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HIGH INVOLVEMENT WORK PRACTICES AND ENGAGEMENT THE CASE OF BRICO DÉPÔT

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Index

| | |
|--|----|
| 1. Introduction..... | 3 |
| 2. Aims..... | 4 |
| 3. Justification for the choice of the topic..... | 5 |
| 4. Theoretical framework..... | 6 |
| 4.1 Well-being and it's concepts in the literature about the management..... | 7 |
| 4.2 Engagement..... | 11 |
| 4.3 High Involvement Work Practices..... | 13 |
| 5. The case of Brico Dépôt..... | 19 |
| 6. Methodology..... | 21 |
| 7. Analysis..... | 22 |
| 8. Results..... | 22 |
| 10. Conclusions..... | 25 |
| 11. Bibliografía..... | 28 |
| 12. Annex..... | 33 |
| Annex 1..... | 33 |
| Annex 2..... | 41 |

Index of figures

| | |
|--|----|
| Figure 1: Evolution of the number of articles published | 5 |
| Figure 2: A two-dimensional view of work-related SWB. | 10 |
| Figure 3: Location of Brico Dépôt stores in Spain..... | 20 |
| Figure 4: Distribution of the number of people depending on their level of engagement.. | 41 |
| Figure 5: Engagement and high involvement work practices according to the charge. | 41 |
| Figure 6: Engagement and high involvement work practices according to seniority. | 42 |
| Figure 7: Engagement and high involvement work practices according to the age..... | 43 |
| Figure 8: Engagement and high involvement work practices according to the gender. | 43 |
| Figure 9: The four blocks of high involvement work practices according to the change. | 44 |
| Figure 10: The four blocks of high involvement work practices according to the seniority..... | 44 |
| Figure 11: The four blocks of high involvement work practices according to the age. .. | 45 |
| Figure 12: The four blocks of high involvement work practices according to the gender. | 45 |
| Figure 13: Engagement according to the four blocks of high involvement work practices..... | 46 |

Index of tables

| | |
|---|----|
| Table 1: Total score of each of the different categories. | 23 |
| Table 2: Engagement according to the charge..... | 41 |
| Table 3: Engagement according to seniority..... | 42 |
| Table 4: Engagement according to the age. | 42 |
| Table 5: Engagement according to the gender. | 43 |
| Table 6: Engagement according to the four blocks of high involvement work practices. | 46 |

1. Introduction

We can say that the XXI century is the century of knowledge. Thanks to the entry of the Internet and other information technologies and communications in our lives, there are few traditional resources such as natural resources, capital and production technology, they can not be copied, replace or appropriated. Those resources that can guarantee us sustainable competitive advantage today, are the intangibles, such as reputation, brand, capital and knowledge and collective talent of an organization.

Thus, we can say that human resources, which is one of the topics we will discuss later, have become a central aspect of business management, as for human resources we mean management practices used to attract, retain, develop and motivate talented prospective employees requiring the company to achieve its objectives. But, first of all, we will focus on the central theme of this project, well-being and then with the engagement, which is one of its positive indicators, defining and relating it to the specific issue that we have decided to develop, which are high involvement practices. Why engagement? Simply because all the positive consequences which give to worker and company because what not have an employee with a higher, more committed, participatory, etc. job performance? Moreover, also we will do a study on the company Brico Dépôt by questionnaire to confirm if the objectives are met or not

Well-being may be used as a general 'umbrella' term that encompasses different constructs. Indeed, there are a number of distinct components – job satisfaction, engagement, involvement, positive emotions – that have been studied as positive indicators of employee well-being over the years (Diener, 2000; Fisher, 2010). We study positive well-being as an overarching term that may incorporate different states that are characterized by high levels of pleasure and from low to high levels of activation.

Even workers who are generally happy at work can suffer short-term losses of enthusiasm and fulfilment. Short-term fluctuations matter because they can better explain work-related well-being (e.g. work engagement, flow, positive affect or passion), employees' relations with other people at work (e.g. co-workers, clients), life outside work, and ultimately productivity.

Can the human resources responsible for any such practices continue to encourage engagement? According to the literature named below it seems so, by high-performance practices, and the basic objective of our work is to verify that a company of our environment this is true.

2. Aims

The main objective of this paper is to find out what those human resource practices that positively improve the wellbeing at work. This information will get through the literature, plus analysis of studies and research that are the keys to draw these conclusions. There is great concern to know which are those positive things that lead us to well-being at work. Because of this we decided to talk to a human resources practices that are high performance, and what we want to see is how these practices influence the engagement and whether the companies are using them or not.

So the overall objective will be to make an assessment of the level of engagement and assess whether in the theory is satisfied. And checking whether the high involvement work practices have some positive impact on engagement, as from the literature we have consulted we understood so. And that we want to study in the company Brico Depot, as it is one of the companies that is committed to the well-being of employees and one of the best companies to work in Spain as it is in fifth place in the ranking of " Great Place to Work ". To carry it out, we will focus on measuring high involvement work practices and engagement, as we found several studies that have focused on this. But of them all it has interested us only one that has been recently made in Spain by Juan A. Marin-Garcia and Graziela Conci in 2013 to measure the degree of use of practical high involvement of employees, using a measurement variables like communication, training, compensation and participation with different items each.

In terms of specific objectives, we can identify five with higher relevance:

- Assess the level of engagement of employees of the company Brico Depot in relation to a standardized measure.
- Check if in the case Brico Depot and HIWP have a positive impact on engagement. If so, evaluate which of the dimensions of HIWP has a greater influence. From the dimensions of hiwp we found, to identify which of them has a greater impact than others in the engagement.
- Assess whether there are differences in the level of engagement as both hiwp, depending on variables such as sex, age, seniority, etc ... We will, for example, check if it is young people who are more engaged, or it is something related to the age, etc.
- Propose a different number of suggestions for improvement for the company.
- Show the company analyzed relevant information, which can be seen in the study.

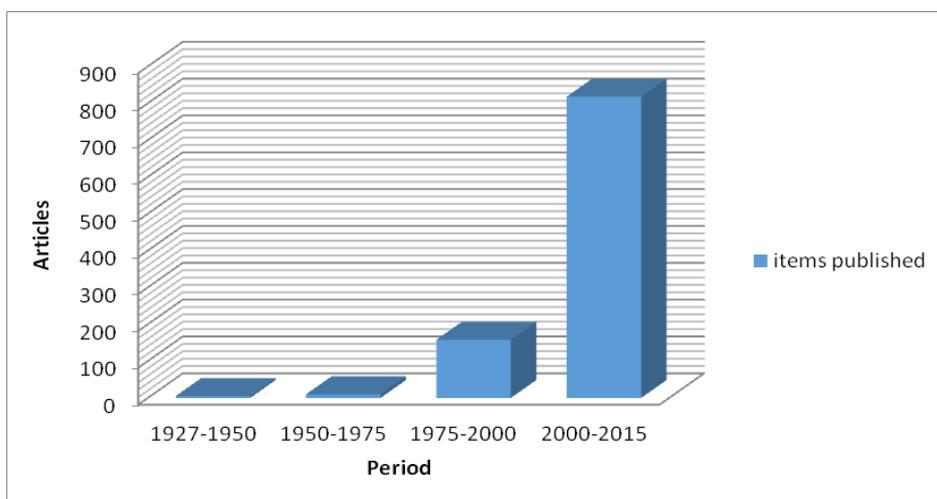
3. Justification for the choice of the topic

Well-being at work is the initial concept about what this project is going to develop, but we have decided to focus on one positive concept that is connected with this, it is the engagement, since we found the most suitable concept for this study. We think that the engagement is one of the most interesting positive aspects for the firms, as it has very positive effects on workers in terms of performance, happiness, satisfaction, etc. From these two premises we will introduce several related concepts that will allow us to focus on more specific aspects, and thus perform a specific job.

For all this information we consulted the database of the library, specifically in "Business Source Premier" and putting the "Well-being at work" concept, we found about 1000 items between 1927 to 2015. We have divided them into periods, and we found that from 1927 to 1950 there are just 5 documents; from 1950 to 1975 we can watch 10 items; From 1975 to 2000 we find 158; and finally from 2000 to 2015 there are 818 documents related to this topic. So we can say that this is an issue that has grown exponentially because people traditionally focused more on negative things (burnout, estrés, fatigued, tense angry...). So there have been a turnaround, and nowadays instead of worrying about why we are wrong, we focus more on why we are good.

In this graph we wanted to capture the evolution that it has been tending welfare, showing the number of articles published from 1927 to 2015, where we can see the very significant increase that this issue has had in recent years.

Figure 1: Evolution of the number of articles published



Source: Own elaboration from the database Business Source Premier.

What could be done from the HR department to facilitate the emergence of these positive attitudes?

Once it is done the analysis on the subject of well-being today, we see that there are different concepts related to this, that as we said above could be satisfaction, happiness, engagement... and all these we have wanted to focus on the engagement, so we focus this work on a more specific and relatively more practical aspect, since the topic is very broad. And to answer the previous question, our initial idea is to talk about Human Resources practices, but within these we will focus on high-performance practices; as these are practices with increased performance and engagement of its employees. This way they can get to work with high motivation. This is because a company should implement hiwp in the company, especially to get the commitment of its employees with the company. Having employees engage will improve job performance and consequently an improvement of the company productivity. And we want to confirm whether a company of our town, as Brico Dépôt this happens, as it is one of the best companies valued at "Great Place to Work".

4. Theoretical framework

Some might consider paradoxical to dedicate a special issue to happiness and well-being at work in this turbulent period. Nowadays, we are living the worst economic crisis the world has seen since the Great Depression of the 1930s, contributing to the change of the work environments, and the increment of unemployment rates in several countries. However, happiness and well-being have become a subject of interest for both researchers (e.g., Easterlin, 2003) and policy makers (Stiglitz, Sen, & Fitoussi, 2009), and one of the main topics of the positive psychology movement (Seligman & Csikszentmihalyi, 2000). Over the last years, research in the area of happiness has exploded, creating a wealth of empirical knowledge about the mechanisms and processes that make people happy. One of the most accepted findings in this field is that work contributes quite substantially to well-being and happiness (Fisher, 2010; Warr, 2007). For example, unemployment is related with significant decreases in well-being, from which individuals only recover when they find a job again (Clark, Diener, Georgellis, & Lucas, 2008). Furthermore, it has also been shown that employee well-being is critical for achieving organizational success (Page & Vella-Brodrick, 2009).

