



UNIVERSITAT
JAUME • I

**Exploring the relationship between organizational
culture and employee's wellbeing at work**

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MASTER IN MANAGEMENT

SRO011 - Master's final project

CURSO 2021-2023

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1. Introduction

Organizational culture is a set of shared meanings, assumptions and understandings that make it possible for members of an organization to interpret and act within it (Schein, 1984). Although every organization has its own culture, academics have proposed several typologies of cultures, probably to better analyze organizations. In the current research, we will take one of the most interesting typologies as the literature review, which is the one proposed by Cameron and Queen (2005): The Competing Values Framework (CVF). This framework is based on four main culture types: clan, adhocracy, hierarchy, and market culture. Each one of them can be differentiated by its leader type, value drivers, strategies, etc., for example: organizations that identify themselves with clan culture focus mainly on maintaining its stability, while adhocracy culture organizations give opportunity to employees to develop in their own way under fixed organizational goals and entrepreneurial leadership style. Hierarchy culture organizations highlight standardized procedures and strictly well-defined rules and responsibilities., with the purpose of chasing internal stability through fixed rules. Lastly, the market culture focuses on the goal achieving by constant pressuring on employee's efficiency and productivity.

Literature on organizational culture has related culture to other organizational concepts like structure, organizational types, organizational performance etc. (Valmohammadi & Roshanzamir, 2014), and to some individual aspects like wellbeing (Assen Serra, J., Boada Cuerva, M., Serrano Fernandez, M. J., & Agulló Tomás, E., 2021). Wellbeing is a concept has been given a wide interpretation academically, different terms that have been proposed by Chiva, R. and Guinot (2019), such as, happiness, job satisfaction, work engagement, burnout, workaholism. They all are considered as related concepts under the umbrella of wellbeing. Based on their research, the employee's wellbeing is closely related to different type of organizations, since the implication of the dominate organizational culture, which also has effects on different types of leadership and organization performance. for example: Disciplinary organization tend to link with job satisfaction and burnout; Achievement organization identify with positive values like engagement, hedonic wellbeing, happiness, on the other side of the coin, workaholism and burnout could also be opposite result of it. The third type of organizations are conscious originations which are closely tied to eudaemonic wellbeing and peace of mind (Chiva & Guinot, 2021).

However, we believe relating Cameron and Quinn (2005) typology typology to wellbeing could be very important and interesting for managers and organizations as they might understand the implications of those types of culture on individuals or employees.

In order to analyze it, we will consider the work of Chiva and Guinot (2021) who linked wellbeing to several types of organizations. So, we will try to connect those organizations to our typology of culture.

Our research aims then to understand how certain organizational cultures affect to individuals in terms of their wellbeing. In order to do it, the research will be carried out based on qualitative investigation, in which we will interview several employees from several organizations.

2. Literature review

2.1. Organizational culture

Organizational culture has always been one of the most talked topics in academical studies, there are many researches that we can find which have revealed its influence on every organization and the relationship between organizational culture and different organizational managerial aspects. It is safe to say that organizational culture has a mutual influential relationship with organizational design, organizational structure, leadership type, as well as employee's wellbeing. The following section of this paper will be focused on giving the "why" of those relationships, based on the cultural context.

In this part, I will expose different views of perceptions of organizational culture in order to acquire a comprehensive understanding of organizational culture and its relationship with organizational performance, leadership, and wellbeing.

Organizational culture is a set of shared meanings, assumptions and understandings that make it possible for members of an organization to interpret and act within it (Schein, 1984). Organizational culture can be manifested in different characteristics of the organization, in other words, it is an unwritten guideline for all participants of the organization to act in the right way, giving the references of how to react when they are facing to problems (Sun, 2008). Organizational culture can be understood as the common value and beliefs that have been deeply rooted and shared by personnel in an organization. It is safe to say that a successful organization should have strong culture base to attract, retain and reward its employees from their job performance and achievement of different objectives in their role.

