carry out the research.

Finally, as for the structure of the paper, it has been divided into four distinct chapters: the theorical framework, where an analysis of the main issues related to the subject is carried out; the empirical work and methodology, that explains how the study is conducted; the study case analysis, which includes the data and the results extracted; and the conclusions, including some recommendations and a reflection on the limitations and the future research.

1. THEORETICAL FRAMEWORK

1.1. Well-being: Concept definition

Well-being has been studied for decades from different disciplines and perspectives such as philosophy, psychology, sociology and healthcare. This variety has resulted in little consensus among researchers about its components (Grant et al., 2007).

However, the main approaches to the current concept of well-being agree that it is multidimensional construct and include the following distinction: subjective well-being (SWB) and psychological well-being (PWB) (Ruggeri et al., 2020).

On the one hand, the SWB includes the pursuit of happiness and pleasant life (Diener et al., 1999). In other words, it defines well-being in terms of pleasure attainment and pain avoidance (Ryan & Deci, 2001). Furthermore, researchers suggest that it has three main components: high levels of positive affect, low levels of negative affect and a cognitive evaluation of one's satisfaction with its life (Page & Vella-Brodrick, 2009).

On the other hand, the PWB insists on meaning and self-realization, assessing a person's level of functioning in order to determine their level of well-being (Ryan & Deci, 2001). Specifically, it is composed by six different elements: self-acceptance, personal growth, purpose in life, positive relations with others, environmental mastery and autonomy (Ryff & Sygnger, 2008).

Additionally, numerous researchers have determined that there is a strong relationship between both dimensions (Gallagher et al., 2009) and it is typically believed that, at the

end, they are part of the global concept of "optimal well-being" (Chen et al., 2012), but maintaining their distinctiveness (Keyes et al., 2002), as shown in Figure 1.

That said, to understand properly the nature of the concept, it is important to add that well-being determines the quality of relationships with oneself and with the environment, and may vary from one society to another, and from one moment in one's life to another (Vielma & Alonso, 2010). In other words, it is characterized by its variability and transversality.

Figure 1: Components of "optimal well-being"
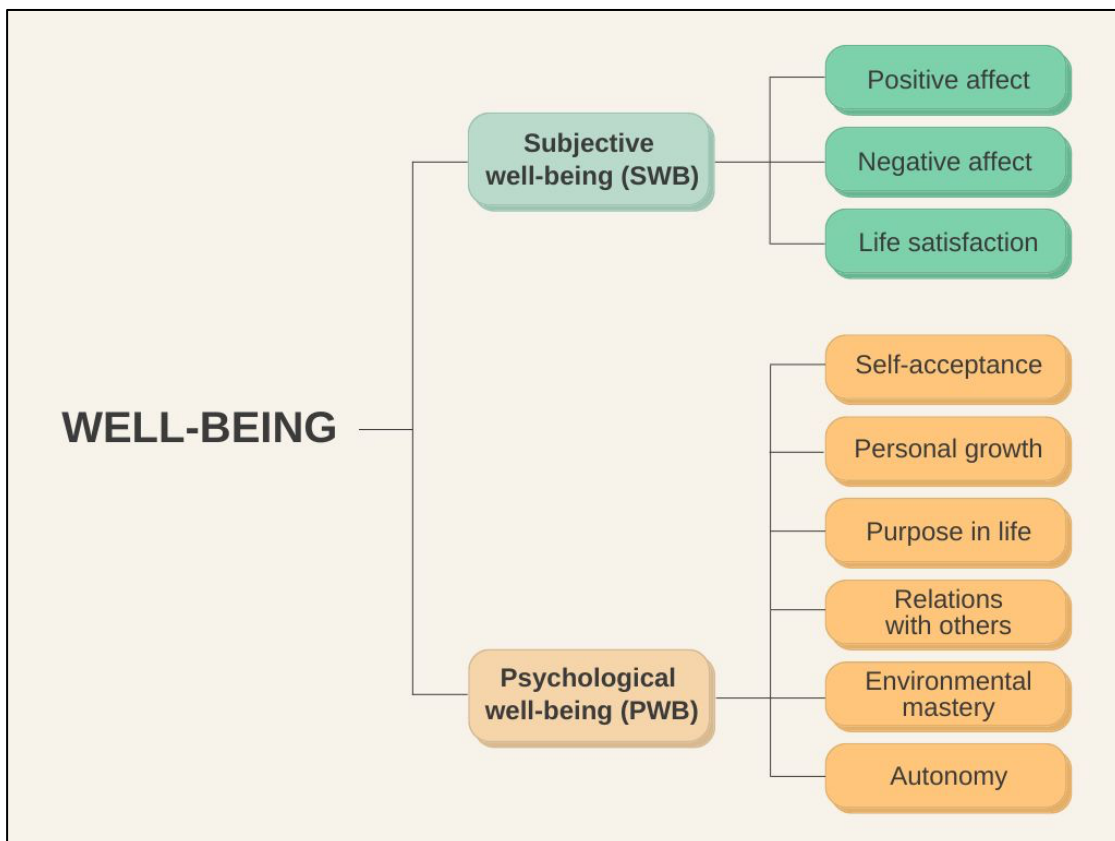
Source: Own elaboration

Nevertheless, this paper will focus on the model provided by Professor Martin Seligman, who is considered the pioneer of positive psychology and has been the president of the American Psychological Association (Kun et al., 2017). Namely, he proposed the PERMA Theory (Seligman, 2011), defining well-being in terms of five different pillars or components:

- Positive emotion: being much more than just "happiness", including emotions such as hope, joy, love, gratitude, compassion, etc. (Madeson, 2017). It is important to have in mind that positive affectivity is partly heritable, and emotions tend to fluctuate within a range (Positive Psychology Center, n.d.).

- Engagement: defined as an experience in which a person fully displays their skills, strengths, and focus to complete a challenging task (Positive Psychology Center, n.d.). In positive psychology, measures have been focusing on a term known as "flow", which refers to an intense level of engagement that involves strong concentration, absorption, and attention (Butler & Kern, 2016).

- Relationships: referring to all the interactions that individuals have with others, feeling supported, loved, and valued by them (Madeson, 2017). In fact, this point is based on the idea that humans are inherently social creatures (Seligman, 2011).

- Meaning: explained in terms of having a direction and purpose in life, connecting to something bigger than oneself and feeling that one's own life is worthwhile and valuable (Butler & Kern, 2016).

- Accomplishment: which is also known as achievement, mastery, or competence (Madeson, 2017). In truth, to achieve well-being, individuals must be able to look back on their lives with a sense of accomplishment (Kun et al., 2017).

To sum up, and in order to clarify the model that has been explained, its components are shown graphically in Figure 2:

Figure 2: PERMA Theory of well-being
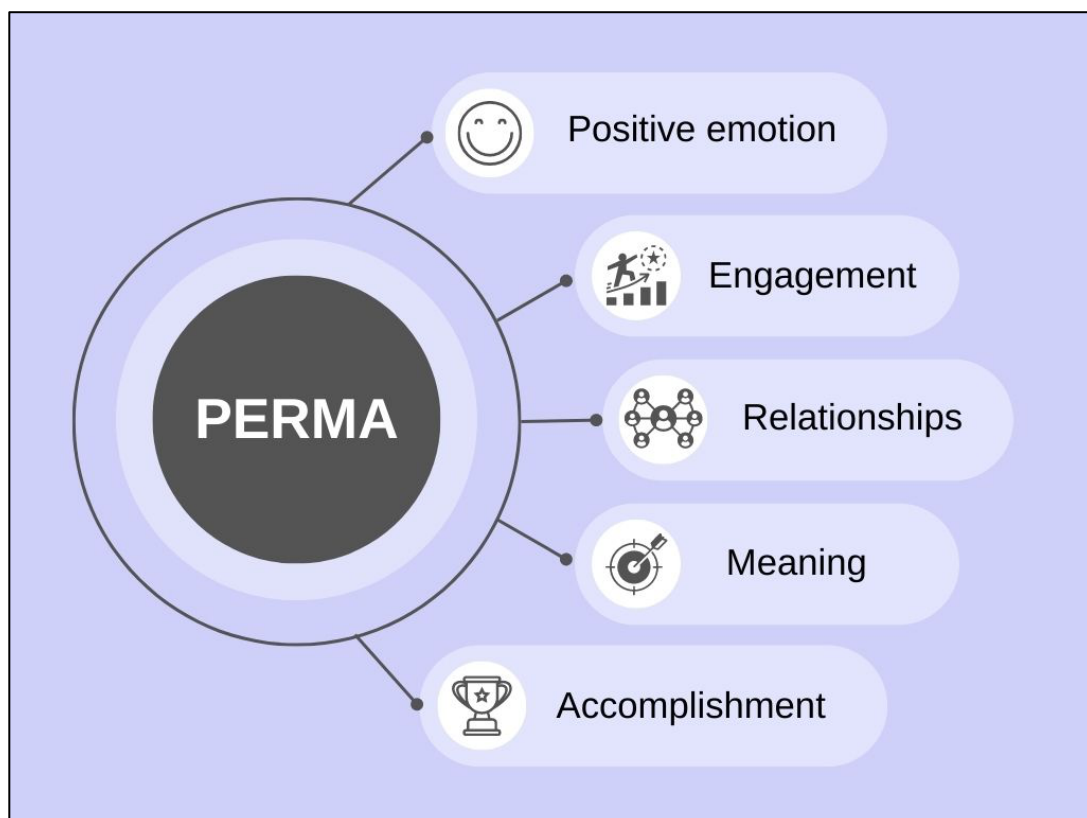
Source: Own elaboration

1.2. Related terms clarification

Having explained the basic notions about the concept of well-being, it is pertinent to explain and clarify questions about other concepts that are closely related: health and happiness.

Firstly, it is not easy to find a valid and unanimous definition about health. For example, researchers such as Emmet (1991), determines that it is generally explained by the absence of disease, as opposed to the diseases themselves, which in fact are precisely identified and classified. Instead, the World Health Organization defines it as a "state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" (World Health Organization, 1998).

In fact, from the latter definition, it is also clear that a relationship between health and well-being does exist, which is supported by other researchers too, such as Díaz (2001). However, health generally seems to include both physiological and psychological symptoms, whereas well-being is a more comprehensive idea that considers the entire person (Warr, 1990). In this sense, wellbeing amplifies the factors to be considered in relation to the human being, but health is a resource in everyday life, rather than a vital objective (Gimeno, 2015).

Besides, talking about happiness, the search for it is an old aspiration of human beings and one of the essential elements that gives meaning to life. It is the "supreme perfect good" (Rojas, 1998). The way of understanding it has been, and still is, very varied, but although in each culture and period it has been constructed in different ways, there are important coincidences between all of them. For example, most authors refer to the existence of two major differentiated and complementary approaches to happiness: the hedonist and the eudaemonist (Gimeno, 2015). Furthermore, the sustainable happiness model asserts that it is the result of a combination of the following: genetic predisposition, life circumstances and one's intentional activities (Lyubomirsky et al., 2005).

However, focusing on the relationship between happiness and well-being, it is remarkable that some physiologists make a distinction between them, which is shown for example in the studies of Synder, Lopez, and Teramoto-Pedrotti (2011); but others consider well-being as a synonym for happiness, such as Diener and Seligman (2002).

In addition, others have identified well-being as a subjective state of being healthy, happy, pleased, and satisfied and comfortable with one's quality of life (Danna & Griffin,

1999), which would signify and evidence the relationship that exists between the three terms analyzed, being all of them complementary and significant.

If this mentioned relationship is analyzed, it can be concluded that happiness and health are directly proportional and, moreover, they are correlated. On the one hand, happiness has positive effects on health, protecting the heart, strengthening the immune system, reducing pain and, in short, extending life expectancy (Newman, 2015), being also important the fact that happy people tend to promote healthy behaviors and develop in more favorable social environments (Deschamps et al., 2020). But, on the other hand, good health causes happiness too (Newman, 2015). Furthermore, relating these terms to well-being, as it can be considered an umbrella term, it would be achieved when there are high levels of both, as shown in Figure 3.