4.1 Well-being and it's concepts in the literature about the management.

Study well-being is vital, because social level has much to do with as neuralgic points such as health, social justice, human rights, mass mobilization for social change and common responsibility to environmental and ecological facts. And individually, taking into account qualitative and everyday aspects linked to their happiness as the standard of living or economic development man.

And is that the well-being has been the concern of many philosophers from Aristotle and is in many ways the essence of human existence. In recent years, wellbeing has moved from the realm of philosophy to science, has been a growing research which contributes to the quality of the expectations of the people in their lives. Science suggests that welfare in addition to experience good feelings, people also need a sense of vitality of the individual activities that are meaningful, engaging, so they can feel competent and autonomous, but even workers who are generally satisfied at work may suffer short-term losses of excitement and satisfaction, the short-term fluctuations are important, because they can better explain the relationship with the welfare (for example, work commitment, flow, positive affect or passion) , employee relationships with others at work (for example, co-workers, customers), life outside of work, and ultimately productivity.

Well-being is a summative concept that characterizes the quality of working lives, and it may be seen as a major determinant of productivity at the individual, enterprise, and societal levels.

Numerous definitions of well-being exist by discipline. Although there is no consensus definition, a growing convergence toward common elements has been noted. A key common element is that well-being is more than merely the absence of negative circumstances, such as illness; rather it also includes positive features such as the quality of a job or happiness with one's life. The definition advocated by Waddell & Burton is that well-being is "the subjective state of being healthy, happy, contented, comfortable, and satisfied with one's life". It includes physical, material, social, emotional (happiness), and development and activity dimensions. A more expansive definition also cited at the Helsinki conference is: "flourishing employees achieving their full potential for both their own benefit and that of the organization."

Work-related well-being concerns the evaluations employees make about their working life experiences, and as such it may have both a cognitive and an affective component (Bakker and Oerlemans, 2011). Applying Diener et al.'s (1991) definition of general

well-being to work-related well-being, Bakker and Oerlemans argue that an employee is considered to have high levels of well-being when he/she is satisfied with his/her job, and when he/she experiences positive emotions more frequently (e.g. happiness, enjoyment) and negative emotions less frequently.

Well-being refers to all those things needed to live well in day to day to satisfy material, healthy, leisure time and affective relations needs. We can say that this is a subjective concept, which can have very different representations in the mind of each individual, because it is related to the needs and tastes of each person. It can be said that while a person follow their interests, and see clearly their emotions and needs, you can achieve well-being. Thus, a person is said to have high subjective well-being if he or she is satisfied with his or her life; and experiences frequent positive emotions such as joy and happiness (Diener, Sandvik & Pavot, 1991). Well-being at work is also influenced by mental and physical health, job security, organization of work, work engagement, work life benefits, and wages. What is it that makes us find well? To answer this question we focused on the history of well-being that we found in a study of Schulte P and Vainio H. Schulte Over the years, there has been some informative research on the determinants of well-being. Warr (32) identified three categories of factors: work-related, lifestyle and personality. And within these we speak of those work-related variables, which are the human resource practices, and specifically later want to focus on work practices for high performance.

Over the last 10 years, research in the area of happiness has exploded, creating a wealth of empirical knowledge about mechanisms and processes that make people happy. One of the most accepted findings in this field is that work contributes quite substantially to well-being and happiness. With the rise of positive psychology in the past decade, there has also been an increased interest in the bright side of organizational life, (e.g., Bakker & Oerlemans, 2011; Bakker, Rodriguez-Muñoz, & Derks, 2012; Xanthopoulou, Bakker, & Ilies, 2012), drawing attention to positive phenomena such as engagement, well-being, job satisfaction, or positive affective experiences at work. In this sense, the field of positive organizational behavior (POB) has emerged from the new approach of positive psychology, which is defined as “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace” (Luthans, 2002, p. 59).

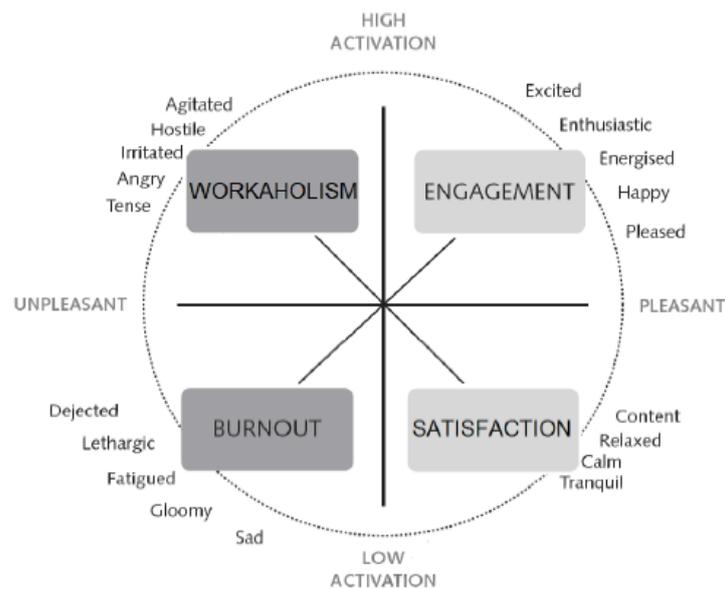
According to Fisher (2010), happiness is not a term that has been extensively used in the academic world. Instead of this concept, a distinct number of constructs, which reflect some form of happiness or positive affect, have been used in research. Thus, during the past years several so-called positive concepts have gained relevance, including work engagement (Bakker & Leiter, 2010), job satisfaction (Judge, Thoresen, Bono, & Patton, 2001), flow at work (Csikszentmihalyi, 1990), positive emotions at work (Vacharkulksemsuk & Fredrickson, 2013), and work enjoyment (e.g., Bakker, 2008). While each of these constructs has some distinguishing features, there is also considerable definitional, conceptual, and measurement overlap between them. What they have in common is that all are referred to pleasant judgments (positive attitudes) or pleasant experiences (positive feelings, moods, emotions, flow states) at work (Bakker & Oerlemans, 2011; Fisher, 2010).

Wellbeing at work may be related to various concepts, some of which we could find are commitment, flow, happiness and job satisfaction. We decided to talk about these issues because they are all related to worker productivity, as there are studies that appoint then we prove it.

We start with the **engagement**, the enthusiastic worker shares similar qualities with the engaged worker. Work engagement is defined as an affective-motivational state of work-related well-being that is characterized by high levels of energy while working (vigour), high levels of involvement and enthusiasm (dedication), and by being fully concentrated and engrossed in one's work (absorption: Bakker and Schaufeli, 2008). Thus, work engagement may be perceived as a more active state of well-being than job satisfaction and happiness, since engaged employees are more energetic (Bakker and Oerlemans, 2011). As the figure that follows, work engagement is positioned in the upper right quadrant of the circumplex model as it resembles high levels of pleasure and activation (see Figure 2). Work engagement is most often defined as "... a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli & Bakker, 2010; Schaufeli, Salanova, González-Romá, & Bakker, 2002, p. 74). In engagement, fulfillment exists in contrast to the voids of life that leave people feeling empty as in burnout. Vigour is characterized by high levels of energy and mental resilience while working, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work, and experiencing a sense of significance and enthusiasm. Absorption is characterized by being fully concentrated and happily engrossed in one's work.

Another hand, work-related flow is another positive indicator of employee well-being that is characterized by enjoyment (i.e. feelings of happiness), total absorption in the activity (i.e. the feeling that ‘time flies’) and intrinsic motivation (i.e. activities are partaken regardless of external rewards or costs: Bakker, 2008). Accordingly, being in flow may be characterized as a pleasurable state of high activation, where one is intrinsically energized and enjoys the activity.

Figure 2: A two-dimensional view of work-related SWB.



So we can say the concept of happiness. Several researchers (e.g., Cropanzano & Wright, 1999; Easterlin, 2001; Lyubomirski, 2001; Seligman, 2002) have equated the term subjective well-being (SWB) with the term happiness equating high pleasure and moderate levels of activation. Being happy refers to somewhat higher levels of activation as being satisfied or content and somewhat lower compared to being enthusiastic, or excited (see Figure 2).

More than 90% of all people agree with the statement “a happy worker is a productive worker” (Fisher, 2003). Why? One explanation could be that happy individuals are more active, approach-oriented, energetic, interested in their work, sympathetic to their colleagues and persistent in the face of difficulties compared to unhappy employees. Another explanation is that employees’ happiness may generate more job-related resources. For instance, happy employees may act in a pleasant way so that colleagues are more inclined to provide instrumental, social, or emotional support.

And finally, in terms of job satisfaction is probably the most studied form of work-related SWB at this point in time. Satisfaction – as a form of affect - can be positioned in the right lower quadrant of Figure 2, as it reflects a high level of pleasure and a low level of activation. Locke (1969) defined job satisfaction as a “pleasurable emotional state resulting from the appraisal of one’s job” (p.317). Employees who are satisfied with their jobs experience high pleasure, but may have limited energy or aspirations (Grebner, Semmer & Elfering, 2005). For instance, employees in this low activation - high pleasure quadrant may recognize that their job is not ideal, but realize that it could be worse. According to Büssing, Bissels, Fuchs and Perrar (1999), a decrease in level of aspiration could result in a positive state of satisfaction.

The terms happiness and job satisfaction are often used interchangeably in organizational research (Hosie et al., 2006). However, as discussed, happiness can be distinguished from satisfaction as an emotion that reflects higher levels of activation. Furthermore, „facet specific“ job satisfaction reflects a more cognitive evaluation towards various features of the job whereas „overall“ measures of job satisfaction seem to tap affective experiences of Subjective Well-being. Each type may have a different effect on job performance (e.g., Schleicher, Watt & Greguras, 2004).