Organizational culture has different functions in distinct context, on the one hand, on a it helps organizations to create build their own identity that differs from other institutions. On the other hand, culture defines the core values that characterizes organizations. If the type of domain culture is the one that drives positivity and empowerment, the domain organizational culture and its subcultures will help facilitate internal cooperation, the work environment will be found pleasant and friendly that endues creativity and innovations. The function of organizational culture stands by organizations to carry out the shared values and regulations that can help members in the companies to achieve the goals and objectives agreed from the start (Lubis, F. R. & Hanum, F., 2020).

2.1.1. Types of organizational culture and its organization structure

There are different approaches of types of organizational culture, such as, according to Bass B. M. and Avolio B. J. (1994), organizational culture could be divided into transformational culture and transactional culture. On the one hand, a transactional culture focuses on everything in terms of

explicit contractual relationships, in other words, all the job tasks are assigned explicitly with its objectives, benefits, requirements, etc. Transactional culture is characterized by setting price on everything, there is a price required to work, and another price set depending on each one's performance. Commitment is barely identified in a long term, neither the identification of employees within organizations and its mission or vision. The role of managers in this kind of culture is considered as negotiators and resource allocators negotiators and resource allocators. On the other hand, in a transformational culture, commitment can be identified in long-term, and organizations work with purpose and a sense of family. Within this kind of organizational culture, employees share a mutual interest with their leaders, who are considered as their mentors. Managers feel a personal obligation to help new members to assimilate the culture and feel involved into the culture. There is established norms that give references of behaviors to adapt external changes.

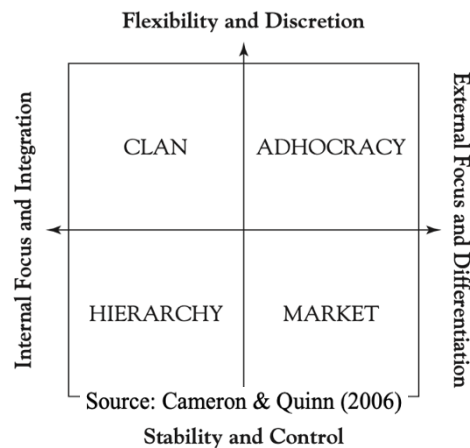
Other approaches which we will develop all the discussion based on it is the Competing Values Framework, which has been developed by Kim S. Cameron and Robert E. Quinn.

The framework carries its main goal to determine the key factors of organization's effectiveness. Initially, the investigation has been conducted based on thirty-nine indicators. Nevertheless, due to the quantity and complicity of comprehension of thirty-nine different indicators, those indicators were grouped into four main clusters under two major dimensions, with the objective of getting a more comprehensive analysis on organization's effectiveness.

The first dimension emphasizes the effectiveness outcome of organizations that are flexibles to any change, in the meantime, being adaptable and dynamic. Companies that identify with organic structure are viewed as effective organizations due to its characteristics of constantly improving its abilities by adding values, shared norms and values are critical for them. On the other hand, other organizations that try to maintain a constant stability and predictability can also have an effective outcome, for example, mechanistic structured organizations that are characterized the fixed control power in both organizational design and outputs (Cameron, K. S., & Quinn, R. E., 2006). Another dimension that differentiates either an institution is effective, is about factors of external orientation and rivalry situation. The difference is that there are organizations that will be found more competitive by focusing on the internal harmony and development, while other organizations must interact with outside of their boundaries and compete externally to acquire effectiveness.

Based on this approach, there are four core culture types that can be identified, each one of them represents a different assumptions and values that form different cultures. In the following paragraphs, I will give a detailed review about each culture type and its characteristics.