Figure 3: Happiness, Health, and Well-being
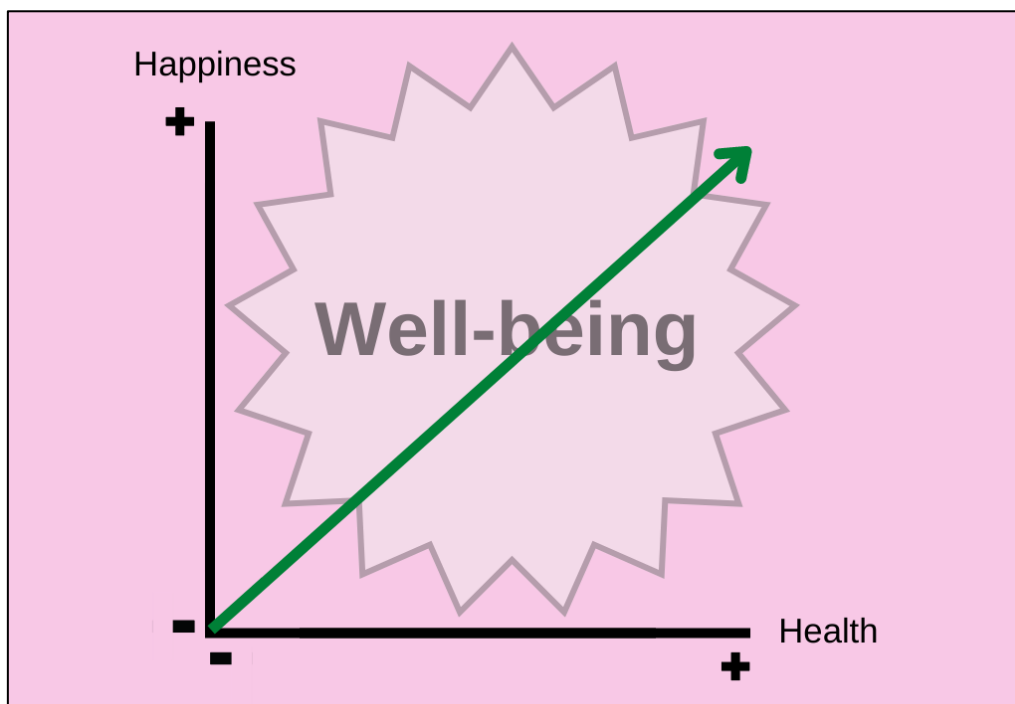
Source: Own elaboration

Finally, by relating it to Seligman's theory, it can be determined that the term happiness would be covered by the initial P (of Positive emotion), and even the psychological aspect of health, but authors such as Butler and Kern (2016) have decided to study a new version that adds health as an independent section that also includes the physical aspect, creating what is known as the PERMAH model, which will be taken into consideration in this study, as there is also agreement on the relevance and appropriateness of this extension.

1.3. Importance of well-being

The relevance of well-being has been increasing in the last decades, being one of the factors considered as fundamental for the development and growth of human beings and society (Díaz, 2001; Marmolejo, 2004; Gimeno, 2015). Thus, along with other economic and social indicators, well-being is one of the three main ways of assessing the quality of life of societies (Diener & Suh, 1998).

Focusing on the business world, because of factors like globalization, organizations now have to deal with constant change and fierce competition because, among other things, internationalization has greatly increased, transactions now happen more quickly, market fluctuations have increased, and new organizational practices are emerging. As a result, the needs and values of both employees and clients are continually shifting (Wesarat et al., 2014).

To cope with it, the role of employees is crucial, as they must adapt to the situation, be able to work well with others, be motivated and skilled, but also have a positive attitude and be accountable to the company (Januwarsono, 2015).

One of the possible ways to address this situation is precisely through the employee well-being, as many studies have shown that individuals with higher levels of well-being present better outcomes regarding their physical health and longevity (Diener et al., 2017) and perform better at work (Knapp et al., 2011). Ultimately, it can enhance an organization's long-term performance, productivity, employees' dedication and brand; it can also help with better retention, increased employee resilience, and a decrease in accident and sick leave rates (European Agency for Safety and Health at Work, 2013).

By contrast, poor employee well-being has negative consequences for organizations such as absenteeism and turnover (Grant et al., 2007). Furthermore, the European Agency for Safety and Health at Work determines that the negative impacts on employees and organizations include that it could manifest as job strain, which is related to heart diseases; an increase in sickness absence and presenteeism levels, etc. In fact, may in turn limit the organizations' growth (European Agency for Safety and Health at Work, 2013).

The experiences of the employee and the client are linked and associated. Consequently, they might have a beneficial or negative impact on one another (Batat, 2022). Figure 4 shows the correlation between employee satisfaction and firm performance according to Krekel et al. studies (2019), which found that while employee

happiness has a good association with productivity and profitability, it also has a strong positive correlation with customer loyalty and a significant negative correlation with staff turnover.

Figure 4: Correlation between employee satisfaction and firm performance
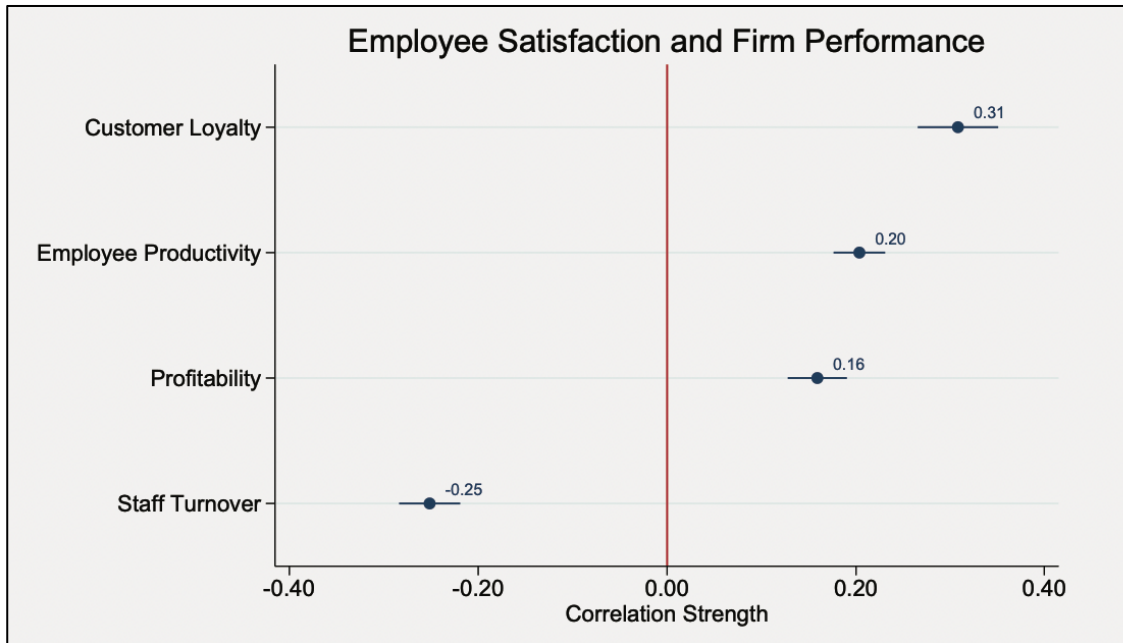
Source: Krekel, C. et al. (2019). Employee Well-being, Productivity, and Firm Performance: Evidence and Case Studies.Chap. 5. Global Happiness and Wellbeing Policy Report, by Global Council for Happiness and Wellbeing. New York: Sustainable Development Solutions Network.

In addition, the overlap between non-work and work is another issue that is addressed regarding employee well-being, recognizing that a person' s work and personal lives are not separate entities. In fact, they are considered interrelated and intertwined domains having reciprocal effects on each other (Danna & Griffin, 1999). For this reason, other studies suggest that happy employees can bring their happiness from their offices to their homes, and vice versa (Wesarat, et al., 2014).

In short, on the basis of the above, it is possible to conclude that organizations must seek to promote employee happiness at work since doing so helps both the workers and the businesses, improving the productivity of any organization, with all that this implies (Fisher, 2010).

1.4. Determinants of employee well-being

As previously mentioned, well-being is a multidimensional concept, which implies that it is also the result of different and varied factors. In this context, Díaz (2001) appreciates that it is the result of the systemic activity of various factors acting synergistically: the macro-environment (with its economic, legal, and socio-demographic subsystems); the micro-environment (comprising the family, education, work, health, leisure and culture, and reference groups); and the individual (including personality and biological aspects).

Figure 5: Factors of employee well-being by the Future Workplace Virtual Summit

Source: Own elaboration

Furthermore, when analyzing the specific factors that can influence on employee well-being, it is worth noting that the "Future Workplace Virtual Summit", shown in Figure 5, identified seven pillars, setting up in the center the growing need for flexibility in where, when, and how employees work. Firstly, the physical condition, including features such as exercise, sleep, overall lifestyle and food choices; and the emotional, referring to employee mental health. Secondly, the career, the purpose and the financial points, which are crucial in determining employee's involvement and engagement. Finally, the social and community aspects, being related both with the human condition and the need to feel part of a group (Meister, 2021).

Also, the "European Agency for Safety and Health at Work (EU-OSHA)" established other factors that determinate well-being at work, shown in Figure 6: employee

involvement, health and safety, employee growth and development through different programs and a good balance work-life. Nonetheless, in this model, it is important to emphasize that communication links with all the other elements, evidencing the need for dialogue in moving processes forward (European Agency for Safety and Health at Work, 2013).

Figure 6: Factors of well-being at work according to the European Agency for Safety and Health at Work

Source: European Agency for Safety and Health at Work EU-OSHA. (2013). Well-being at work: creating a positive work environment.

Besides, although the two-factor theory of Herzberg was designed with motivation in mind, it can also be considered relevant when studying the factors of employee well-being. In particular, the theory classified the studied factors as either motivation factors, that are those that increase job satisfaction; or hygienic factors, which prevent job dissatisfaction (Nickerson, 2021).

Therefore, it confirms that events that elicit pleasant emotions differ from those that elicit negative ones. For example, features like salary, working conditions or security at work are responsible for generating dissatisfaction if they are not present, while motivational factors imply positive emotions correlated with events of achievement, recognition, challenging work, responsibility, autonomy, involvement in the decision-making process, sense of importance to an organization, progress and growth, etc. (Fisher, 2010).

Moreover, according to this theory, it is necessary to maintain a balance between both factors and to have into consideration that if an employee has poor working conditions, the feeling of dissatisfaction will appear, but if the conditions improve, this will not ensure an improvement in his or her job satisfaction. So, in other words, it is not enough to eliminate the presence of dissatisfaction factors, it is crucial to improve the motivational factors too (Rodríguez & Sanz, 2011).

Finally, especially in organizations where teamwork is the base, implying it is important to consider the emotional contagion as a factor, suggesting that a leader's feelings might be passed on to their team (Johnson, 2008) among teammates (Walter and Bruch, 2008), and from the service provider to the client (Dallimore et al., 2007). Furthermore, researchers such as Saari & Judge (2004) or Rodriguez & Sanz (2011) have asserted that there might be a reliable connection between life and job satisfaction.

In summary, it has been shown that there are many factors that can influence levels of well-being, and that these can vary from one person to another. However, in this paper it has been considered appropriate to take into account mainly those put forward by the EU-OSHA, as it is considered a renowned organism, but complementing them with some of the factors provided by the Future Workplace Virtual Summit that are not specifically detailed and are deemed important, such as the financial aspect and flexibility, and not duplicating those already covered by the PERMAH theory about the well-being components.

Accordingly, Figure 7 shows graphically the relationship between the components of well-being that will be studied in this project, and the determinants that will be mainly considered too.

Figure 7: Components and determinants of well-being addressed in the research
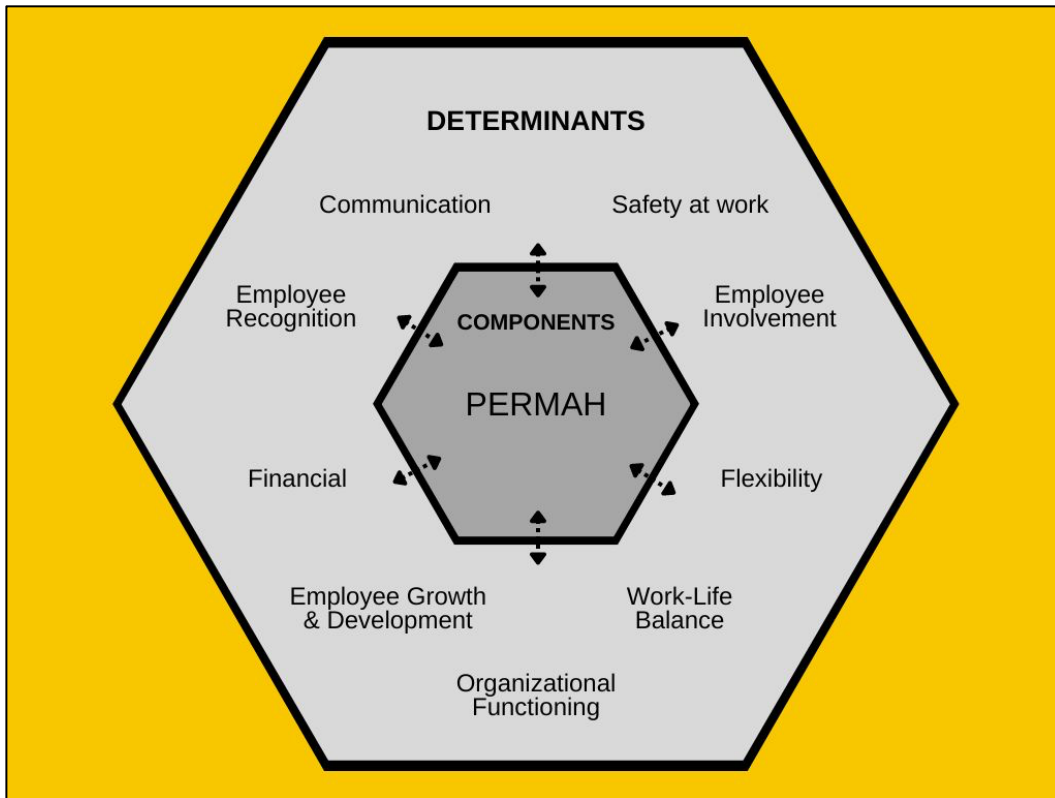
Source: Own elaboration

1.5. How to improve and enhance the employee well-being

Although significant study has been done on the factors that contribute to and are correlated with wellbeing, very little of it has concentrated on potential strategies for consistently improving it (Sheldon & Lyubomirsky, 2006).