4.2 Engagement

Of all those positive concepts being there, we decided to talk more specifically about the engagement, and we are able to carry out a more thorough study of this issue, and thus to connect it later with the practices of human resources high performance.

Employee engagement can be critically important to competitiveness in the contemporary business environment. Employee engagement has three related components: a cognitive, an emotional, and a behavioral aspect. The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders, and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The behavioral aspect of employee engagement is the value-added component for the organization and consists of the discretionary effort engaged employees bring to their work in the form of extra time, brainpower and energy devoted to the task and the firm.

The number of studies showing a positive relationship between employee engagement and job performance is increasing (Demerouti & Cropanzano, 2010). For example, Bakker, Demerouti and Verbeke (2004) showed that engaged Dutch employees received higher ratings from their colleagues on in-role and extra-role performance, indicating that engaged employees perform well and are willing to go the extra mile. In addition, Halbesleben and Wheeler (2008) in their study among American employees, their supervisors, and their closest coworkers from a wide variety of industries and occupations showed that work engagement made a unique contribution to explaining variance in job performance.

In essence, Bakker et al. (2008) state that work engagement captures how workers experience their work: as stimulating and energetic and something to which they really want to devote time and effort (the vigor component); as a significant and meaningful pursuit (dedication); and as engrossing and interesting (absorption). Research has revealed that engaged employees are highly energetic, self-efficacious individuals who exercise influence over events that affect their lives (Schaufeli et al., 2001). Because of their positive attitude and high activity level, engaged employees create their own positive feedback, in terms of appreciation, recognition, and success (Bakker, 2009; Rothbard & Patil, this volume). Engaged employees often indicate that their enthusiasm and energy also appears outside work, for example in sports, creative hobbies, and volunteer work. There are engaged employees do feel tired after a long day of hard work. However, they describe their tiredness as a rather pleasant state because it is associated with positive accomplishments. Finally, engaged employees are not addicted to their work. They enjoy other things outside work and, unlike workaholics, they do not work hard because of a strong and irresistible inner drive, but because for them working is fun (Schaufeli, Taris & Bakker, 2006).

Regarding the history of the engagement, it can be said that this concept is related to the human resources practices, of which we will discuss below. These are carried out in companies to try to improve and increase the welfare of employees, and as we explained above, one of the positive concepts related to the well-being and one in which we want to focus to continue this project, it is the engagement.

4.3 High Involvement Work Practices

Now we will define that these are human resource practices and what are its consequences, to then we be able to focus on the high involvement work practices. Human Resources practices, such as the selection process, performance assessment, training and compensation, etc., determine to a large extent the experiences of individuals in organizations. Each of these activities represents a choice of the organization on how to treat employees, who to hire, who will be promoted, who will receive an increase in pay, etc. Also, each of these practices has a major influence on the choices made by individuals regarding the organization decided to participate, degree of effort, time spent, how to treat colleagues.

The focus of HRM presented as key elements on the one hand, the belief that among all factors of production that really makes the difference is the human factor, and therefore their ability and commitment are essential for organizations. In view of this, organizations should be able to develop human resources practices which encourage and promote this commitment and thereby better employee performance. When we talk about Strategic Human Resource Management, we are not referring only to the implementation of policies and practices, but also to link the human resources strategy and business strategy is established. Those local authorities who are interested in improving and become more efficient are aware that satisfy customer needs is the reason for its existence, and this is key behavior, skills and attitudes of their employees.

However, in the last two decades there has been a profound change in the economic context in which organizations operate. Changes in working conditions and organizational restructuring have created uncertainty regarding the conditions of employment. The growing complexity and dynamism of organizational context necessitates a thorough understanding of organizations, and the factors on which lies business success. In today's business environment where technological change is constant and competition is very high, the human factor has acquired great importance within organizations. The technology and processes can be imitated and replaceable, so are the people in a company that can make an organization apart from the rest. The quality of human resources, their degree of commitment to the company and motivation have a decisive influence on its operating results, the quality of service provided, in the image of the company and, ultimately, in its continuity market. Because of the importance of this factor we can say that part of business success lies in a correct management of people who are part of an organization. The management of people in

an organization can be realized in different ways and will depend on various aspects such as the environment itself, its strategy, its characteristics, management philosophy, etc. There have been different approaches to the management of labor organizations, the concept has evolved over time through different approaches and nomenclatures, until the eighties the concept of HRM appears, also known under the acronym HRM from its Anglo Human Resources Management. From the moment you start talking about HRM as a differentiated approach to people management that draws on the ideas of the movement of human relationships and the behavioral sciences (Likert, 1961; Herzberg, 1966; Maslow, 1943; McGregor 1960). The HRM aims to achieve a competitive advantage through the strategic development of a workforce capable and committed, through the use of different techniques of personnel, corporate culture and organizational (Storey, 1995).

Once the issue of human resources practices, we want to focus on high involvement work practices, as we feel that over the years the importance of this issue in organizations has increased, because not all companies require the same practices to improve your company. Organizations have become progressively more complex, dynamic and flexible time, there are companies which want strategies that want to implement practices require higher performance, depth, breadth of knowledge and a higher level of commitment from workers, and these are the high involvement practices. These practices provide employees with opportunities, skills and increased motivation to carry out their activities, making the company capable of adapting to turbulent environments more easily, because their employees are eager to continue growing in their work day day. For all this, it would be appropriate to implement a system of high involvement practices and related it to issue of engagement.

The term high-involvement work practices refers to a set of practices aimed at improving employee performance by increasing employees' skills and motivation (Pill & MacDuffie, 1996). This system seeks the commitment of employees, it increases the effort of employees, as it tries to meet the needs of working through coordinated policy. High involvement work practices are defined in terms of four attributes (Lawler, Mohrman, & Ledford, 1995), we will explain in detail below, these are: (a) employees have the power to make decisions and/or to participate in decision making; (b) task relevant information is shared throughout the unit; (c) employees are provided with necessary training to do their work; and (d) employees are rewarded for using their participation in decision making, information sharing, and training to positively influence unit outcomes.

In the last decades there has been a pronounced shift in the field of human resource (HR) management. The strategic perspective of HR, has grown out of researchers' desire to demonstrate the importance of human resource practices for organizational performance. Work in this area has gained more impetus as the management strategy literature focuses increasingly on internal resources and competencies (Wernerfelt 1984; Collis and Montgomery 1995; Teece, Pisano and Shuen 1997). The core premise of strategic human resource management (SHRM) is that firms adopting a specific strategy require Human Resources practices that are different from those required by firms adopting alternative strategies (Fombrum, Tichy and Devanna 1984; Jackson and Schuler 1985; Jackson, Schuler and Rivero 1989). If this fundamental assumption is correct, then much of the variation in HR practices across organizations should be explained by the organizations' strategies, and organizations that have greater congruence between their HR practices and their strategies should enjoy superior performance (Delery and Doty 1996). In order to maintain success, specific competitive strategies, such as competing on the basis of innovation or unique service, typically require greater depth and breadth of skills and a higher level of commitment from employees; that is, some competitive strategies create greater discretion where employee competencies and capability are relatively more important (Datta, Guthrie and Wright 2005). Furthermore, competitive strategies creating greater levels of discretion through differentiation activities are conceptually and empirically more coherent with high involvement work practices (HIWPs) (Arthur 1992). Invoking Porter's (1980) work, differentiation and low cost strategies are thought to require different HR practices in order to obtain particular sets of employee attitudes and behaviours to promote success. HIWPs are consistent with providing employees with the opportunity, skills and motivation to contribute to organizational success in environments demanding greater levels of commitment and involvement (Guthrie, Spell and Nyamori 2002).

High involvement work practices can improve, enhance and sustain both the competence and commitment of employees, essential for competitive advantage in today's turbulent business (Lado and Wilson 1994; Ulrich 1998). High involvement work practices also put firms in a position to create knowledge and opportunities, which makes organizations more dynamic, flexible and agile, and thus better able to adapt to turbulent environments (Teece et al. 1997) Employees in HIWP firms have more skills to perform their jobs properly, more information with which to make thoughtful decisions about how to achieve unit goals, more authority to make decisions in the unit's best interests, and greater incentives to align individual effort with unit goals. By

choosing employees who are eager to continue growing at work rather than simply “filling slots,” units with HIWP acquire personnel who are willing and eager to expand their roles and take on increasing amounts of responsibility (Delery & Doty, 1996). By providing employees with additional training and more challenging work assignments, units with HIWP develop both the breadth and depth of employees’ work competencies (Schuler & Jackson, 1987). By giving employees more opportunities to participate in decisions that affect their jobs, units with HIWP foster greater commitment to the organization, personal responsiveness to colleagues and customers, and greater innovation (Spreitzer, 1995; Sun et al., 2007). Also, by using better performance appraisal systems and merit-based reward systems, units with HIWP create stronger incentives to work effectively and efficiently (Snell, 1992). These practices are geared toward increasing employee skills and motivation through participative decision-making, organization-wide information sharing, access to training, and using the firm’s resources as incentives to enhance organizational performance (Huselid, 1995; Lawler, 1986, 1992; Lepak, Taylor, Tekleab, Marrone, & Cohen, 2007; Spreitzer, 1995; Wright & Snell, 1991).

Numerous authors have developed a long list of management practices for generating high involvement and high performance among employees. These range from selecting the right people for the organization to a commitment to training and skill development, teambased work organization, job security, and incentive-based pay. In each of these general categories, a variety of specific practices have been developed. For example, incentive-based pay can take the form of a gain-sharing program, performance-contingent pay to individuals, team-based pay, or employee ownership. Training programs can be developed for current and future skills, technical and interpersonal skills, new hires and experienced employees. With all of the choices, developing a coherent set of high-involvement work practices that are consistent across the organization and reinforce each other is a nontrivial challenge for all managers.

The impact of HRM or HR practices on organizational performance has received much attention (e.g., Huselid, 2005; Guest 1997; Stavrou & Brester, 2005; Harney & Jordan, 2008). Generally speaking, the results support the view that improving the way employees are managed (e.g., increasing participatory and motivational aspects at work) leads to enhanced company performance. The dominant Human Resource Management of the literature focuses on an ideal set of HR/work practices labeling them loosely as ‘best’, ‘high performance’, ‘high involvement’ or ‘high commitment’ practices, all involving the common element of contrasting with a Taylorist, control type

of management (Wood, 1999). Edward Lawler and his colleagues identified four interlocking principles for building a high-involvement work system that help to ensure that the system will be effective and that the various practices will work together to have a positive impact on employee engagement. These principles can be summed up as providing employees with power, information, knowledge and rewards.

First of all, **Power** means that employees have the power to make decisions that are important to their performance and to the quality of their working lives. Power can mean a relatively low level of influence, as in providing input into decisions made by others or it can mean having final authority and accountability for decisions and their outcomes. Involvement is maximized when the highest possible level of power is pushed down to the employees that have to carry out the decisions. Creating forums for employees to develop and share ideas for improving firm performance can be effective, but only when good ideas from employees actually get used. For example, Arthur and Aiman-Smith describe an employee suggestion system in a large manufacturing plant in the Midwestern U.S. with a unionized workforce of 1,500. The system was successful in generating large numbers of useful suggestions from the employees that saved the company US\$9M in its first four years. Implementation was facilitated by a joint unionmanagement review board that assessed each suggestion and either accepted, declined, or asked for further investigation.

Information is a system of information that provides employees with data that is timely and relevant to their particular work process, that they can influence personally by either expending or withholding effort, and that they can understand. A major challenge for managers developing a high-involvement work system is to create an information system that provides employees with data that is timely and relevant to their particular work process, that they can influence personally by either expending or withholding effort, and that they can understand. The more transparent managers can make the firm's operations, the more effectively employees can contribute to the firm's success. Transparency is important because it helps employees see the link between their actions and the performance of the firm, thereby enhancing the cognitive aspect of engagement. Hence, transparency is essential for employees to see what they are doing that is working and what isn't. As CEO Ricardo Semler says about his 800-person high-involvement manufacturing firm in Brazil, "nothing matters more than those vital statistics - short, frank, frequent reports on how the company is doing".

Knowledge, or employee skills and abilities, is the data employees use to make decisions and take action. When the employees are making important workplace decisions, it is important that they have the skills and abilities to make the right decisions. Knowledge, or employee skills and abilities, can be distinguished from information, which is the data employees use to make decisions and take action. Improving employees' knowledge means a commitment to training and development. The training investments are essential in a high- involvement organization because when employees are making important workplace decisions, it is important that they have the skills and abilities to make the right decisions. New employees at General Motors' Saturn plant initially receive between 350 and 700 hours of initial training; Saturn sets an organization-wide goal that all employees receive at least 92 hours of additional training each year. On average, Saturn employees have received 148 hours of training each year since 1991. The reason Saturn relies so heavily on training is the fact that the work process design relies heavily on the use of employee skills and knowledge, "to build a small car competitively in the United States, either costs (wages) had to be lowered or organizational productivity raised to make up the difference...The only way to make up this difference would be to mobilize the knowledge, skills, and commitment of the workforce, and to design the work systems and organization in ways that achieved higher quality and productivity."

The **rewards** component means rewarding employees for expending discretionary effort to enhance organizational performance. A key element in the high-involvement equation, rewards for performance ensure that employees use their power, information and knowledge for the good of the firm. In each of the three cases mentioned in the previous discussion of power, information and knowledge, rewards were in place for employee contributions to the firm, and that link was critical to the success of the firm's high involvement work practices. For example, a gain sharing program in one plant was in place so that each employee earned a bonus of \$4,442 over the 4-year period for suggestions that saved the plant US\$9 million. The bonuses inspired considerably more effort on the part of employees than was evident in the suggestion program. Plant supervisors and managers indicated that many plant improvements were being made outside of the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings.

Thus, after getting all this information we can confirm that there is indeed a relationship between work practices high commitment and one of the concepts related to well-being: the engagement. Research suggests that high-involvement work practices can develop the positive beliefs and attitudes associated with employee engagement, and that these practices can generate the kinds of discretionary behaviors that lead to enhanced performance. Modern organizations expect their employees to be proactive and show initiative, take responsibility for their own professional development, and to be committed to high quality performance standards. Thus employees who feel energetic and dedicated are needed – organizations need engaged workers (Bakker & Schaufeli, 2008). This is illustrated by Ulrich (1997), who writes in his seminal book *Human Resources Champions*: ‘Employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body but the mind and soul of every employee’ (p. 125).

Thus, in order to verify this assumption and prove that there is a relationship between High involvement work practices and engagement, we are doing a questionnaire on the company Brico Depot located in Alquerias del niño perdido.

5. The case of Brico Dépôt

Brico Depot first opened its doors on October 6, 1993 in Reims (France), replacing a Castorama store. Jean-Hugues Loyez, then CEO of Castorama Dubois Investment, where he soon joined Philippe Bon. The chain is based in Longpont sur Orge, Essonne, France. In Spain, the chain has 28 branches, while France has 107 stores. Brico Dépôt Spain born in 2003 with the opening of the first store in Viana (Logroño).

In this map we can see the different cities where the company is located in Spain.

Figure 3: Location of Brico Dépôt stores in Spain.



Brico Dépôt is a chain of home improvement and building materials situated in Spain, France and Poland, from Kingfisher Group subsidiary. This new concept in the French market, attracted operators and professional customers. We chose this company to perform the study, because in my third year of degree we had a subject of human resources, and we had to work about a company that performed HR practices. And after an intense search, we decided to choose this company because we saw that it was among the top five list of the "Great Place to Work," which are the best companies to work for. This is a global research, consulting and training that helps organizations identify, create and sustain great workplaces through the development of cultures of reliable work places. Thus one can say that Brico Dépôt is a great place to work, because they use their techniques to improve every day and to trust the people they work for, to take pride in what they do and enjoy it with the people they work. To become a place where the goals of the organization can be reached where people give the best of themselves and where they can work together in an atmosphere of trust.

Apart from this, another important factor why we have selected this company has been for the good relationship we had with the head of sector when we performed the project of the subject of human resources. She helped us throughout the process performance of work providing us important information about the company, and joining us when we needed it. Therefore, this has been the factor that we had more in mind when looking for and choosing a company.

6. Methodology

To obtain information necessary for the development of this work, initially resorted to textbooks, manuals, notes, slides, etc. we used during the degree in order to find a specific topic within the broad theme of "Welfare work. " Once opted us to speak on "Human Resource Practices" and specify further the theme of work, we went to find information databases recommended by our tutor as it is, of course, "Google" and especially " Google academy "and one of the databases that the Universitat Jaume I offers to students is" Business Source Premier ". In these databases the main thing we wanted to find were articles and research of specialized authors on the subject that will help us build our final work. In addition, the Universitat Jaume I created a search engine library in addition to books, also seeks articles, research, etc, which have been very useful for the development of work.

Part of the study on the relationship between human resource practices of high performance and positive concept of well-being: the engagement, we conducted a field study through a poll. With these polls we were able to extract a very valid and necessary to analyze and verify the relationship of these two concepts in a company of our town as Brico Dépôt information.

The questionnaire has been formulated from two studies, which are Utrecht Work Engagement Scale and a questionnaire Lawler, which can be seen in Annex 1, one to validate the engagement and one for HIWP respectively. These questionnaires were prepared with a large number of questions so we modified the questionnaire and reduced the number of items, which were adapted for easier understanding and anyone could do it.

First, we conducted a pretest to people working in business, so they could give us their opinion about the questionnaire and check whether they understood each of the questions and concepts that we wanted to incorporate into the study. Once the pretest, we contacted the head of enterprise services Brico Dépôt sector Alquerias del niño perdido, asking if we could meet her and so tell the study we wanted to do and whether we had permission to carry it out in her company. After telling it, she said it seemed very interesting and she helped us in everything we needed.

As it regards the answers were 23 people that conducted the survey of 31 people who were in total in the company. With these 23 responses, that we analyse deeply in SPSS, we can check if the overall objective of this project is justified and whether High involvement work practices have a positive influence on the engagement.

As for the survey, for the following study we chose the company Brico Dépôt, as I have already mentioned above, as it is one of the ten best companies to work according to the list of "Great Place to Work". The survey consists of 30 questions in total, which can be found in Annex 1. The questions are divided into three blocks, the first of which has 4 general questions (age, gender, position, seniority) the second has 10 questions about the engagement and the third and last block has 16 questions related to the four blocks of high Involvement work practices, so when analysing it we can see the relationship between the different variables, so that it is more visible and easier to detect.

7. Analysis

In this section we will discuss what has been the analysis we have undertaken to achieve the results corresponding to the data so we can start our investigation. Only we had all completed questionnaires, we used SPSS statistical software integrated that focuses on the entire analytical process, from planning to data collection, to conduct research and make better decisions. In this program we have done different types of analysis to obtain the corresponding results such as an ANOVA analysis to compare measures, an analysis of the frequency and finally a linear regression.

8. Results

As regards the results, first, we took the average value of engagement with SPSS so that we could then analyze their value by establishing a statistical rules for the UWES, which use five categories: "Very low", "Low ", " Medium ", " High "and" Very High "by Utrecht scale. The engagement value is 3.99, so we can say that is within a moderate value.

Table 1: Total score of each of the different categories.

| | Very low | Low | Medium | High | Very high |
|-------------|----------|-----------|------------|------------|-----------|
| Total score | < 1.77 | 1.78-2.88 | 2.89- 4.66 | 4.67- 5.50 | >5.51 |

Then we have done an analysis of the frequency that we have obtained the total respondents to know the rate to each of the categories. In Figure 4 we can see that those who have a very high level are very scarce engaged only 4.3% of respondents; high and medium levels predominate with 26.1% and 47.8%, respectively. Thus we can see that almost half of respondents have a moderate engage in Brico Depot. This is something positive and good but what concerns us is those with low in this case is 21.7% level. This is a very important fact because it is a fairly high percentage; so from the company management appropriate steps should taken to know why this value and that percentage decreases measures. Practices adopted may have not been correctly interpreted or valued by these workers. Noting Figures 5 through 8, we can get some important results for our study such as the level of engage according to the charge (Figure 5) is high in logistics compared to the other charges, which have a level of engage moderate. Another important fact, as shown in Figure 7, is that those who are between 40- 50 years old have a high level of engage, with one big difference between those who are aged between 21-30, who have a moderate level. In this respect the company should do something to increase that level of engagement in young people.