As well-being is influenced by so many different and even subjective factors, being impossible to create a single and concrete organizational intervention to improve the issue, as people can have diverse perceptions of the same circumstance. Additionally, it is important to keep in mind that people might quickly get used to better surroundings (Sheldon & Lyubomirsky 2007). However, in the following lines, several possible measures that may be useful are set out.

On the one hand, taking into consideration the contributions of the Future Workplace Virtual Summit, it is important to remark that offering workplace flexibility is one of the most widely implemented ways of trying to achieve the objective (Meister, 2021). Moreover, based on its pillar theory provided, some possible actions are determined by them:

- About the physical, although it is more of a personal and individual matter, organizations can contribute in this area assisting workers to develop it. For example, communicating the importance of daily habits, but also allowing workers to take a break when necessary, or by providing them with the appropriate working tools, among others.

- With regard to the emotional, especially after the pandemic, mental health has become an important issue, even for the companies. In this sense, it is beneficial to provide means to improve it and also to take care for the way in which employees are treated, for example by their leaders.

- Concerning the career, employers are implementing talent policies to retain workers, including for example enhanced learning and development programs or new internal talent mobility opportunities.

- Respecting the purpose, employees increasingly seek out employers whose values align with their own. So, it is important that the organization's values are correctly transmitted and that employees are able to identify with them.

- Regarding the financial, the PwC 2021 Employee Financial Well-being Survey, found finances to be the main cause of employee stress above their job, health, and relationships (PwC, 2022). In fact, some businesses are promoting emergency savings accounts as a potential remedy, as these accounts enable employees to save money for unforeseen events by having payroll deductions made on their behalf.

- About the social aspect, employers are creating and carrying out new offers to bring social experiences to workers, since having deep friendships in both one's personal and professional life is one of the most important indicators of long-term satisfaction and, consequently, wellbeing.

- Talking about community, giving workers the chance to participate in their local community will strengthen the bonds that each employee has with their employer, their neighborhood, and the globe. Employer sponsorship of community initiatives is a great method to keep employees motivated and loyal while also enhancing global sustainability.

In this sense, the European Agency for Safety and Health at Work determined that if enterprises take account its model presented about the six factors through different practices, organizations will improve their levels of well-being, causing positive emotions at work. (European Agency for Safety and Health at Work, 2013).

On the other hand, Fisher (2010), found that perceptions of a variety of organizational and job characteristics are consistently related to job satisfaction and affective commitment, including examples of possible concrete alternatives such as the following: provision of fair treatment for all employees, security, and recognition; promotion of skill development to enhance competence and enable growth; and creation of work that is interesting, challenging, autonomous and rich in feedback.

Furthermore, another frequently suggested solution relates to High Involvement Work Systems (HIWS), that represent a general management orientation focused on providing employees with greater involvement as a means to improve employees' experiences at work and the organizations' overall competitiveness (Boxall & Macky, 2009; Wood, 2020). In fact, a number of research have discovered that HIWS have favorable benefits on a person's sense of wellbeing (Butts et al., 2009).

In short, there are many ways to improve the employee well-being, but what is really important is to analyze the needs of the individuals in each organization in order to offer the most effective personalized solutions.

1.6. Well-being in small businesses

The relevance of well-being for individuals and society, as well as for businesses. However, when it comes to small companies, there are certain aspects that need to be considered.

Firstly, it is necessary to clarify the distinction between different types of companies that are often lumped together under the same term known as SMEs, which is often equated with the more generic term small enterprises, as opposed to large companies. However, as can be seen in the table 1 about the EU approach, there are important variations between micro, small and medium-sized enterprises, mainly based on the number of workers they have and their level of income.

Table 1: Criteria to distinguish micro, small, and medium sized companies in EU.

Criteria	Micro company	Small company	Medium company
Average yearly employment	0 – 9 staff members	10 - 49 staff members	50 – 249 staff members
and			
Annual turnover	Does not exceed 2 mln Euro	Does not exceed 7 mln Euro	Does not exceed 40 mln Euro
or			
Total annual balance	Does not exceed 2 mln Euro	Does not exceed 5 mln Euro	Does not exceed 27 mln Euro

Source: Matejun, M. (2008). Barriers to Development of High-Technology Samll and Medium-Sized Enterprises. Technical University of Lodz. Lodz.

That said, it is also important to mention that in recent decades, there has been a striking resurgence of interest in business, politics, and research around the small businesses. It is now frequently viewed more positively as the engine of the enterprise economy and essential to economic regeneration, as opposed to being seen as a disappearing remnant of Nineteenth-century industrialization, existing only where market forces and new technology had not yet restructured the economy. For instance, governments have seized upon small businesses as engines for innovation and employment creation, but most importantly as platforms for aspiring entrepreneurs (Curran & Blackburn, 2001).

In this sense, in the case of Spain, the Spanish Strategy on Safety and Health at Work 2015-2020, sets as a common goal to achieve safe, healthy, and productive workplaces, where wellbeing is undoubtedly a fundamental aspect.

Furthermore, it places special emphasis on achieving an improvement in the levels corresponding to small companies, as occupational accident statistics show a higher prevalence of occupational accidents in small and medium-sized enterprises. Specifically, this is due to a lower awareness of the importance of occupational risk prevention, a greater lack of knowledge of the legal provisions applicable to them, as well as the lower availability of human and material resources. For all these reasons and considering the large number of SMEs that make up the Spanish business fabric, it includes them as a priority in the health and safety at work action programmes (Instituto Nacional de Seguridad y Salud en el Trabajo, n.d.).

Besides, it is necessary to take into account the provisions of the 2030 Agenda, which includes the three sustainability dimensions: economic, social and environmental, and is made up of 17 Sustainable Development Goals (SDGs) that will build on the progress achieved through the Millennium Development Goals (MDGs). Specifically, with people

and the environment at its core, this agenda gives the world community the drive it needs to collaborate in order to confront the huge challenges facing humanity, particularly those linked to the workplace. Thus, the importance of decent work in realizing sustainable development is highlighted in Goal 8, which aims to "promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all", so it can be consider another scope where well-being has a notable application (International Labour Organization, n.d.).

Finally, it is remarkable that in the Action Plan on Workers' Health 2015-2025, made by the Organización Panamericana de la Salud (Pan American Health Organization), the importance of employees' well-being is reiterated throughout the entire document.

In short, it has been possible to observe both the importance of employees' well-being, as well as the current need to be able to put it into practice in companies considered small, which will be analyzed in this paper.

2. EMPIRICAL WORK – METHODOLOGY

2.1. Problem definition and objectives

For all the reasons exposed previously, the **main objective** of the present work is to study the challenge of employee well-being in small businesses.

About the **sub-objectives**, they can be determined as follows:

- Analyze the current situation and characteristics of small businesses that affect the well-being levels of their workers.

- Study the practices that small companies tend to implement regarding this issue.

- Get to know the employees' expectations and hopes.

- Make recommendations that may be applicable to companies of this typology to improve the levels of their employees' wellbeing and, consequently, the situation of the organizations.

2.2. Sources of information and data collection methodology

The methodology of this work will be a case study, specifically of the company G&T 2007 Fontaneria y Construcciones S.L.

In terms of the techniques to be applied, and to fully understand the problem, multiple types of research methods are going to be implemented, collecting both qualitative and quantitative primary information.

Moreover, the variables to be analyzed refer both to the components of well-being and to its determinants, as well as to possible suggestions for improvement of the current situation provided by the members of the company themselves.

In addition, the sample includes both the manager, who will be interviewed in person; and the 26 employees of the company, who will answer some questionnaires and will participate in a focus group. However, their specific characteristics will be known once the survey has been carried out.

Specifically, the study will be carried out as follows:

- Interview with the owner and managing director of the company: The composition of the interview is going to be semi structured, and the aim is to get to know the company, including information related to the origin of the company, its corporate purpose, its structure and functioning, as well as more specific issues related to employees' wellbeing in a more direct way. Thus, the questions included are listed in Annex 1.

- Questionnaire to employees: This part of the study related to the survey is going to be fully structured, the information that is going to be obtained is both quantitative and qualitative, and it is going to be delivered on paper to try to overcome the technological barriers that exist for some of the workers.

Firstly, a brief description of the questionnaire shall be introduced, indicating its purpose, as well as informing that it will be anonymous and how it will work. Then some questions relating to demographic information on age, gender, nationality, family members and years in the company will be included, with the aim of finding out the profile of the existing workforce.

Afterwards, the questions relating to the "Workplace Wellbeing Survey", that was developed by Professor Margaret L. Kern (University of Pennsylvania), will be presented to obtain quantitative information related to PERMA theory, also including some additional indicators, which are health and negative amotion. Specifically, it is a variant

of the PERMA-Profiler that changes the context of the questions to the work context and is made up of 23 questions, referring to different indicators that must be evaluated from 0 to 10, and the results of each block must then be added up (Kern, n.d.).

In addition, to obtain information on the determinants of well-being, the F-PSICO 3.1 questionnaire of the Instituto Nacional de Seguridad e Higiene en el Trabajo (National Institute for Safety and Hygiene at Work), will also be used. In fact, it is a psychosocial assessment tool that can, in principle, be used in any company regardless of its size, sector or activity and it focuses on how employees perceive various aspects of their work, aiming to assess seven factors: mental load, personal autonomy, job content, supervision, participation, role definition, concern for the worker, and interpersonal relationships (Instituto Nacional de Seguridad y Salud en el Trabajo, n.d.).

At this point, it is also important to note that the tool that will be used to process all the quantitative data obtained will be Excel, allowing averages to be calculated, as well as analyzing the maximums and minimums of the responses obtained for all answers.

Finally, 8 different open-ended questions about some of the well-being determinants, specifically on salary, communication, working time, work-life balance and training, and what workers would like to see improved in this respect will be added. In this way, relevant qualitative information will also be obtained.

Regarding to languages, workers will be provided with the Spanish version of the questionnaire, as many of them do not have sufficient knowledge of English. However, an example of the full version in English can be found in Annex 2.

- Focus group: The purpose of this tool is to obtain relevant information related to the issue under study, but especially to check the results of the questionnaire and thus its validity and reliability, by comparing the results of both methods.

It consists of a meeting with the workers, carried out at the company's office, in order to be able to discuss freely about the aspects asked in the questionnaire and thus share their opinions and reach joint conclusions. The specific questions that were asked can be found in Annex 3.

In fact, it is essential that it takes place after the results of the questionnaires have been obtained to avoid that what is discussed at the meeting may contaminate their individual responses.

Finally, it is worth mentioning that this action has the authorization and approval of the head of the company, who allowed us to carry it out within the working day of the workers.

2.3. Description of the organization: G&T 2007 Fontanería y Construcciones S.L.

G&T 2007 Fontanería y Construcciones S.L. is a limited liability company whose corporate purpose is to offer plumbing, construction, rehabilitation, and community services (Annex 1, questions 1 and 3).

Its origins are found in the current CEO's work as a freelancer in 1999 who, due to the high demand for work, was forced to hire more staff, becoming a legal entity that better suited the needs in 2007 (Annex 1, question 1).

About the company's mission, in their website it is set out as the scope of their clients' expectations and maintain the trust they place in the company to make their projects a reality. Always with the responsibility of offering the best solutions and with the best finishes, drawing the best line between quality, costs and time (G&T own website; Annex 1, question 4).

Furthermore, about their objectives in the coming years, they expect to become one of the main companies in the sector in the province of Castellón, but always without forgetting where they come from, looking for the satisfaction of their clients and offering the best in the sector in terms of quality and price (Annex 1, question 5).

In terms of its members, currently it is formed by its one sole partner and twenty-six workers, although this number varies according to the volume of work and the projects carried out, being also common to subcontract personnel for certain functions (Annex 1, question 3).

About its structure, it is divided into two different departments, which are the works and the administration departments. On the one hand, in the works department, it is important to distinguish between masonry, plumbing, painting and carpentry, all coordinated by a common technician, who is also in charge of making the budgets. Moreover, in the masonry department, there are first and second officers, and of them are divided in turn into crews that are distributed among the different works, but there is always an officer who takes on supervisory functions (Annex 1, question 8).