Moreover, with all significant data entered into SPSS, we return to the medium values and we compare them in groups, to identify if any of these influence significantly on engagement and High Involvement four blocks of work practices (training, communication participation and remuneration). The first data we can see in Annex 2, Tables 2, 3, 4 and 5 we obtained no significant differences on engagement or gender, or charge, or seniority, or age . All groups we have analyzed in the company have similar behavior in terms of these variables, and this can be a good thing because it means that all company employees perceive things the same way.

We begin by calculating the average of engagement depending on the different positions that we see in the company, and we see that there are very significant differences among these. In this case we have found a moderate level of engagement. So the results of engagement depending on the charge are unchanged.

In Table 2 we can see that there are no significant differences between different positions as the level of significance of the various charges should be less than 0.05. In this case we see that the significance level is greater, 0.877. It means that we accept H_0 considering the H_0 that we analyze in all ANOVAS means equality of measures, then if we accept H_0 can see that in view of these data it can be said that the average values are different, and there are no higher than others, ie, the difference in these averages is not statistically significant. According to the engagement related to seniority (Table 3), we note that there are no significant differences between the variables compared. In Table 4, based on the age of workers. No differences are observed, since the average are quite moderate, though we can see in Figure 7 that people between 40 and 50 years have a higher level of engagement than people between 21 and 30 years old, we can not say that they differ significantly, as the value of significance is greater than 0.05. In the case of gender (Table 5) there are no significant differences but little, as you can see a very small quantity 0.191. We have also done this same study with the four blocks of the variable high Involvement work practices (training, communication, compensation and participation) based on four different factors such as the position, age, seniority and gender, to check if there are significant differences between them, but the result was negative, the corresponding graphs and tables can be seen in Annex 2 (graph 5 to 8).

Finally, we conducted a regression where we check which of the four blocks of high Involvement work practices influence the engagement. So after an intensive and noting Figure 13 and Table 6 study, we can say that the only significant variable, according to data from the company's participation, that would influence the engagement, as their level of significance is below 0.05. Thus we reject H_0 and say that there are significant differences in this variable. On the other variables, such as training, communication and compensation, this event is not met. Thus we can say that the perception of the employees of the company on the participation makes them feel engage, and it may be that the perception of the other variables is not the best, so that in this situation, the company should take action.

The theory says that if companies follow a high Involvement work practices, that influences the engagement. In the company in which I have based the practical case despite participating in the Great Place to Work, the things that they make seem to be only focused on participation, as this is the only variable that influences the engagement, the other variables do not seem to have an impact. The company fails to engage their employees or by forming, or communication, or remuneration.

On the other hand, as can be seen in Figures 9, 10, 11 and 12 the responses of compensation are low; this, makes us think that it has not been received well by workers, or the company is not doing none of these high-performance practices focused on retribution. So it may be that employees of the company do not mind getting a higher pay or low, to be more or less engage, but what they value is that they have with them and involve them in the activities and tasks of the company.

9. Suggestions for improvement

After obtaining the results of research carried out in the company Brico Dépôt, we realize that the company should carry out various improvements to increase the level of their employees engage in.

One would mean to implement appropriate programs or implement measures for high involvement work practices to increase the number of people engage in the business, and thus get a lower percentage of people with a low level of engage.

Another proposal would be to conduct a questionnaire to measure their satisfaction and their commitment to the company, from time to time. With that they would get information about whether they are performing well or not the high Involvement work practices.

10. Conclusions

The main objective of this project was to test whether high Involvement work practices had a positive impact on engagement. After analyzing all data obtained through our research, the conclusion drawn is that this assumption is fulfilled but not with all practices, but only with participation. I could validate these results in the theory, and we have seen that it seems that this company only high Involvement influence the work related to the participation of engagement practices, other cases not. The literature says that if high Involvement work practices in a company are carried out. that influences the engagement. In this company the engagement is moderate, so to get a higher level or to a greater number of people would engage what would be needed is to promote related work practices Involvement high activity, we see that participation is achieved but should insist on the others (training, communication and compensation). Another important thing we have achieved is that the valuation of work practices

Involvement high pay is low, possibly because they are not applying such high performance practices adequately.

Regarding the goal of knowing which of the various existing qualitative variables in our questionnaire, have a closer relationship with the engagement. In this case we were unable to obtain relevant information, as in the case study we found out that none of these variables is significantly different from the others.

We have also made a series of tests where we first compared the engagement with a normative value to know if it has a high, moderate or low value. In this case we see that it has a moderate level, ranging between 2.89 and 4.66. Then we study the frequencies to know the percentage level engage with respondents, and those with a low level, act on them. As for the level of engagement according to the charge we see that all charges have a moderate level of engagement except logistics has a high level. And by age, we see that those who are between 40- 50 years have a higher level of engagement, rather than young people (21-30 years), so the company should provide solutions for this case and apply the correct measures or hire older people, as we can see that these are those who are most engagement.

As we have developed the analysis in the chosen company, they have emerged a number of practical implications, as a series of suggestions that may serve to improve the company.

As for the limitations that we have been finding in the study, we highlight the participation of one company, which is associated to the difficulty in generalizing results both in a sector or industry. On the other hand, the number of people who answered represents a large percentage to the total number of employees of the company (74%), but considering the statistical techniques employed would be appropriate to repeat tests with larger samples.

We have also made an adaptation of the scale of HIWP reducing the number of items, which may have caused errors as to the accuracy of measurement of the variables, as we have removed all those questions that seemed ambiguous since the number initial items was excessive. In addition, this scale is not validated in Spain, and had questions that may be not understood well, besides the number of items was very high for people to answer and we have wanted to focus on a simple questionnaire, available and consistent for all company employees.

Regarding the future research we propose to implement the measures suggested and to repeat the study. After having mentioned several improvements to the company, it would be appropriate to conduct another study after a period of time to see the before and after, and to check whether the hiwp were performed properly and wether we see an improvement in the company.

It would also be a good initiative to do the study in more companies from other sectors, andin other countries to obtain more robust results and therefore more easily generalizable.

Another important aspect would be to make a qualitative study. That is to say, to interview employees of the company for information about their responses to the questionnaires and assess the how and why of the results.

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12. Annex

Annex 1

- Questionnaires model
- To analyze the engagement

Encuesta de Bienestar y Trabajo (UWES) ©

Las siguientes preguntas se refieren a los sentimientos de las personas en el trabajo. Por favor, lea cuidadosamente cada pregunta y decida si se ha sentido de esta forma. Si nunca se ha sentido así conteste '0' (cero), y en caso contrario indique cuántas veces se ha sentido así teniendo en cuenta el número que aparece en la siguiente escala de respuesta (de 1 a 6).

| Nunca | Casi nunca | Algunas veces | Regularmente | Bastante veces | Casi siempre | Siempre |
|-------------|--------------------|------------------------|--------------------|--------------------|------------------------|----------------|
| 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| Ninguna vez | Pocas veces al año | Una vez al mes o menos | Pocas veces al mes | Una vez por semana | Pocas veces por semana | Todos los días |

1. _____ En mi trabajo me siento lleno de energía (VII)*
2. _____ Mi trabajo está lleno de significado y propósito (DE1)
3. _____ El tiempo vuela cuando estoy trabajando (AB1)
4. _____ Soy fuerte y vigoroso en mi trabajo (VI2)*
5. _____ Estoy entusiasmado con mi trabajo (DE2)*
6. _____ Cuando estoy trabajando olvido todo lo que pasa alrededor de mí (AB2)
7. _____ Mi trabajo me inspira (DE3)*
8. _____ Cuando me levanto por las mañanas tengo ganas de ir a trabajar (VI3)*
9. _____ Soy feliz cuando estoy absorto en mi trabajo (AB3)*
10. _____ Estoy orgulloso del trabajo que hago (DE4)*
11. _____ Estoy inmerso en mi trabajo (AB4)*
12. _____ Puedo continuar trabajando durante largos períodos de tiempo (VI4)
13. _____ Mi trabajo es retador (DE5)
14. _____ Me "dejo llevar" por mi trabajo (AB5)*
15. _____ Soy muy persistente en mi trabajo (VI5)
16. _____ Me es difícil 'desconectarme' de mi trabajo (AB6)
17. _____ Incluso cuando las cosas no van bien, continuo trabajando (VI6)

* Versión abreviar (UWES-9); VI= vigor; DE = dedicación; AB = absorción

- To analyze the four blocks High Involvement Work Practices.

| Ítems | Código | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) |
|---|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Información sobre resultados operativos globales de la empresa | Com1 | X | X | X | X | - | X | X | X | X |
| Información sobre resultados del departamento | Com2 | X | X | X | X | - | X | - | - | - |
| Información sobre nuevas tecnologías que pueden afectarles | Com3 | X | X | X | X | - | X | - | - | - |
| Información sobre objetivos y planes del negocio | Com4 | X | X | X | X | - | X | - | - | - |
| Información sobre comparación con el desempeño de la competencia | Com5 | X | X | X | X | - | X | - | - | - |
| Formación en toma de decisiones/solución de problemas en grupos | Form1 | X | X | X | X | - | - | - | - | - |
| Formación en conocimientos de liderazgo | Form2 | X | X | X | X | - | - | - | - | - |
| Formación en conocimientos de administración de empresas | Form3 | X | X | X | X | - | - | - | - | - |
| Formación en análisis estadístico/calidad | Form4 | X | X | X | X | - | - | - | - | - |
| Formación en formación de equipos de trabajo. | Form5 | X | X | X | X | - | - | - | - | - |
| Formación en entrenamiento en las habilidades de su propio trabajo. | Form6 | X | - | - | X | - | - | - | - | - |
| Formación para otras áreas o puestos de trabajo de la empresa. | Form7 | X | X | X | X | - | - | X | X | - |
| Remuneración compuesta por complemento por habilidades o conocimientos: el trabajador cobra el salario base más una cantidad adicional en función del número de puestos de trabajo que puede realizar o de la formación que posee. | Rem2 | X | - | X | X | X | - | X | X | - |
| Remuneración compuesta por reparto de beneficios de la empresa: reparto de una fracción de los beneficios de la empresa entre los trabajadores. | Rem3 | X | - | X | X | X | X | X | X | X |
| Remuneración compuesta por reparto de ganancias por sugerencia aportadas: (<i>Gainsharing, Scanlon...</i>) una parte de los ahorros o ganancias en productividad, calidad o costos que produce una sugerencia aportada por el trabajador o grupo, se reparte entre los que hicieron esa sugerencia. | Rem4 | X | - | X | X | X | X | X | X | X |
| Remuneración compuesta por complemento por logro de metas individuales: se añade una cantidad adicional al salario base del operario por la consecución de unos objetivos o unas metas a corto o largo plazo | Rem5 | X | X | X | X | X | - | - | - | X |
| Remuneración compuesta por complemento por logro de metas del grupo: se añade una cantidad adicional al salario base de los operarios componentes de un grupo, cuando se consiguen los objetivos o metas del grupo. | Rem6 | X | X | - | X | X | X | - | - | X |

| Ítems | Código | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) |
|---|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Remuneración compuesta por recompensas no monetarias: felicitaciones, premios de la compañía, empleado del año. | Rem7 | X | - | X | X | X | - | - | - | - |
| Remuneración compuesta por participación en el capital de la compañía: el trabajador recibe como parte del pago una cantidad de acciones o participaciones en el capital de la empresa | Rem8 | X | - | X | X | X | X | X | X | - |
| Remuneración compuesta por remuneración flexible: el trabajador decide cómo recibe el salario. Las alternativas habituales son: en metálico, mediante cursos de capacitación, viajes, prestaciones sociales, más vacaciones... El operario no decide cuánto cobrar, pero tiene plena autonomía para decidir cómo se le paga. | Rem9 | X | - | X | X | X | - | - | - | - |
| Remuneración compuesta por seguridad en el empleo: políticas de la empresa o cláusulas en los contratos dirigidas a evitar despidos. | Rem10 | X | - | X | X | X | - | - | - | - |
| Programas de sugerencias individuales: procedimientos que incitan a los trabajadores a proponer sugerencias para la mejora de los procesos o del entorno de trabajo. | Part1 | X | - | X | X | X | X | - | - | - |
| Programas de encuestas de opinión: la empresa recopila datos mediante cuestionarios sobre el nivel de motivación, satisfacción, necesidades, formación y expectativas de los empleados. | Part2 | X | X | X | X | X | - | X | X | X |
| Programas de enriquecimiento o rediseño de puestos de trabajo: la empresa modifica las características de los puestos de trabajo para incrementar la productividad y satisfacción de los trabajadores, aportando mayor variedad de tareas, autonomía, identidad con las tareas, responsabilidad, sentido, tareas más completas... | Part3 | X | X | X | X | X | - | - | - | - |
| Programas de círculos de calidad: grupos voluntarios de trabajadores del mismo nivel y bajo un mismo mando, que se reúnen periódicamente con el fin de buscar mejoras en su área de trabajo. Se ocupan de sugerir mejoras de calidad y productividad que serán evaluadas por la dirección de la empresa. | Part4 | X | X | X | X | X | - | X | X | X |
| Programas de grupos de sugerencias diferentes a los círculos de calidad: grupos para proponer sugerencias que pueden ser formados por personal de diferentes departamentos o niveles de mando y con áreas de trabajo más extensas que los círculos de calidad. | Part5 | X | X | X | X | X | X | X | X | - |

| Ítems | Código | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) |
|--|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Programas de comités de empresa o negociación colectiva: participación indirecta a través de los sindicatos. | Part6 | X | X | X | X | X | X | - | - | X |
| Programas de miniempresas: parte de la empresa funciona como unidad de negocio independiente, produciendo sus propios bienes o servicios, con un alto grado de autonomía. | Part7 | X | X | X | X | X | - | - | - | - |
| Programas de grupos de trabajo autónomos o semiautónomos: también llamados equipos de trabajo. El grupo es responsable del producto o parte del producto con gran autonomía en las decisiones operativas que son tomadas por los propios trabajadores. | Part8 | X | X | X | X | X | X | - | - | - |

Tabla 1a. Utilización de ítems del cuestionario de Lawler (1991). (1) (Lawler III, 1991); (2) (Benson et al., 2006); (3) (Coye & Belohlav, 1995); (4) (Guerrero & Barraud-Didier, 2004); (5) (Marín-García & Conci, 2012); (6)(Yu et al., 2000); (7) (Datta et al., 2005); (8) (Guthrie, 2001); (9)(Huselid, 1995)

- Questionnaire made

1. Cargo

2. Antigüedad

- Menos de 6 meses
- Entre 6 meses y 1 año
- Entre 1 y 2 años
- Entre 2 y 5 años
- Entre 5 y 10 años
- Entre 10 y 15 años
- Entre 15 y 20 años
- Más de 20 años

3. Edad

- Hasta 20 años
- Entre 21 y 30 años
- Entre 31 y 40 años
- Entre 41 y 50 años
- Más de 50 años

4. Sexo

- Mujer
- Hombre

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| En el trabajo me siento lleno de energía. | <input type="radio"/> |
| El tiempo vuela cuando estoy trabajando | <input type="radio"/> |
| Estoy entusiasmado con mi trabajo. | <input type="radio"/> |
| Mi trabajo me inspira. | <input type="radio"/> |
| Cuando me levanto por las mañanas tengo ganas de ir a trabajar. | <input type="radio"/> |
| Soy feliz cuando estoy absorto en mi trabajo | <input type="radio"/> |
| Estoy orgulloso del trabajo que hago. | <input type="radio"/> |
| Puedo continuar trabajando durante largos periodos de tiempo. | <input type="radio"/> |
| Mi trabajo es retador. | <input type="radio"/> |
| Soy muy persistente en mi trabajo. | <input type="radio"/> |

Participación

En mi empresa...

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Proponemos sugerencias para la mejora de procesos o entorno del trabajo. | <input type="radio"/> |
| Realizan periódicamente encuestas de opinión sobre nuestra motivación, satisfacción, necesidades, etc. | <input type="radio"/> |
| Hay rotación de puestos de trabajo para aportar una mayor variedad de tareas y autonomía. | <input type="radio"/> |
| Proponemos sugerencias en grupo | <input type="radio"/> |

Comunicación

En mi empresa...

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Nos informan periódicamente sobre los resultados | <input type="radio"/> |
| Los responsables de mi departamento nos informan sobre los resultados de este. | <input type="radio"/> |
| Nos informan sobre los objetivos y planes de negocio. | <input type="radio"/> |

Formación

En mi empresa...

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Las decisiones se deciden en grupo. | <input type="radio"/> |
| Nos forman para trabajar en equipo. | <input type="radio"/> |
| Nos forman para mejorar las habilidades de nuestro propio trabajo. | <input type="radio"/> |
| Nos forman para las habilidades que se requieren en otras áreas o puestos de trabajo. | <input type="radio"/> |

Remuneración

En mi empresa...

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Parte de mi remuneración es flexible. Mediante cursos, viajes, prestaciones sociales, etc. | <input type="radio"/> |
| Un trabajador cobra el salario base, más una cantidad adicional en función de su desempeño en el trabajo o su formación. | <input type="radio"/> |
| Se paga en función del cumplimiento de los objetivos individuales. | <input type="radio"/> |
| Dan un complemento en función del rendimiento del grupo | <input type="radio"/> |
| Se suelen recibir felicitaciones, premios... no monetarios | <input type="radio"/> |

Annex 2

Figure 4: Distribution of the number of people depending on their level of engagement..

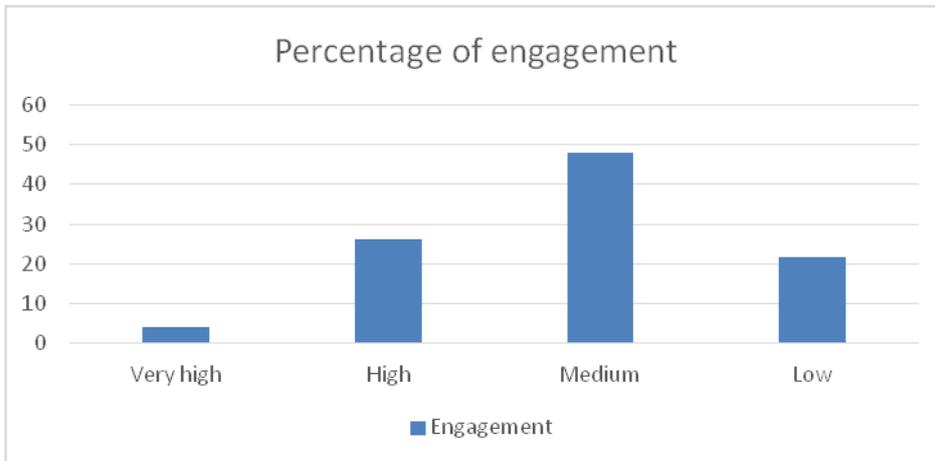


Table 2: Engagement according to the charge.

| Charge | Average | Sig. |
|----------------|---------|-------|
| Attendant | 3,3796 | 0.189 |
| Cashier | 3,9167 | |
| Seller | 4,3333 | |
| Head of sector | 3,8796 | |
| Logistics | 5,8056 | |

Figure 5: Engagement and high involvement work practices according to the charge.