On the other hand, the administration department performs both purely administrative functions, such as accounting and filing invoices for income and expenses, but also commercial, running their social networks or attending to clients who may come to their office, and even human resources, being those who attend to the needs that other workers may have. However, the company also subcontract the services of a

management company in Castellón, being the ones who present their mandatory accounts (Annex 1, question 9).

Having explained this, an organigram is presented in Figure 8 to appreciate the structure of the organization graphically and visually.

Figure 8: Organization Chart of G&T 2007 Fontanería y Construcciones S.L.
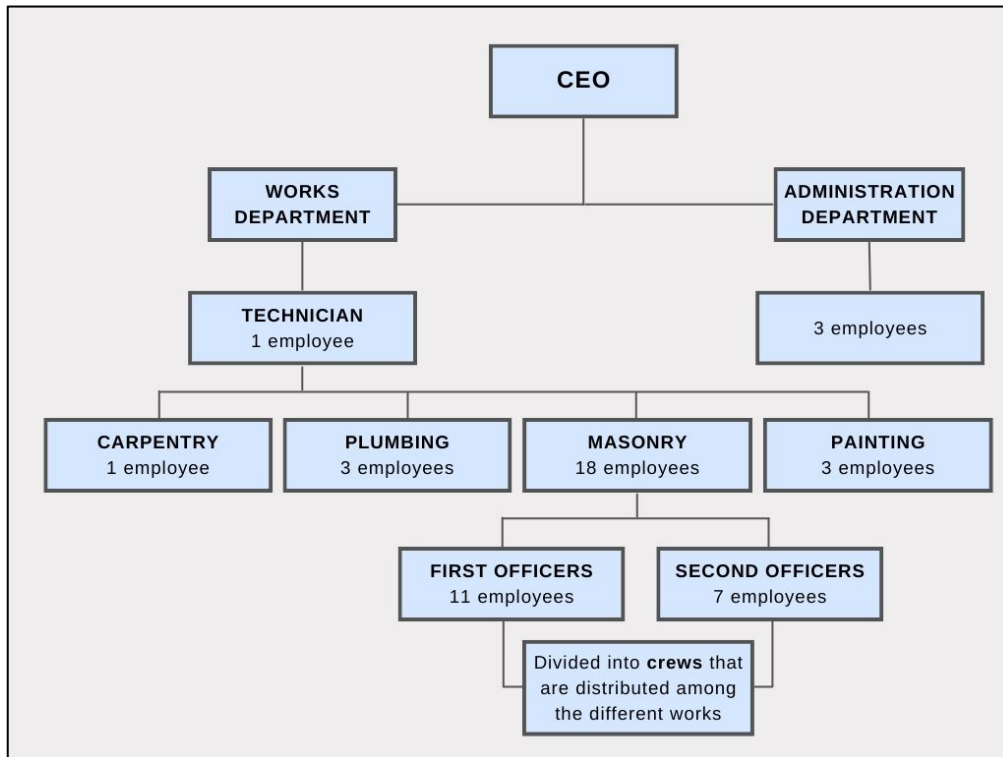
Source: Own elaboration

3. STUDY CASE ANALYSIS

Three distinct sections will be used to present the study's findings. On the one hand, the outcomes of the interview with the head of the company will be discussed, and, based on the descriptive statistical analyses performed, the survey will then be explained, including statistics such as the means, maximums, and minimums of the questions that make up the questionnaires, as well as the responses provided to the open-ended questions included. On the other hand, the results of the focus group will also be displayed.

3.1. Interview: Data analysis and results obtained

Firstly, about the **interview** made to the owner and managing director of the company, whose questions are included in Annex 1, it has served both to get to know the company better and to be able to describe it in the previous section, as well as to get to know his individual perception of the employees' well-being and related issues.

Therefore, regarding to the latter, it is important to bear in mind the answers given explaining that he considers the **strong point** of the employees their **experience** and the **weak point** the **lack of understanding** when it comes to working in a group and **coordinating**, especially when they need to work in large groups. Furthermore, he thinks that the **structure** could be improved, but adds that it is not really something they have established in a formal or written way.

In addition, specifically on **well-being**, the boss understands the concept as "something that comes with good hours, good pay, and generally good working conditions" and he contemplates that the workers of his company do have **high levels of it**.

Besides, when he was asked about his opinion about the influence that the organization has on this issue, he answered that he considers that it is both a matter of the company but also a personal aspect, because, in his words, there also has to be a predisposition on the part of the worker; but in fact, he did not know how he could improve it.

Moreover, when talking about the **salary**, he explained that it could be higher, but it really depends on the company's income. At present, they offer what the collective agreement stipulates, but in 12 payments, as it would be a real economic effort for the company to have to take on the extra payments without distributing them. In addition, he also explained that he tries to incentivize the **positions of responsibility** by giving them extra money for taking charge of the management of each project in question and that they do **Christmas boxes** every year too.

Additionally, about the **opening hours**, the manager explained that they used to have a split timetable from 8am to 6pm, but then, about 4 or 5 years ago, he decided to change to an **intensive working day** so that they could finish earlier and thus better reconcile their private life with their work, finishing at 4.30 pm.

Regarding the **relationships** between the employees, he indicated that, as there are workers of **different nationalities**, sometimes it makes it even more difficult to get along. But in general, he does not think it is anything out of the ordinary or the common.

When asking about the **health** of the company's workers, he answered "Oh, age is unforgiving", adding that "Well, as we have experienced people, they are older workers and it's true that many of them say they have pains, for example, back pains". However, he was also asked about the possibility of the company doing something to improve this, and he explained that, although he cannot "give them back their youth", maybe a weekend in a spa, for example, could be good for them.

Furthermore, as far as **accidents** at work are concerned, he indicated that, although their aim is always to keep it at 0, it is quite complicated, but he was not able to detail an average number of them per year; and with regard to the **training courses**, he explained that, given the importance of safety, all workers comply with the regulations, having taken the Occupational Risk Prevention courses required in the sector.

Nevertheless, when he was asked about holding **meetings with employees**, he indicated that every morning at 8am, before the start of the working day, they meet at the warehouse door and organize everyone's work, but they do not have formal meetings as such.

Besides, he explained that not all workers deal directly with the clients, as for example, the plumbers or the technician do, but those who are on the building sites do not, unless the client comes there on an ad hoc basis; and he added some information related with the uniforms that the employees wear, because they make summer and winter uniforms and, therefore, they are given them twice a year, although if they need an extra one because the one they have is damaged, they can have more without any problem.

To conclude the interview, he indicated that he has **not thought about any idea** that could be implemented in the company, as he "focuses more on the day-to-day work", but he also said that he would you **be willing to implement** any initiative.

In summary, the main detailed points are shown in Table 2 in order to be appreciated in a simpler and more comparative way.

Table 2: Main aspects related to employees' well-being discussed in the interview.

Strong point about employees	Experience
Weak point	Lack of understanding when working in a group and coordinating

Structure	Could be improved, not established in a formal way
Definition of well-being	"Something that comes with good hours, good pay, and generally good working conditions"
Level of well-being	High
Influence of the organization on well-being	A matter of the company but also a personal aspect,
How to improve it	Does not know
Salary	Could be higher, they offer what the collective agreement stipulates and in 12 payments
Incentives	The positions of responsibility by giving them extra money and Christmas boxes every year
Opening hours	Changed to an intensive working day, finishing at 4.30pm.
Relationships	Different nationalities, sometimes more difficult to get along, but overall good
Health	Age-related discomfort
Safety at work	Objective 0 accidents, but not able to detail a number
Training courses	Comply with the regulations, taking the Occupational Risk Prevention courses required
Communication	Do not have formal meetings with employees as such
Suggestions	No idea provided, but would like to implement some improvement

Source: Own elaboration

## 3.2. Questionnaire: Data analysis and results obtained

With reference to the **questionnaire** made to the employees of the company, its gross results are included in Annex 4, and it is important to highlight the following issues:

Concerning the **demographic variables**, included in Figure 9, the average age of the 26 employees is 43 years old, being the lowest 19 years old and the highest 64 years old; and it consists of 3 women and 23 men, representing 11.5% of the company, compared to 88.5%.

Furthermore, 9 are from Spain, 4 from Morocco, 1 from England and 12 from Romania, equivalent to 34.6% of the company, 15.4%, 3.8% and 46.2%, respectively; and the average number of the members of their family units is 3, being the lowest 1 member and 5 members the highest.

Lastly, it is made up of 14 masons, 3 plumbers, 2 carpenters, 3 administrative staff, 3 painters and 1 technician, which amounts to 53.8%, 11.5%, 7.7%, 11.5%, 11.5% and 3.8% respectively; and the average length of their service in the company is 6 years and 2 months, bein the lowest 5 months, while the highest is 11 years and 7 months.

Figure 9: Demographic characteristics of the workers
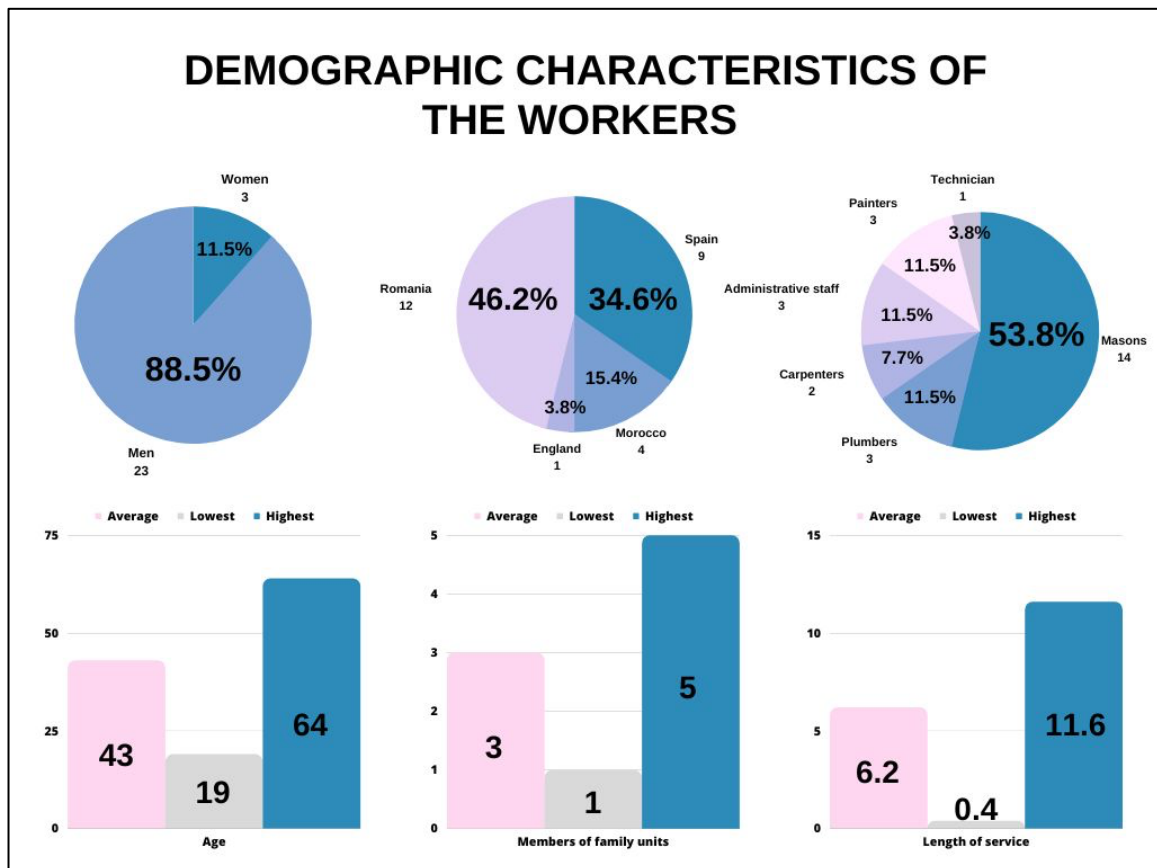
Source: Own elaboration

With regard to the **Workplace PERMAH Profiler**, in the annex the average score is shown marked in blue, the lowest score in red and the highest in green, having rounded all of them to the nearest whole number.

Specifically, the results for each component of well-being according to the PERMAH theory are:

- **Positive emotion**: being the average of questions 5, 10 and 22, resulting in a score of 9 out of 10. Furthermore, it is important to mention that the lowest scores on these questions were 6 and 7, while the highest scores were all 10.

- **Engagement**: it is calculated though the mean of questions 3, 11 and 21, which is also 9 out of 10. However, in this case the lowest given scores were 4 and 8; and the highest were 10 in all of them.

- **Relationships**: being the result of the average of the questions 6,15 and 19, that is 8 out of 10, with the lowest scores of 4, 2 and 7 successively, and the highest scores of 10 for all.

- **Meaning**: it is calculated by averaging questions 1, 9, and 17, resulting in a score of 10, being the lowest marks 6, 8 and 7 and the highest 10 in all of them.

- **Accomplishment**: it is the average of questions 2, 8 and 16, which is 9, with the lowest scores of 5, 7 and 8, and the highest of 10 in the three questions mentioned.

- **Overall Well-being**: which is taken as the average of all questions, except for those relating to health indicators and negative emotions, which will be detailed below, being the result a 8 out of 10, having rounded the result to the nearest whole number, as has been also done for the results shown above.

- **Health**: this added indicator is calculated as the average of questions 4, 13 and 18, being the result a 8 out of 10, the lowest scores are 6 and 7 and the highest is 10.

- **Negative emotion**: it is the mean of questions 7, 14 and 20, that is 3, while the lowest is 0 in the three questions and the highest marks are 10 and 9.

Once the results have been presented in detail for each of the components, Figure 10 includes a graph showing the results together to make them easier to compare, indicating in blue the average score, in red the lowest and in green the highest marks given to the questions concerned.

Figure 10: Graph of the results of the questionnaire on PERMAH
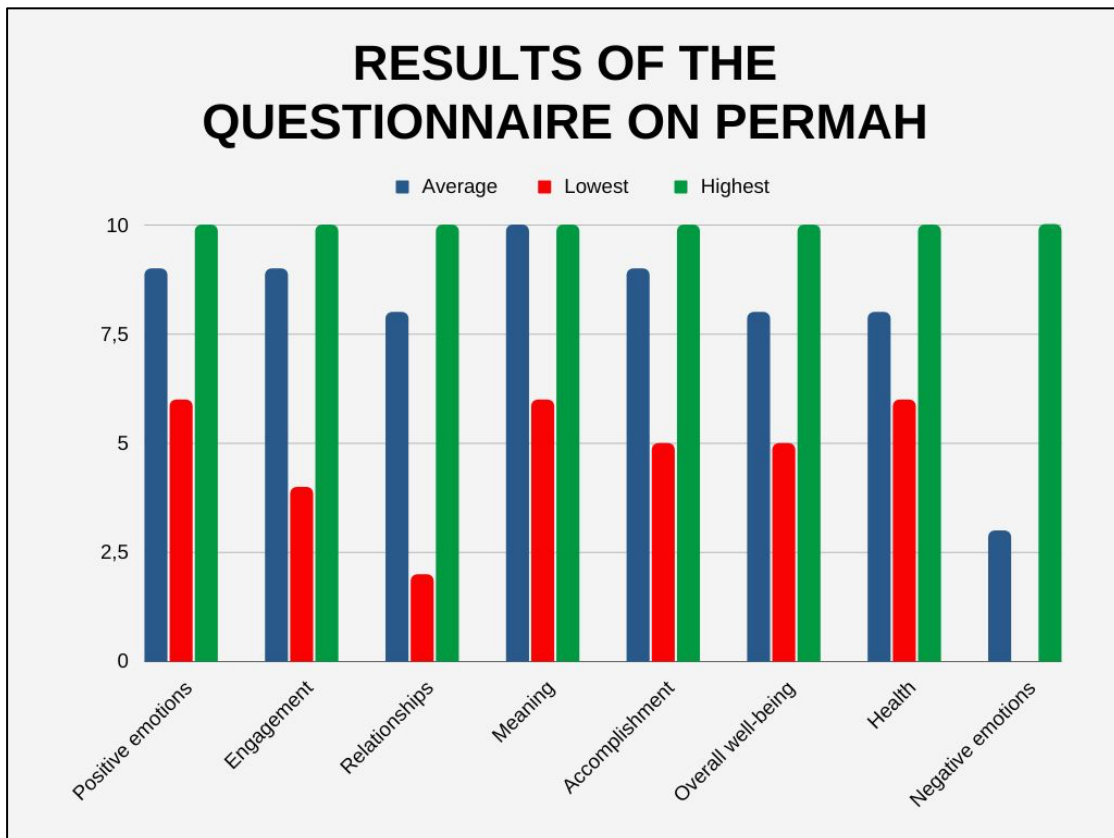
Source: Own elaboration

In relation to the **F-PSICO 3.1** questions, in Annex 4, the average score has been marked in blue, the lowest score in red and the highest in green, having rounded all the results to the nearest whole number. In fact, of the 44 questions included, it is crucial to mention the following aspects:

- The **workers' breaks** are respected, with only a few of them indicating that they work on Saturdays, while all of them unanimously replied that they do not work on Sundays or holidays. In addition, the majority indicated that they do not have to work more hours than usual, although a few respondents indicated that sometimes they do have to work extra hours. This is also the reason why the majority responded that they have at least 48 hours of rest in a row and only a few indicated that they do not always have this possibility.

- They often have the possibility to **take days or hours off** to attend personal matters, having some indicated that they always can do it, while other are only sometimes. However, almost all of them agreed in the fact that their work schedule allow them to combine their free time with that of their family and friends.

- Regarding the **statutory breaks**, most have indicated that they can always decide when to take them and that they can also stop outside these breaks if they need it. Furthermore, the majority also consider that they can **set their own pace** throughout the working day.

- In terms of **decision-making**, the average of the responses reflects that they often decide what they must do, how to do it and the resolution of abnormal situations, while always about the distribution of their tasks throughout the working day and the quality. Nevertheless, only sometimes about the layout of the direct environment of their workstation and the amount of work.

- About the **level of their involvement**, they do not have participation in the launch of new or improved products or services, the reorganization of departments or work areas, the changes in management or among their superiors, the hire of new employees, or the development of working rules and regulations. In fact, they only indicated that they are able to decide in the introduction of changes in the way of working and that they only receive information about the introduction of changes in equipment and materials.

- Regarding the rates given to their **line manager's supervision**, the majority consider it "adequate" related to the method of doing the work, the planning of the work, the pace of work, and the quality of the work performed.

- Despite the above, they indicated a lack of **information** about their training and promotion opportunities, the requirements for promotion places, and the market situation of the company. However, they considered the information about what they must do "very clear", as well as the time allotted to do their work, while the aspects related to the way they are supposed to do it, the quantity and quality of their work is considered by the majority as "clear" and the responsibility of the job as "not clear at all".

- The majority has also indicated that they never or almost never have **assigned tasks** that they cannot perform, or must bypass established methods, or receive contradictory instructions, and only sometimes are asked to take on responsibilities, tasks or duties that do not fall within their functions and that should be carried out by other employees.

- With reference to the **support given by the rest**, they indicated that if they have a delicate or complicated job to do, they can always count on their bosses, often on their colleagues and subordinated and sometimes on other people working in the company. Furthermore, there is unanimity in considering good the relationships with the people they have to work with.

- As far as **conflicts** are concerned, they indicated that interpersonal conflicts may exist, but rarely, and they do agree in indicating that situations of physical or psychological violence and situations of sexual harassment do not exist. Furthermore, there is unanimity in considering that they never feel discriminated. Nevertheless, most of the workers answered that they do not know how such interpersonal conflicts are managed when they occur, while some indicated that it is left to those involved to resolve the issue.

- Regarding the **attention** that they consider their work require, the majority consider it as high and, about the time that they must do it, they consider that it is often sufficient and adequate, indicating also that they often need to work quickly.

- Respecting the **amount of work**, the majority consider it "adequate", while only some of the workers indicated that it is "excessive". Additionally, they answered that they often need to **attend to several tasks** at the same time, but the majority do not consider their work complicated or difficult.

- About the **interruptions**, most of the workers indicated that they often have to interrupt the task you are doing in order to carry out an unscheduled task, but only sometimes these do seriously disrupt the performance of their work.

- With reference to the **requirements** of their work, they indicated that never or almost never are asked to learn new things or methods, while sometimes need to adapt to new situations, to be creative and to deal directly with people who are not employed in their job, such as customers. Furthermore, they often have to take initiatives and have a good memory.

- In regard to their **feelings and emotions**, the majority answered that they sometimes hide them to their hierarchical superiors, their subordinates, and their co-workers, while they always hide it to people who are not employed in the company. However, most of them considered that they are never or hardly ever exposed to situations that affect them emotionally.

- Concerning the consideration of **routinary**, the majority indicated that they sometimes find their work this way, while others do not consider it to be a routine and others "quite a lot".

- As far as the **contribution to the company and their recognition** are concerned, most of them consider it "very important", and they feel often recognized and appreciated by their superiors and the clients, while only sometimes or hardly ever by their colleagues and almost always by their family and friends.

- Regarding the **professional development and training**, the majority indicated that the company regularly facilitate their professional development, but it is important to mention that a few of them indicated that there is not possibly of it. Additionally, they considered "sufficient" the training provided or facilitated by the company.

- Lastly, about **the rewards and the salary**, the average of the workers considered sufficient the correspondence between the effort they make and the rewards the company gives them. However, about the salary, the mean is that they feel satisfied, but is crucial to have in mind that, while some of them indicated that they are "very satisfied", a few answered that they feel "very dissatisfied".

In addition, concerning the **open-ended questions** of the questionnaire, although most responses were somewhat brief or short, a table containing the most repeated or relevant answers has been included in the mentioned Annex 4.

Concretely, it is relevant to mention that workers consider that their work can **influence their well-being**, taking into account that it influences the way they feel when they are out of working hours; and the fact that some of them indicated that the **communication** should be improved, for example by talking more among colleagues and specially by understanding each other.

However, all of them agreed on the satisfaction with their current **working schedule**, as it allows them to finish at an earlier time than usual, which also allows them to reconcile their personal life with the working life.

Regarding their **salary**, most of them indicated that they are currently happy with the way they are paid now, but some of them added that when some extra payments come, they cannot afford them and maybe 14 payments could be a good solution.

Finally, about the **training courses** or aspects they would like to add that have not been previously asked about, they have not commented on the issues.

3.3. Focus group: Data analysis and results obtained

Nevertheless, during the **focus group**, workers' participation was notable, and they made significant contributions:

- With reference to the **positive and negative emotions**, they explained that they are not happy as such, but they are happy with the work. In addition, they say they feel

happy, although they do mention that if they sometimes get angry it is because of the **lack of coordination**, that sometimes it is difficult to do the work you are supposed to do if someone else prevents you from doing it or spoils it. Moreover, they also feel annoyed when others do not **pick up** the things they use or the leftovers they leave behind. In addition, regarding feelings such as anxiety, they say that they are not normally anxious, but that sometimes the boss rushes them and some seem to be affected more than others.

- Regarding the **engagement**, they consider that, in general, the time does pass quickly and "they do not know what time it is", although they mention that sometimes the work gets complicated. Still, they say the good thing is that they do not have to do the same thing every day, so it is **not as routine** as it would be in a factory.

- Concerning the **relationships** among the workers, they do feel the support of other colleagues, especially those who often work together. Furthermore, they say that thanks to working in teams, they do **not feel alone**.

- About the **meaning** of their work, they explained that they do feel that their work has a purpose, as they undertake repairs, renovations, rehabilitations, etc. and in the end, each work is a different project, so the objective is completion of the work in question. However, they also mentioned that one of the problems often encountered in completing them is related to the order of the tasks, namely the **coordination** between the different trades. Additionally, in terms of **responsibilities**, they added that there is usually an officer in charge of each work, although this is not something that is formally established, but they deduce it because he is the person with whom their superiors have the closest relationship and explain to them the tasks to be carried out.

- Regarding the **accomplishment**, related to the above, they feel satisfied every time they complete a job successfully, especially if the client, and the boss, are happy. But again, when talking about the **value of their work**, they emphasize that they would like their colleagues to take care of each other's work, especially the painters, who feel that they sometimes get the walls dirty because the rest do not take care of what they have previously painted.

- As far as the **health** is concerned, they are satisfied in this field.

- About the **working time**, all the workers are happy with the change that took place a few years ago and say that it allows them to better reconcile their personal and working lives. However, in terms of **salary**, some of them raise the possibility of adding extra payments, as they are currently paid in 12 instalments. Moreover, as far as **training** is

concerned, they do not want any specific training, claiming that it is not an extra motivation for them, but that if they have to do it, they will do it. Namely, the subject of micro cement was mentioned, but several bricklayers were indifferent to this possibility.

- In addition, they mentioned that sometimes they do **work under pressure** and that it is precisely the rushing that causes mistakes, even resulting in longer completion times.

- **In general**, they are satisfied with their work, although there are certain aspects that could be improved, such as **communication**, that most agreed is the main area of failure. Specifically, no meetings with workers are held, only in the mornings all coincide at the door of the warehouse, but there is no time to talk about anything, when the boss is usually very fast-paced, especially if he is overwhelmed. In this regard, the possibility of holding a **meeting every month or every two months** is raised and they say that they would prefer it to be held on Fridays before the end of the working day.

- Another suggestion that was put forward, specifically by the technician, but all agreed, is to **tidy up the warehouse** and set up an **area for the workers**. At present, it is so messy that they are not aware that there is any material left by others, for example, nor is there a specific area assigned to each trade (although it did exist in the past). Moreover, a few years ago another warehouse was rented, with the initial aim of ensuring that there was space for everything, but in the end, both have ended up being a "chaotic mess" and are not organized. In fact, they even proposed that the workers themselves organize it, and the technician said that he could come up with a justified organization.