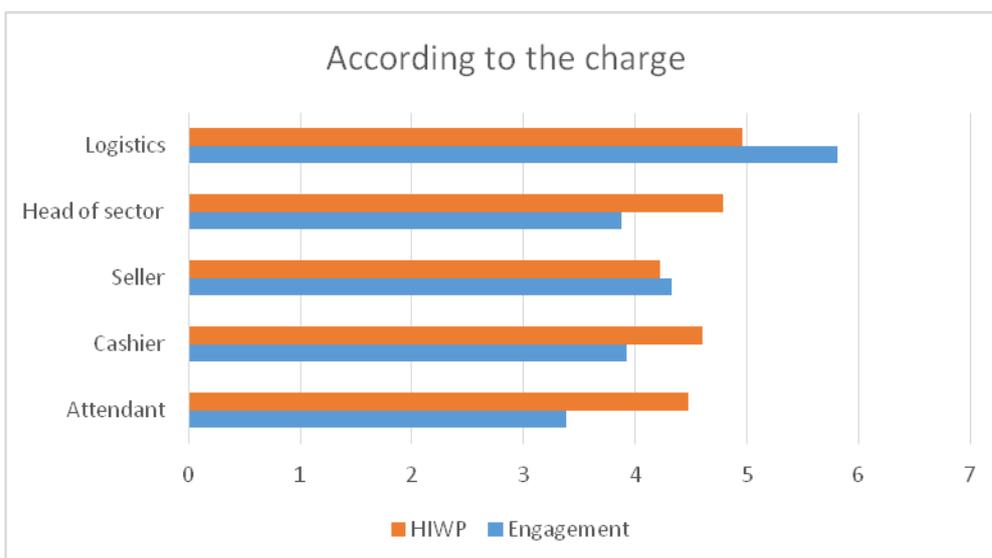


Table 3: Engagement according to seniority.

| Seniority | Average | Sig. |
|-------------|---------|-------|
| 1-2 years | 4,2407 | 0.955 |
| 2-5 years | 3,9306 | |
| 5-10 years | 3,9412 | |
| 10-15 years | 4,3889 | |

Figure 6: Engagement and high involvement work practices according to seniority.

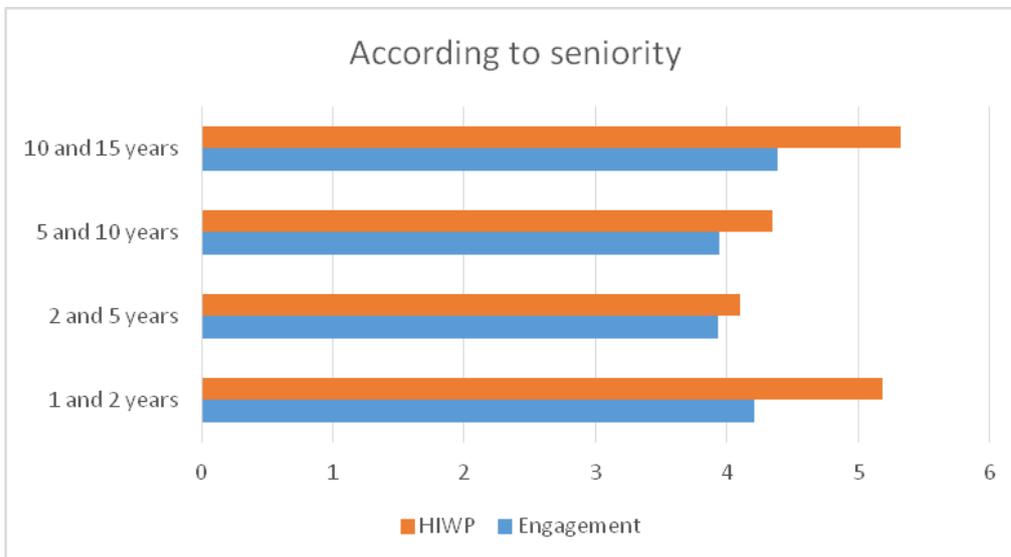


Table 4: Engagement according to the age.

| Age | Average | Sig. |
|-----------------|---------|-------|
| 21-30 years old | 3,7564 | 0.340 |
| 31-40 years old | 4,2284 | |
| 40-50 years old | 5,0833 | |

Figure 7: Engagement and high involvement work practices according to the age.

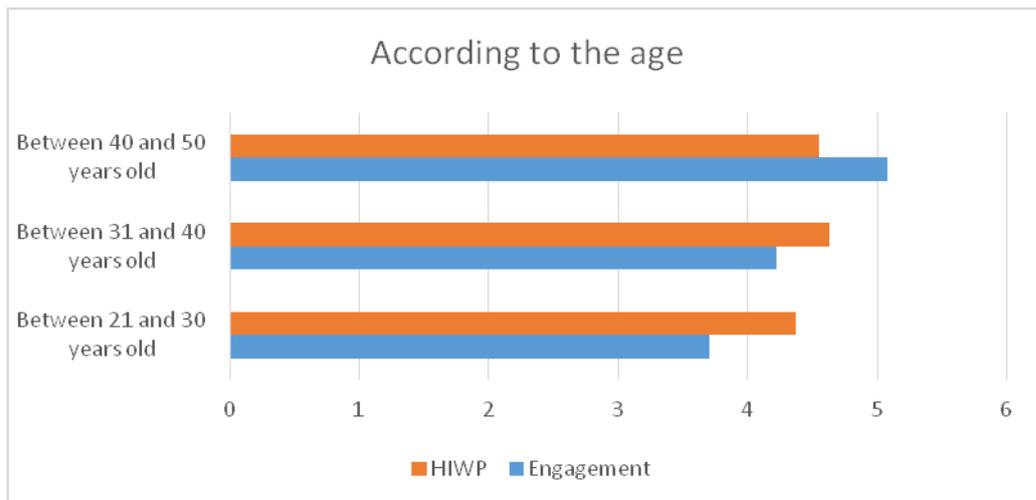


Table 5: Engagement according to the gender.

| Gender | Average | Sig. |
|--------|---------|-------|
| Woman | 1,19100 | 0.191 |
| Men | ,82885 | |

Figure 8: Engagement and high involvement work practices according to the gender.

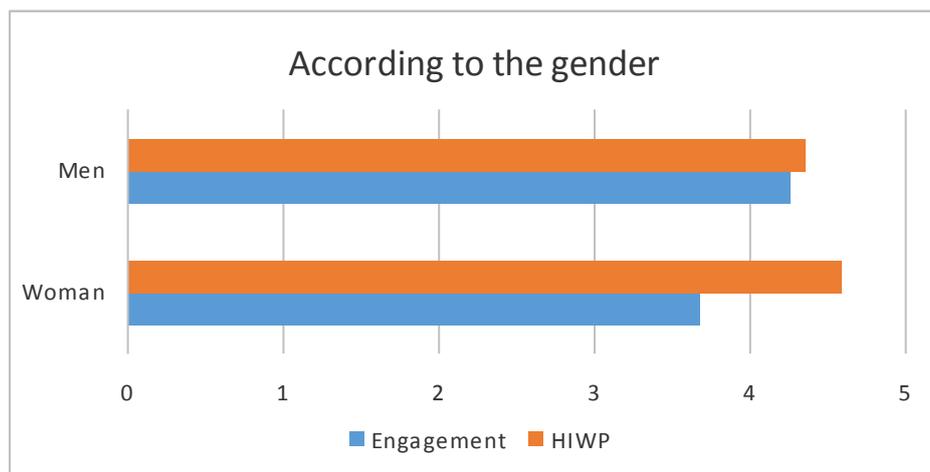


Figure 9: The four blocks of high involvement work practices according to the change.

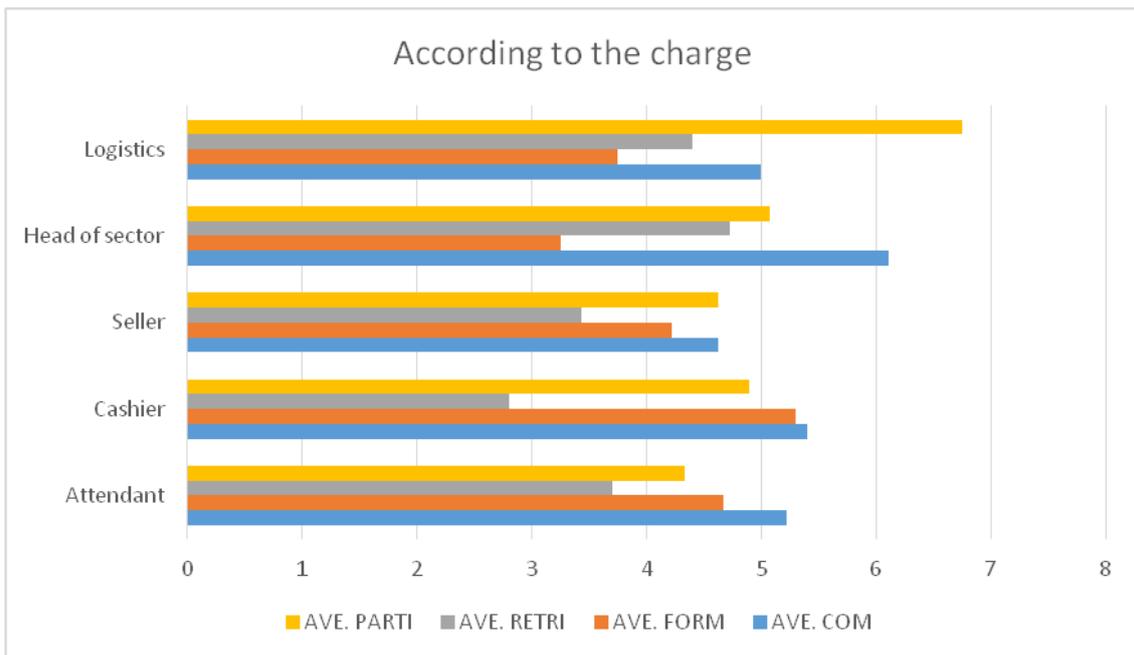


Figure 10: The four blocks of high involvement work practices according to the seniority.