- The technician is also the one who mentioned the possibility of introducing the **4-day working day**, given that the government has published a €150,000 grant for SMEs that establish it for 2 years without lowering wages; and the possible solution of appointing a **formal site manager** for each construction site and providing incentives for this position, as it would entail responsibility and would be in charge of the coordination of all the tasks that must be carried out, as well as the different workers and trades involved.

- Finally, the possibility of giving them a **voucher for massage sessions** was put to them and they thought it was a good idea, although one of the workers indicated that if this money were to be given, it should not be for everyone to spend it on whatever they wanted, but for the purpose mentioned.

- In short, the workers **appreciated the changes** that have been already made in the company, such as the fact that this year they have taken into account that Muslim employees have a specific Christmas basket with products that they do consume and

that for some years now they have been asked about their preferences with regard to uniforms.

Accordingly, Table 3 shows the main points that have been described about the focus group in a summarized way, highlighting in blue those issues related to the components of well-being and in red those related to the determinants and the possible suggestions made by the company's employees.

Table 3: Main aspects related to employees' well-being discussed in the focus group.

Positive and negative emotions	Happy with the work but get angry usually because of the lack of coordination. Sometimes work under pressure and some seem to be affected more than others.
Engagement	Time passes quickly, at times the work gets complicated, and not routinary.
Meaning	They feel their work has a purpose, the objective is completion of each project. Problems related to coordination between different trades and responsibilities are not formally established.
Accomplishment	Satisfied every time they complete a job successfully but would like their colleagues to take care of each other's work.
Health	Satisfied.
Working time	All happy with the change, allows to reconcile their personal and working lives.
Salary	Some would prefer adding extra payments.
Training courses	They do not want any specific training; it is not an extra motivation for them.
Communication	Most agreed is the main area of failure, no meetings with workers are held.
Overall consideration	In general they are satisfied with their work, but there are certain aspects that could be improved.

Suggestions	- Holding a meeting every month or every two months. - To tidy up the warehouse and set up an area for the workers. - Possibility of introducing the 4-day working day, - To appoint a formal site manager for each construction site and providing incentives for this position. - Giving them a voucher for massage sessions.

Source: Own elaboration

4. CONCLUSIONS

4.1. Conclusions, discussion and recommendations

In order to analyze the results and be able to draw the pertinent conclusions, this section will first address the issues relating to the case of G&T 2007 Fontanería y Construcciones S.L. in particular and then make general considerations applicable to all types of companies, focusing on answering the main objective of this study.

Thus, regarding the **components** of employees' well-being, throughout this work we have been able to determine the need to include the health-related component to the theory proposed by Seligman in 2011 known as PERMA, resulting in the PERMAH theory, aspect that is also defended by other researchers such as Professor Margaret L. Kern of the University of Pennsylvania.

That said, the following aspects are noteworthy on this issue in the company under study:

- As a result of the **interview** conducted with the owner and managing director of the organization, it can be stated that he considers that the workers of the organization do have high levels of well-being, but he thinks that it is a matter of the company but also a personal aspect. Moreover, the relations between workers may be conditioned by the different nationalities and cultures present and their health may be affected by the advanced age of the workers. However, what is most remarkable is the fact that he stated that he does not know how to improve his employees' well-being and that it is something that has not really been raised so far.

- In the **questionnaires** given to the workers, the averages for the components are considerably high, being, as can be seen in the graph provided, all above 8 out of 10. Specifically, the component with the highest rating, being 10, is the one relating to

meaning and the lowest, both with a score of 8, those relating to relationships and health. In addition, it is important that the overall rating obtained is 8 out of 10, where the lowest scores given to these questions are 6 and 7, while the highest scores are 10. However, in the questionnaire the workers did not make significant contributions when it came to making suggestions about possible improvements to be implemented to increase their levels of well-being.

- During the **focus group**, more detailed information could be obtained, especially the justification for the scores obtained in the questionnaires, and it could be observed that the results were consistent, although none of them expressed specific health problems that explained why it was one of the components with the lowest score. Nevertheless, what was really important was the sharing of aspects relating to the reasons for the deterioration of the relations between them, with everyone agreeing that communication and coordination should be improved, which will be addressed below, as well as respect for the work of others, regardless of the profession to which they belong.

About the **determinants** of employees' well-being, in the theoretical section of the paper, it has been evidenced that it is a multidimensional concept, which implies that it is also the result of different and varied factors. Nonetheless, in the case of G&T, the most important and noteworthy have been as follows:

- The **interview** revealed problems related mainly to coordination, as well as the difficulty of finding a balance between the formal and the informal aspects of the company. In this regard, the manager himself states that he considers that the structure could be improved, although it is not something that the company really have as such and explains the particularities of the salaries of their workers, as well as the working day and the fact that they do not hold meetings at present.

- About the **questionnaires** given to the workers, the results of the F-PSICO 3.1 section and the open-ended questions lead to the conclusion that there are low levels of participation and involvement on certain issues, such as the launch of new or improved products or services, the reorganization of departments or work areas, the changes in management or among their superiors, the hire of new employees, or the development of working rules and regulations. Furthermore, it can be stated that there is a lack of information about their training and promotion opportunities, the requirements for promotion places, and the market situation of the company. However, while the quantity and quality of their work is considered clear by the majority, the responsibility of the job is not clear at all. In short, all of this continues to point to problems related to communication and coordination in the company. In addition, about the rewards and the

salary, it is important not to forget that, while some of the workers indicated that they are "very satisfied", a few answered that they feel "very dissatisfied", but instead, all of them agreed on the satisfaction with their current working schedule, as it allows them to finish at an earlier time than usual.

- In this regard, the **focus group** expanded on the information previously provided, but served to raise ideas that could be interesting to consider, such as those related to their salaries, the warehouse order, the meetings, etc., which will be detailed below.

After completing the study of the components and the determinants involved in employee well-being at G&T 2007 Fontanería y Construcciones S.L. and analyzing and reviewing the different opinions of its workers and its manager, who stated that he was in favor of implementing some kind of initiative, the following **recommendations** for long-term improvements are suggested:

- The first proposal is to hold monthly meetings between the workers and the person currently in charge of employee-related issues, who will act as an intermediary between the manager and the employees. Specifically, the goal is to be able to talk about both the good and bad things that happened during that time and try to resolve them as soon as possible so that they do not have an impact on the staff in the medium to long run. In addition, it was the workers themselves who indicated that they would like them to be held on Fridays before the end of the workday.

- Secondly, taking into account the demands made by the workers related to salary and the explanation about the company's reality provided by the manager, G&T could introduce a Christmas bonus, the amount of which would not be as high as an additional salary, but which would allow workers to better cope with the extra expenses incurred at this time of the year.

- In third place, the warehouses need to be reorganized, which would also improve coordination issues, and provide a more pleasant place for workers, being also possible to introduce a space with a coffee machine and armchairs so that they can spend time in the mornings while waiting to start their workday.

- Additionally, also related to coordination, it would be essential to change the company's structure to a project-based approach, where a responsible would also be appointed in a more formal manner than is currently the case, providing a specific monetary incentive for this position.

- A final measure would be to offer massage vouchers to encourage employees to adopt healthier habits and take care of their bodies, given that the work they do mainly requires high physical demands.

Ultimately, if we assess the **situation of the G&T as a whole**, it is a company with optimal levels of well-being, but there is a need to implement some of the changes proposed, especially if it wants to continue to grow, given that otherwise the problems related to the lack of coordination and communication will be greater, negatively affecting employees' well-being levels.

At this point, it is now necessary to focus on answering the **main objective** of this paper, that is to analyze the challenge of employee well-being for small businesses.

In this sense, as previously mentioned, the characteristics and reality of this type of companies tend to be different from those of larger companies and therefore with more resources, since, for example, as has also been observed in the case studied, they do not have a specific human resources department.

Another reason that hinders their implementation in these companies is directly related to the fact that they are issues that have not been directly raised or considered, that is particularly true for companies operating in certain more traditional sectors, such as in the studied case, the construction one.

Moreover, as Mintzberg (2005) pointed out, when companies become larger, they require more resources and therefore present more complications, especially in terms of communication and control as well as coordination, aspects that have also been evidenced in the case analyzed.

Thus, he presents five mechanisms that attempt to explain the fundamental ways in which organizations coordinate their work, which are: mutual adaptation, direct supervision, standardization of work processes, standardization of results and standardization of worker skills. Specifically, Mintzberg determines that they should be considered as the binder that holds the organization together and consequently as fundamental elements to be taken into account.

In addition, it is noteworthy that they reflect both informal aspects, such as mutual adaptation, and formal ones, such as those related to standardization in all its aspects. Therefore, Mintzberg also demonstrates that there is a need for balance between these two facets, which are also present in all organizations, to a greater or lesser extent.

In the end, it can be seen that these mechanisms tend to appear almost naturally as organizations grow, although in consolidated organizations all five are usually used at the same time, which has also been seen in the case of the company G&T.

However, taking all of the above into account, the present study has shown that it is possible to address the issue of employee well-being in these companies, and that it is important to adapt the way in which it is studied according to the characteristics of the company in question, being necessary to combine different methods in order to contrast the different results and, especially, to be able to detect areas of action that may affect levels of well-being, both in terms of its components and its determinants, as has been done in this empirical work. After all, it should be borne in mind that evaluation is not an end in itself but a means to improvement.

4.2. Limitations and future research

On the one hand, despite the contributions of this work, some **limitations** must be acknowledged.

Firstly, the main drawback and conditioning factor has been the time available to carry out the work, which has been very short and has made it impossible to implement the suggestions put forward to be able to analyze the results and to make comparisons at a later stage.

Moreover, regarding the survey, it is important to highlight the language barriers, as the workers were not only of Spanish nationality, but also mainly Romanian and Moroccan, which made it particularly difficult to understand the questions in the written questionnaire. However, an attempt was made to alleviate this by explaining the meaning of the words they did not understand and using some of the workers translators to answer it. In addition, the fact that the questionnaire had a considerable number of questions also meant that some of the workers did not stop to think about each of their answers and, on the other hand, although it was specified that it was anonymous, some of them did not openly show their real opinions on the issue under study, thinking that it could affect them in a negative way.

Furthermore, the tools available for the analysis of the data obtained were generic and not entirely adapted to the specific characteristics of this study. For example, the latest version of the F-PSICO questionnaire has a program that generates graphs automatically when the results are entered and allows them to be segregated according to different factors. However, this software is not currently available for Mac and the

Windows version could not be installed on the company's computer for technical reasons.

Lastly, it is crucial to mention that only one company has been included in the case study, and, although it is small organization and it operates in the construction sector, which, as has been previously indicated, is one of the sectors where it is most necessary to carry out actions related to occupational health and safety, it is impossible to reflect the reality of all the companies in the world, as each one is unique and therefore different.

On the other hand, with regard to the **future research**, it is worth mentioning that it would be appropriate to implement by G&T the suggestions raised and to analyze their impact. In this respect, the head of the company has already given his approval to carry it out.

Besides, it would be highly interesting to extend this analysis to more companies, especially if they are also small, but also if they are from the same or different sectors and locations, to broaden the sample results and examine how they compare with one another. However, the fact that other organizations can simply consider these kinds of human resources issues, and specifically their employees' well-being, will already have been a much needed first step.

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6. ANNEXES

Annex 1: Questions of the interview made to the owner and managing director of G&T 2007 Fontanería y Construcciones S.L.

1. Explain a little about the creation of the company, specifically how it was carried out and in what year it was created.

2. The number of partners and workers.

3. What is the company's business purpose?

4. How would you determine the mission of the organization?

5. Once the mission has been determined, where do you want to be in the future? What vision do you have for the company?

6. What do you consider to be the company's strengths and weaknesses?

7. And with regard to those of your employees in general, as a whole?

8. Could you briefly explain the structure of the company?

9. And what is the administration department responsible for?

10. Do you think this structure could be improved?

11. How would you define the concept of "employee well-being"?

12. Do you consider that the workers in your company have high levels of well-being?

13. Do you think that the organization has an influence on this issue or that it is more a personal aspect of each worker?

14. How do you think it could be improved?

15. Do you think that the salary your workers have could be higher?

16. And what are your opening hours?

17. And how do your employees get along with each other, and are there many conflicts?

18. So, do you think they are satisfied with their work?

19. How is the state of health of your employees?

20. Do you think the company could do something to improve this?

21. As far as accidents at work are concerned, what is the average number of accidents per year?

22. With regard to training courses, how many courses are held annually, and on what subjects?

23. Do you hold regular meetings with employees?

24. And how long do these meetings usually last in the mornings?

25. Do your workers deal directly with the clients?

26. Do they wear uniforms, are they provided by the company, and how often are they issued?

27. Do you give them any specific gift or incentive?

28. Have you ever thought of an idea that could be implemented in your company?

29. But would you be willing to implement any initiative?

Annex 2: Questionnaire to employees of G&T 2007 Fontanería y Construcciones S.L.