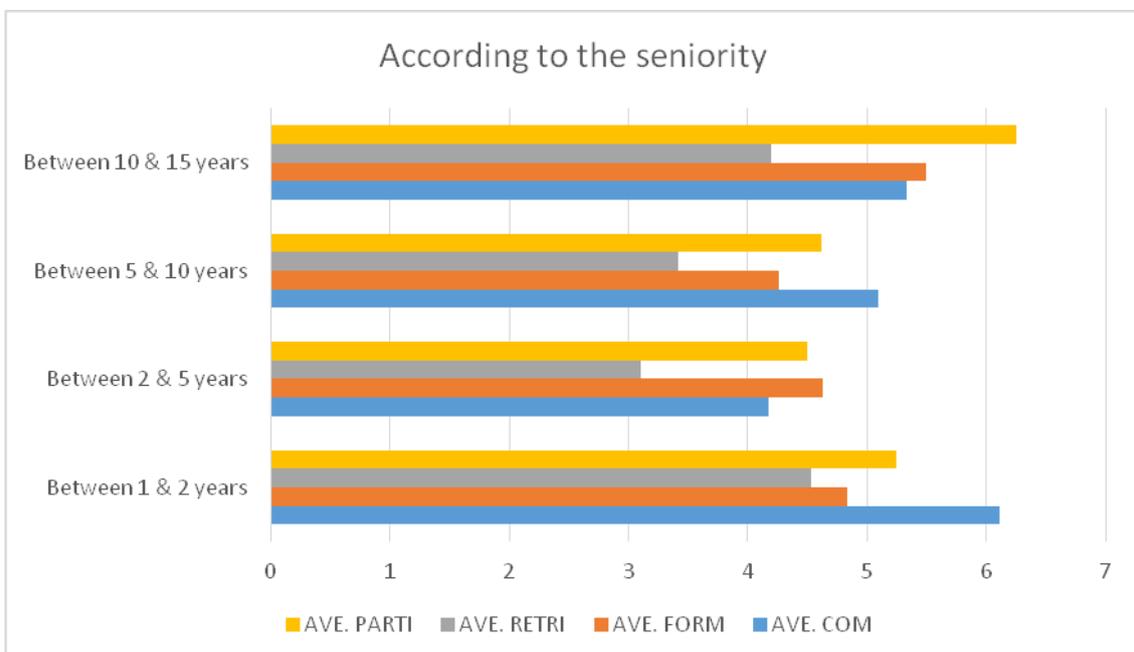


Figure 11: The four blocks of high involvement work practices according to the age.

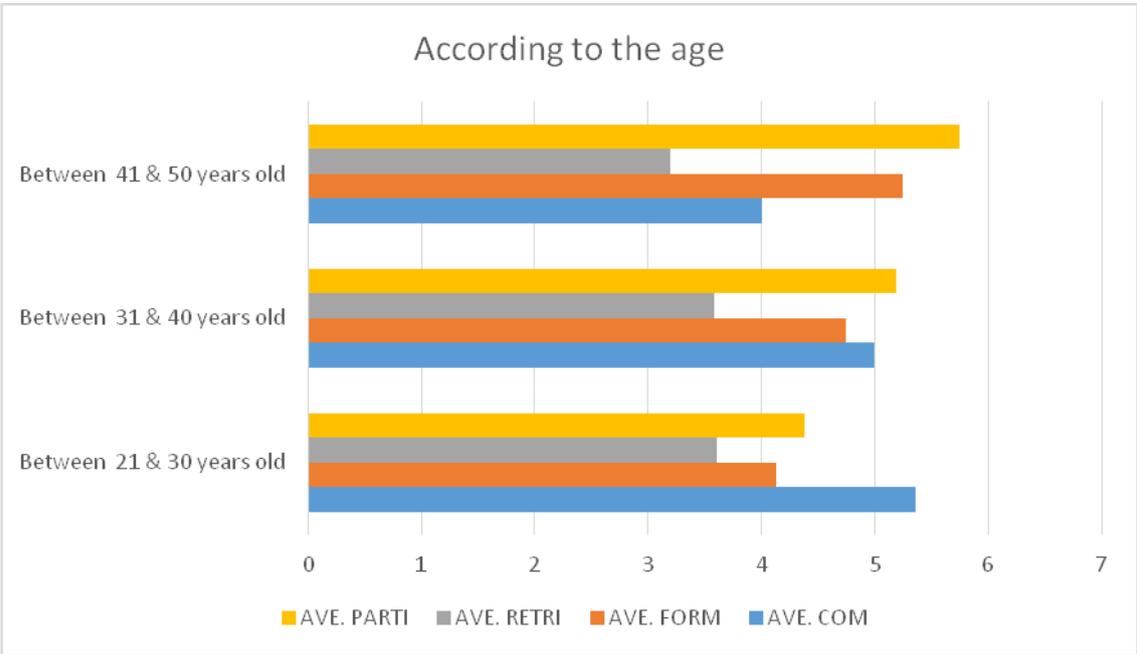


Figure 12: The four blocks of high involvement work practices according to the gender.

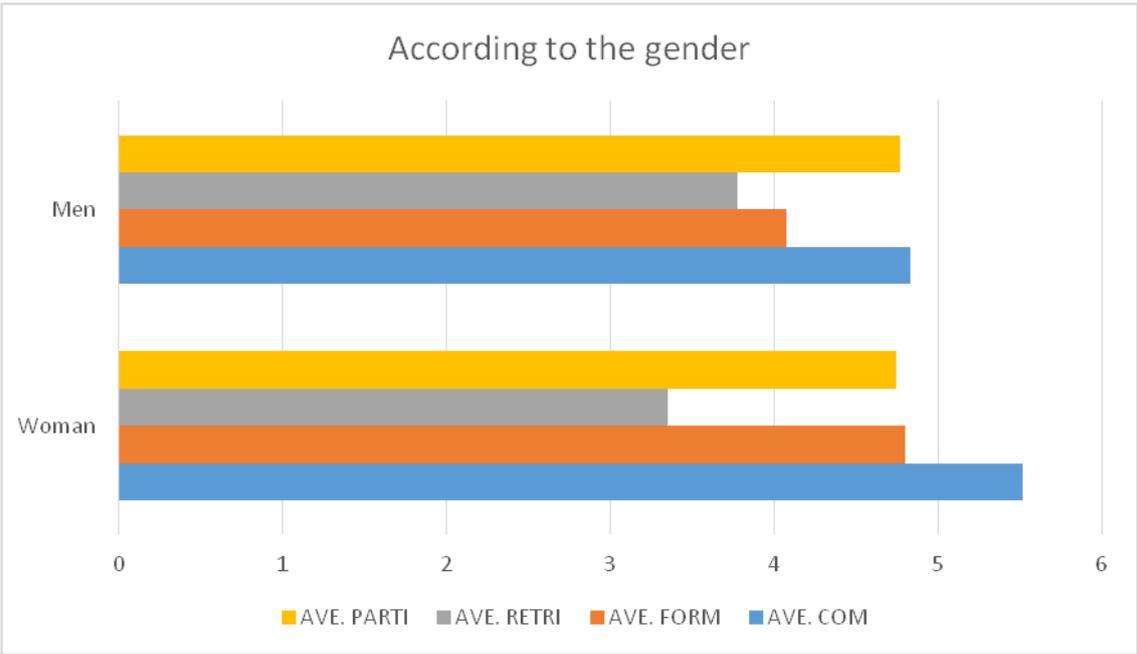


Figure 13: Regression results: effect of HIWP dimensions on Engagement

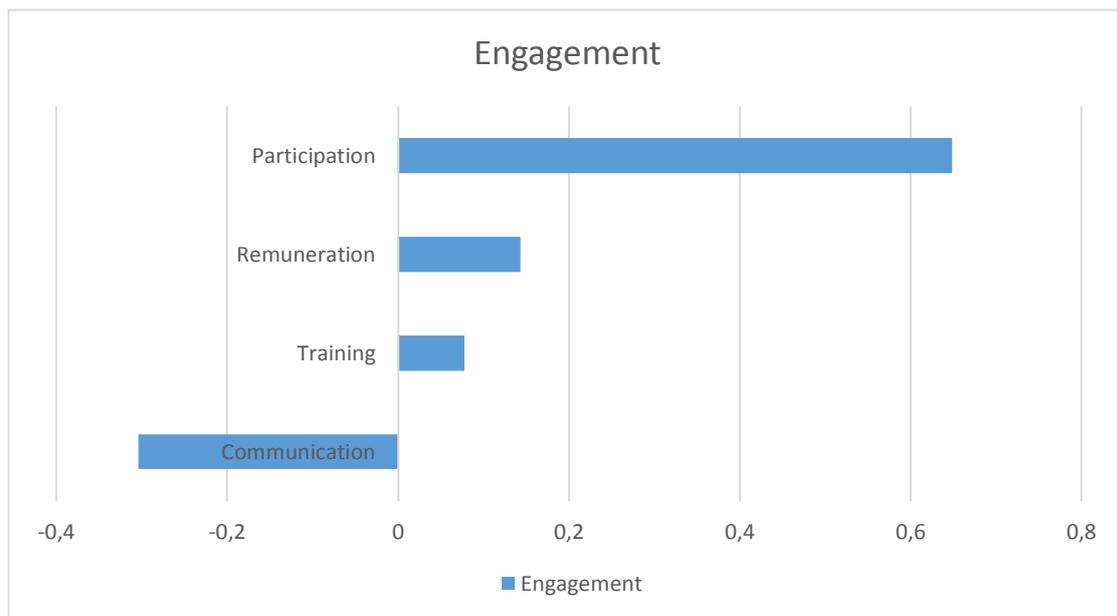


Table 6: Regression results: effect of HIWP dimensions on Engagement

| High involvement work practices | Regression coefficient | Sig. |
|---------------------------------|------------------------|-------|
| Communication | -0.304 | 0.130 |
| Training | 0.078 | 0.703 |
| Remuneration | 0.143 | 0.442 |
| Participation | 0.649 | 0.003 |