> The purpose of this questionnaire is to find out about some aspects related to your work and well-being.
>
> The answers to the questionnaire are guaranteed to be kept confidential. Please be honest in your responses to all the questions in order to get valuable information.
>
> After carefully reading through each question and its answer options, please mark the one you consider most appropriate in each case.

Demographic variables:

1. Age:

2. Gender:

FEMALE	MALE	OTHER.

3. Nationality:

4. Members of the family unit (number of people you currently live with):

5. Job title:

MASONRY	PLUMBING	CARPENTRY	ADMINISTRATION	OTHER

6. Length of service in the company:

Workplace PERMAH Profiler:

1. To what extent is your work purposeful and meaningful?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

2. How often do you feel you are making progress towards accomplishing your work-related goals?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

3. At work, how often do you become absorbed in what you are doing?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

4. In general, how would you say your health is?

0	1	2	3	4	5	6	7	8	9	10

BAD   EXCELLENT

5. At work, how often do you feel youful?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

6. To what extent do you receive help and support from coworkers when you need it?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

7. At work, how often do you feel anxious?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

8. How often do you achieve the important work goals you have set for yourself?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

9. In general, to what extent do you feel that what you do at work is valuable and worthwhile?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

10. At work, how othen do you feel positive?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

11. To what extent do you feel excited and interested in your work?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

12. How lonely do you feel at work?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

13. How satisfied are you with your current physical health?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

14. At work, how often do you feel angry?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

15. To what extent do you feel appreciated by your coworkers?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

16. How often are you able to handle your work-related responsibilities?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

17. To what extent do you generally feel that you have a sense of direction in your work?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

18. Compared to others of your same age and sex, how is your health?

0	1	2	3	4	5	6	7	8	9	10

BAD   EXCELLENT

19. How satisfied are you with your professional relationships?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

20. At work, how often do you feel sad?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

21. At work, how often do you lose track of time while doing something you enjoy?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

22. At work, to what extent do you feel contented?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

23. Taking all things together, how happy would you say you are with your work?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

F-PSICO 3.1 (own translation):

1. Do you work on Saturdays?

Always or almost always		1
Often		2
Sometimes		3
Never or hardly ever		4

2. Do you work on Sundays and holidays?

Always or almost always		1
Often		2
Sometimes		3
Never or hardly ever		4

3. Do you have the possibility to take days or hours off to attend to personal matters?

Always or almost always		1
Often		2
Sometimes		3
Never or hardly ever		4

4. How often do you have to work longer than usual, work overtime or take work home?

Always or almost always		1
Often		2
Sometimes		3
Never or hardly ever		4

5. Do you have at least 48 consecutive hours of rest in a week (7 consecutive days)?

Always or almost always		1
Often		2
Sometimes		3
Never or hardly ever		4

6. Does your work schedule allow you to combine your free time (holidays, days off, start and finish times) with that of your family and friends?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

7. Can you decide when to take the statutory breaks (lunch or snack break)?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

8. During the working day and outside the statutory breaks, can you stop your work or make a short stop when you need to?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

9. Can you set your own pace throughout the working day?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

10. Can you make decisions about (indicate the number, with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

   - What you have to do (activities and tasks to do):
   - The distribution of tasks throughout your working day:
   - The layout of the direct environment of your workstation (space, furniture, etc.):
   - How you have to do your work (method, protocols, etc.):
   - The amount of work you have to do:
   - The quality of the work you do:
   - The resolution of abnormal situations or incidents that occur:

11. What level of involvement you have in the following aspects of your work (indicate the number, with 1 being I can decide; 2, I am consulted; 3, I only receive information; 4, No participation):

   - Introduction of changes in equipment and materials:
   - Introduction of changes in the way of working:
   - Launch of new or improved products or services:
   - Restructuring or reorganization of departments or work areas:
   - Changes in management or among your superiors:

- Hiring or hiring new employees:
- Developing working rules and regulations:

12. How do you rate your line manager's supervision of the following aspects of your work? (Indicate the number, with 1 being do not intervene; 2, insufficient; 3, adequate; 4, excessive):

    - The method of doing the work:
    - The planning of the work:
    - The pace of work:
    - The quality of the work performed:

13. How would you rate the degree of information provided by the company on the following aspects? (Indicate the number, with 1 being no information; 2, insufficient; 3, adequate):

    - Training opportunities:
    - Promotion opportunities:
    - Requirements for promotion places:
    - The market situation of the company:

14. How do you value the information you receive about the following aspects to carry out your work? (Indicate the number, with 1 being very clear; 2, clear; 3, not clear at all; 4, unclear):

    - What you must do (functions, competences and attributions):
    - How you are supposed to do it (methods, protocols, working procedures):
    - The quantity of work you are expected to do:
    - The quality of work you are expected to do:
    - The time allotted to do the work:
    - The responsibility of the job (which errors or defects can be attributed to your performance, and which cannot be attributed to your performance):

15. How often do the following situations occur in your work? (Indicate the number, with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

    - You are assigned tasks that you cannot perform because you do not have the human or material resources:
    - In order to carry out some tasks you have to bypass established methods:
    - You are required to make decisions or do things that you do not agree with because they involve a moral, legal or emotional conflict:
    - You receive contradictory instructions (some tell you one thing and others another):
    - You are asked to take on responsibilities, tasks or duties that do not fall within your functions and that should be carried out by other workers:

16. If you have a delicate or complicated job to do and you want help or support, you can count on (indicate the number, with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

    - Your bosses:
    - Your colleagues:
    - Your subordinates:

- Other people working in the company:

17. What do you consider the relationships with the people you have to work with to be like?

Good		**1**
Not good at all		**2**
Bad		**3**

18. How often do they occur in your work? (Indicate the number, with 1 rarely; 2, frequently; 3, constantly; 4, do not exist):

- Interpersonal conflicts:
- Situations of physical violence:
- Situations of psychological violence (threats, insults, name-calling, personal disqualifications, etc.):
- Situations of sexual harassment:

19. Your company, faced with situations of interpersonal conflict between workers:

It is left to those involved to resolve the issue		**1**
Asks the commanders to find a solution		**2**
Has a formal procedure in place		**3**
I do not know		**4**

20. In your work environment, do you feel discriminated against (for reasons of age, gender, religion, race, education, category, etc.)?

Always or almost always		**1**
Often		**2**
Sometimes		**3**
Never or hardly ever		**4**

21. How long during your working day should you maintain exclusive attention to your work (so that you are unable to talk, move around or simply think about things that are not related to your task)?

Always or almost always		**1**
Often		**2**
Sometimes		**3**
Never or hardly ever		**4**

22. In general, how do you consider the attention you need to maintain to do your job?

Very high		**1**
High		**2**
Low		**3**
Very low		**4**

23. The time you have available to do your work is sufficient and adequate:

    Always or almost always   ☐   **1**
    Often   ☐   **2**
    Sometimes   ☐   **3**
    Never or hardly ever   ☐   **4**

24. Does the execution of your task require you to work quickly?

    Always or almost always   ☐   **1**
    Often   ☐   **2**
    Sometimes   ☐   **3**
    Never or hardly ever   ☐   **4**

25. How often do you need to speed up the pace of your work?

    Always or almost always   ☐   **1**
    Often   ☐   **2**
    Sometimes   ☐   **3**
    Never or hardly ever   ☐   **4**

26. In general, how much work do you have?

    Excessive   ☐   **1**
    High   ☐   **2**
    Adequate   ☐   **3**
    Low   ☐   **4**

27. Do you have to attend to several tasks at the same time?

    Always or almost always   ☐   **1**
    Often   ☐   **2**
    Sometimes   ☐   **3**
    Never or hardly ever   ☐   **4**

28. Do you find the work you do complicated or difficult?

    Always or almost always   ☐   **1**
    Often   ☐   **2**
    Sometimes   ☐   **3**
    Never or hardly ever   ☐   **4**

29. In your job, do you have to carry out such difficult tasks that you need to ask someone for advice or help?

    Always or almost always   ☐   **1**
    Often   ☐   **2**
    Sometimes   ☐   **3**
    Never or hardly ever   ☐   **4**

30. In your work, do you have to interrupt the task you are doing in order to carry out an unscheduled task?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

31. If there are interruptions, do they seriously disrupt the performance of your work?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

32. Does your workload tend to be irregular and unpredictable?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

33. To what extent does your work require (Indicate the number, with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

- Learning new things or methods:
- Adapting to new situations:
- Taking initiatives:
- Have a good memory:
- Being creative:
- Dealing directly with people who are not employed in your job (customers, suppliers, etc.):

34. In your job how often do you have to hide your emotions and feelings from these people? (Indicate the number, with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

- Your hierarchical superiors:
- Your subordinates:
- Your co-workers:
- People who are not employed in the company (customers, suppliers, etc.):

35. By the type of work you do, are you exposed to situations that affect you emotionally?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

36. By the type of work you have, how often are you expected to respond to the emotional and personal problems of your external clients (passengers, pupils, patients, etc.)?

Always or almost always	1
Often	2
Sometimes	3
Never or hardly ever	4

37. Do you find the work you do routine?

No	1
Sometimes	2
Quite a lot	3
Much	4

38. In general, do you feel that the tasks you perform are meaningful?

Much	1
Quite a lot	2
A little	3
Not at all	4

39. How does your work contribute to the company or organization as a whole?

Not very important	1
Important	2
Very important	3
I do not know	4

40. In general, is your work recognized and appreciated by...? (Indicate the number, with 1, always or; 2, almost always; 3, often; 4, sometimes never or hardly ever; 5, I do not have):

- Your superiors:
- Your colleagues:
- The public, clients:
- Your family and friends:

41. Does the company facilitate your professional development (promotion, career plan, etc.)?

Adequately	1
Regularly	2
Insufficiently	3
No possibility of professional development	4

42. How would you define the training provided or facilitated by your company?

Very suitable	**1**
Sufficient	**2**
Insufficient in some cases	**3**
Totally inadequate	**4**

43. In general, the correspondence between the effort you make and the rewards the company gives you is...:

Very suitable	**1**
Sufficient	**2**
Insufficient in some cases	**3**
Totally inadequate	**4**

44. Considering the duties and responsibilities of your job, are you satisfied with the salary you receive?

Very satisfied	**1**
Satisfied	**2**
Dissatisfied	**3**
Very dissatisfied	**4**

<u>Open-ended questions:</u>

1. Do you think that your work can influence your well-being? In what way?
2. Do you think that there is good communication between the members of the company and how would you suggest to improve it?
3. Are you satisfied with your current working hours and would you prefer a different working day (if yes, which one)?
4. Do you consider that your job allows you to reconcile your personal life with your working life?
5. Would you prefer to receive your salary in 12 payments as at present or in 14 payments? Why?
6. Would you like to take a specific training course (if yes, which one)?
7. What aspects of your job would you like to see changed?
8. Anything else you would like to add?

Thank you very much for your cooperation.

Annex 3: Questions made during the Focus Group

> Good afternoon, thank you very much for coming. The purpose of this meeting is to compare the results obtained from the questionnaires you have completed, as well as to share the most relevant aspects and possible suggestions for improvement. Please, feel free to contribute your views on the issues that will be raised.

1. To what extent is your work purposeful and meaningful?

2. Do you think that you are making progress towards accomplishing your work-related goals?

3. How often do you become absorbed in what you are doing?

4. Do you consider that you are interested in your work and the tasks you have to perform?

5. In general, how would you say your health is?

6. Do you have any physical complaints?

7. Do you consider that your work brings you joy?

8. And does it make you feel anxious?

9. How often do you feel positive?

10. And angry?

11. To what extent do you receive help and each other?

12. Do you feel appreciated?

13. To what extent do you feel that what you do at work is valuable and worthwhile?

14. How satisfied are you with your professional relationships?

15. How do you manage responsibilities in the company?

16. Taking all things together, how happy would you say you are with your work?

17. Do you think that your work can influence your well-being? In what way?

18. Do you think that there is good communication between the members of the company and how would you suggest improving it?

19. Are you satisfied with your current working hours, and would you prefer a different working day (if yes, which one)?

20. Do you consider that your job allows you to reconcile your personal life with your working life?

21. Would you prefer to receive your salary in 12 payments as at present or in 14 payments? Why?

22. Would you like to take a specific training course? Which one?

23. What aspects of your job would you like to see changed?

24. Anything else you would like to add?

Annex 4: Gross results of the questionnaire made to the employees of G&T 2007 Fontanería y Construcciones S.L.

Demographic variables:

1. Average age:

43, being the lowest 19 and the highest 64.

2. Gender:

3	23	0
FEMALE	MALE	OTHER.

3. Nationality:

9 Spanish, 4 Moroccans, 1 English and 12 Romanians.

4. Average members of the family unit:
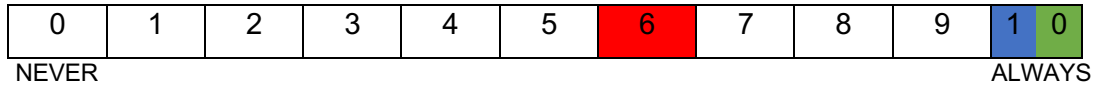
3, being the lowest 1 and the highest 5.

5. Job title:

14	3	2	3	4 (3 painters and 1 technician)
MASONRY	PLUMBING	CARPENTRY	ADMINISTRATION	OTHER

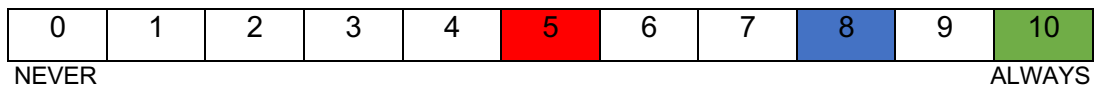6. Average length of service in the company:

6 years and 2 months, being the lowest 5 months and the highest 11 years and 7 months.

Workplace PERMAH Profiler: (The average score has been marked in blue, the lowest score in red and the highest in green, and all of them have been rounded to the nearest whole number)
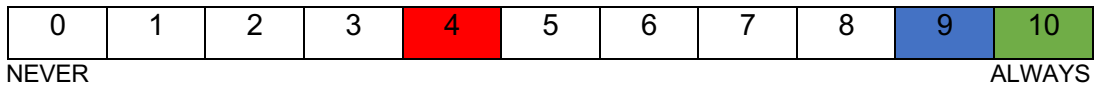
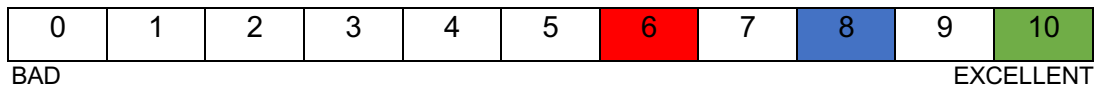1. To what extent is your work purposeful and meaningful?

0	1	2	3	4	5	6	7	8	9	1	0
NEVER — ALWAYS

2. How often do you feel you are making progress towards accomplishing your work-related goals?

0	1	2	3	4	5	6	7	8	9	10
NEVER — ALWAYS

3. At work, how often do you become absorbed in what you are doing?

0	1	2	3	4	5	6	7	8	9	10
NEVER — ALWAYS

4. In general, how would you say your health is?

0	1	2	3	4	5	6	7	8	9	10
BAD — EXCELLENT

5. At work, how often do you feel youful?

0	1	2	3	4	5	6	7	8	9	10
NEVER — ALWAYS

6. To what extent do you receive help and support from coworkers when you need it?

0	1	2	3	4	5	6	7	8	9	10
NEVER — ALWAYS

7. At work, how often do you feel anxious?

0	1	2	3	4	5	6	7	8	9	10
NEVER — ALWAYS

8. How often do you achieve the important work goals you have set for yourself?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

9. In general, to what extent do you feel that what you do at work is valuable and worthwhile?

0	1	2	3	4	5	6	7	8	9	1	0

NEVER   ALWAYS

10. At work, how othen do you feel positive?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

11. To what extent do you feel excited and interested in your work?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

12. How lonely do you feel at work?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

13. How satisfied are you with your current physical health?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

14. At work, how often do you feel angry?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

15. To what extent do you feel appreciated by your coworkers?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

16. How often are you able to handle your work-related responsibilities?

0	1	2	3	4	5	6	7	8	9	1	0

NEVER   ALWAYS

17. To what extent do you generally feel that you have a sense of direction in your work?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

18. Compared to others of your same age and sex, how is your health?

0	1	2	3	4	5	6	7	8	9	10

BAD   EXCELLENT

19. How satisfied are you with your professional relationships?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

20. At work, how often do you feel sad?

0	1	2	3	4	5	6	7	8	9	10

NEVER   ALWAYS

21. At work, how often do you lose track of time while doing something you enjoy?

0	1	2	3	4	5	6	7	8	9	1	0

NEVER   ALWAYS

22. At work, to what extent do you feel contented?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

23. Taking all things together, how happy would you say you are with your work?

0	1	2	3	4	5	6	7	8	9	10

NOTHING   COMPLETELY

F-PSICO 3.1 (own translation): (The average score has been marked in blue, the lowest score in red and the highest in green, and all of them have been rounded to the nearest whole number)

1. Do you work on Saturdays?

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

2. Do you work on Sundays and holidays?

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

3. Do you have the possibility to take days or hours off to attend to personal matters?

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

4. How often do you have to work longer than usual, work overtime or take work home?

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

5. Do you have at least 48 consecutive hours of rest in a week (7 consecutive days)?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

6. Does your work schedule allow you to combine your free time (holidays, days off, start and finish times) with that of your family and friends?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

7. Can you decide when to take the statutory breaks (lunch or snack break)?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

8. During the working day and outside the statutory breaks, can you stop your work or make a short stop when you need to?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

9. Can you set your own pace throughout the working day?

Always or almost always	**1**
Often	**2**
Sometimes	**3**
Never or hardly ever	**4**

10. Can you make decisions about (indicated with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

The average score has been indicated below:

- What you have to do (activities and tasks to do): 2
- The distribution of tasks throughout your working day: 1
- The layout of the direct environment of your workstation (space, furniture, etc.): 3
- How you have to do your work (method, protocols, etc.): 2
- The amount of work you have to do: 3
- The quality of the work you do: 1
- The resolution of abnormal situations or incidents that occur: 2

11. What level of involvement you have in the following aspects of your work (indicated with 1 being I can decide; 2, I am consulted; 3, I only receive information; 4, No participation):

The average score has been indicated below:

- Introduction of changes in equipment and materials: 3
- Introduction of changes in the way of working: 1
- Launch of new or improved products or services: 4
- Restructuring or reorganization of departments or work areas: 4
- Changes in management or among your superiors: 4
- Hiring or hiring new employees: 4
- Developing working rules and regulations: 4

12. How do you rate your line manager's supervision of the following aspects of your work? (Indicated with 1 being do not intervene; 2, insufficient; 3, adequate; 4, excessive):

The average score has been indicated below:

- The method of doing the work: 3
- The planning of the work: 3
- The pace of work: 3
- The quality of the work performed: 3

13. How would you rate the degree of information provided by the company on the following aspects? (Indicated with 1 being no information; 2, insufficient; 3, adequate):

The average score has been indicated below:

- Training opportunities: 1
- Promotion opportunities: 1
- Requirements for promotion places: 1
- The market situation of the company: 1

14. How do you value the information you receive about the following aspects to carry out your work? (Indicated with 1 being very clear; 2, clear; 3, not clear at all; 4, unclear):

The average score has been indicated below:

- What you must do (functions, competences and attributions): 1
- How you are supposed to do it (methods, protocols, working procedures): 2
- The quantity of work you are expected to do: 2
- The quality of work you are expected to do: 2
- The time allotted to do the work: 1
- The responsibility of the job (which errors or defects can be attributed to your performance, and which cannot be attributed to your performance): 3

15. How often do the following situations occur in your work? (Indicated with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

   The average score has been indicated below:

   - You are assigned tasks that you cannot perform because you do not have the human or material resources: 4
   - In order to carry out some tasks you have to bypass established methods: 4
   - You are required to make decisions or do things that you do not agree with because they involve a moral, legal or emotional conflict: 4
   - You receive contradictory instructions (some tell you one thing and others another): 4
   - You are asked to take on responsibilities, tasks or duties that do not fall within your functions and that should be carried out by other workers: 3

16. If you have a delicate or complicated job to do and you want help or support, you can count on (indicated with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

   The average score has been indicated below:

   - Your bosses: 1
   - Your colleagues: 2
   - Your subordinates: 2
   - Other people working in the company: 3

17. What do you consider the relationships with the people you have to work with to be like?

Good		1
Not good at all		2
Bad		3

18. How often do they occur in your work? (Indicated with 1 rarely; 2, frequently; 3, constantly; 4, do not exist):

   The average score has been indicated below:

   - Interpersonal conflicts: 1
   - Situations of physical violence: 4
   - Situations of psychological violence (threats, insults, name-calling, personal disqualifications, etc.): 4
   - Situations of sexual harassment: 4

19. Your company, faced with situations of interpersonal conflict between workers:

It is left to those involved to resolve the issue		1
Asks the commanders to find a solution		2
Has a formal procedure in place		3
I do not know		4

20. In your work environment, do you feel discriminated against (for reasons of age, gender, religion, race, education, category, etc.)?

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

21. How long during your working day should you maintain exclusive attention to your work (so that you are unable to talk, move around or simply think about things that are not related to your task)?

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

22. In general, how do you consider the attention you need to maintain to do your job?

    Very high   **1**
    High   **2**
    Low   **3**
    Very low   **4**

23. The time you have available to do your work is sufficient and adequate:

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

24. Does the execution of your task require you to work quickly?

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

25. How often do you need to speed up the pace of your work?

    Always or almost always   **1**
    Often   **2**
    Sometimes   **3**
    Never or hardly ever   **4**

26. In general, how much work do you have?

Excessive	☐	**1**
High	☐	**2**
Adequate	☐	**3**
Low	☐	**4**

27. Do you have to attend to several tasks at the same time?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

28. Do you find the work you do complicated or difficult?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

29. In your job, do you have to carry out such difficult tasks that you need to ask someone for advice or help?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

30. In your work, do you have to interrupt the task you are doing in order to carry out an unscheduled task?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

31. If there are interruptions, do they seriously disrupt the performance of your work?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

32. Does your workload tend to be irregular and unpredictable?

Always or almost always	☐	**1**
Often	☐	**2**
Sometimes	☐	**3**
Never or hardly ever	☐	**4**

33. To what extent does your work require (Indicated with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

   - Learning new things or methods: 4
   - Adapting to new situations: 3
   - Taking initiatives: 2
   - Have a good memory: 2
   - Being creative: 3
   - Dealing directly with people who are not employed in your job (customers, suppliers, etc.): 3

34. In your job how often do you have to hide your emotions and feelings from these people? (Indicated with 1 being always or almost always; 2, often; 3, sometimes; 4, never or almost never):

   - Your hierarchical superiors: 3
   - Your subordinates: 3
   - Your co-workers: 3
   - People who are not employed in the company (customers, suppliers, etc.): 1

35. By the type of work you do, are you exposed to situations that affect you emotionally?

Always or almost always		1
Often		2
Sometimes		3
Never or hardly ever		4

36. By the type of work you have, how often are you expected to respond to the emotional and personal problems of your external clients (passengers, pupils, patients, etc.)?

Always or almost always		1
Often		2
Sometimes		3
Never or hardly ever		4

37. Do you find the work you do routine?

No		1
Sometimes		2
Quite a lot		3
Much		4

38. In general, do you feel that the tasks you perform are meaningful?

Much		1
Quite a lot		2
A little		3
Not at all		4

39. How does your work contribute to the company or organization as a whole?

|	
Not very important	1
Important	2
Very important	3
I do not know	4

40. In general, is your work recognized and appreciated by...? (Indicated with 1, always or; 2, almost always; 3, often; 4, sometimes never or hardly ever; 5, I do not have):

- Your superiors: 3
- Your colleagues: 4
- The public, clients: 3
- Your family and friends: 2

41. Does the company facilitate your professional development (promotion, career plan, etc.)?

Adequately	1
Regularly	2
Insufficiently	3
No possibility of professional development	4

42. How would you define the training provided or facilitated by your company?

Very suitable	1
Sufficient	2
Insufficient in some cases	3
Totally inadequate	4

43. In general, the correspondence between the effort you make and the rewards the company gives you is...:

Very suitable	1
Sufficient	2
Insufficient in some cases	3
Totally inadequate	4

44. Considering the duties and responsibilities of your job, are you satisfied with the salary you receive?

Very satisfied	1
Satisfied	2
Dissatisfied	3
Very dissatisfied	4

Open-ended questions: (The most repeated or relevant answers have been included in the table)

1. Do you think that your work can influence your well-being? In what way?	Yes, because if you are fine at work, you may be fine when you go home, whereas if you are unhappy at work, it may affect the way you feel when you are off duty.
2. Do you think that there is good communication between the members of the company and how would you suggest to improve it?	No, it could be improved by talking more among colleagues, but specially by understanding each other.
3. Are you satisfied with your current working hours, and would you prefer a different working day (if yes, which one)?	Yes, because it allows us to finish at an earlier time than usual.
4. Do you consider that your job allows you to reconcile your personal life with your working life?	Yes, as we have a good work schedule, and we can have holidays and free days when we need it for personal matters.
5. Would you prefer to receive your salary in 12 payments as at present or in 14 payments? Why?	It depends, we are happy with the way we are paid at present, although it is true that when extra payments come in we cannot afford them and maybe 14 payments could be a good solution.
6. Would you like to take a specific training course (if yes, which one)?	No.
7. What aspects of your job would you like to see changed?	Communication and trust between all partners.
8. Anything else you would like to add?	No.