Figure 1: The Competing Values Framework



A. Clan culture

The first one that we can find in the figure 1 above, represented by the upper left quadrant is the clan culture. The definition of “clan” that we can find in the Cambridge dictionary is: “*a family of a group of people who share the same interest*”, which perfectly explains here, organizations that identifies with clan culture often inclines to family-owned business or companies conducts with a high level of communication like an extended family (Chennatuserry, J. C., Elangovan, N., George, L., & Thomas, K. A., 2022), which the sense of “wholeness” is identified as one of the most important shared values. Based on the research of Cameron, teamwork, participation, and consensus are the key words of this type of culture. In this type of organizational culture, rewards or accomplishment are not received individually but by the name of the team, what is more, the teamwork is narrowly produced within a circle, since they have rights to hire or fire their own members, and their own responsibility to evaluate job performance, therefore, make quality suggestion to improve it. Clan culture organizations aim to create harmonious work environment that empowers and facilitates employee’s involvement, and commitment (Cameron, K. S., & Quinn, R. E., 2006). It is not hard to make connection between clan culture and conscious organizations, owing to the fact that one of the organizational types of conscious organizations is self-management organizations. In the self-management organizations, there is no organizational structure, but circles (teams) that contain other circles. On the other hand, there is no hierarchy nor authority but experienced employees who have a shared common value and encourage leadership. The most important trait of the conscious organization that align with clan culture, which we can easily interpret it from its name as well, is that everything is decided by consensus. Clan culture organizations could also sympathize with teal organizations which is defined by self-management system and its common value of wholeness and evolutionary purpose. After all, it is safe to say that clan culture organizations go in line with organic organizations, workplace in which there is a lot of communication at the personal level and the whole ambience is that of an extended family.

B. Adhocracy culture

The second type of culture which we can see from the upper right quadrant is the adhocracy culture, which is externally focused. Adhocracy organizations place its emphasis on fostering flexibility to face and adapt the constant changing external circumstances, and to outstand from the uncertainty and ambiguity of today's world by making creativity the centre of culture, reconfiguring themselves as rapid as the change arrives. According to Cameron, organizations that go in accordance with this type of culture are the most responsive ones to the hyper-competitive and hyper-turbulent condition of business in twenty first century (Cameron, K. S., & Quinn, R. E., 2006). To provide a deeper view of adhocracy culture, innovation is frequently highlighted in this culture, organizations are more likely to have an entrepreneurial and dynamic work environment with the objectives of developing creative product and service for the future (Chennatuserry, J. C., Elangovan, N., George, L., & Thomas, K. A., 2022). Adhocracy culture plant roots for organizations about certain ways of how to act in front of different challenges caused by the changing circumstances. Firstly, decentralized power and power flows through teams or individuals spotlight other critical characteristics of adhocracy organizations, the lead of a team or a project also changes when the strategies are changed depending on the addressed problem at the time. This characteristic also drives us to another trait of the adhocracy organizations which there is no fixed organizational chart because it changes in a constant, frequent, and rapid way. What is more, not only the manager or the leader of a team or project could be changed from one to another depending on each one's expertise area that must be in conformity with the addressed issue, but also team members can be assigned for different task and responsibility by the different time being. On the second thoughts, in adhocracy organizations, employees are living in a hyper-creative empowered work environment where they are compromised with the liberty of formulating their own innovative ideas and transform them to solutions of the problems, eventually, delivering innovated services to clients. On the other hand, it is necessary to take account on the effective leadership that could be the main drive to cultivate adhocracy culture, in this case, it is considered as a "must" that leaders must be creative and visionary, with capacity of anticipating the future problems, who are also innovative and risk-oriented, owing to the uncertainty and ambiguity of the future. Lastly, talking about what kind of organizational structure that could align with adhocracy culture, matrix structure that often used in high tech competing environments could be a good example of it. Matrix structure is considered as a decentralized structure, that emphasis on promoting innovation and speeding the product development, that gives organizations capabilities to react quickly to competitive conditions. In this structure, the direct hierarchy control by supervisors is needed minimally, where employees are motivated by their autonomy based on innovations.

According to the approach of Chiva, R. and Guinot, J. (2019) about different type of organizations, which there are disciplinary organizations, achievement organizations and conscious organizations. In this case, adhocracy culture can be easily identified with conscious organizations

due to the fact that they are characterized by collective conscience, humanised and communicative relationships.

C. Hierarchy culture

According to Cameron and Quinn, hierarchy culture is interpreted as organizations that place more emphasis internally and characterized by its stability, formal rules, and policies. In this kind of institutions, the centre of effective leadership will be focusing on achieving efficient performance in most organized way, while the power is centralised, any decision-making authority is clarified by standardized norms and procedures. Greater control of organisational activities and accountability mechanism are evaluated as the key success factors of hierarchy culture in order to acquire high level of efficiency. Hierarchy culture is defined to be a highly formal and structured workplace.

On the other side of the coin, it is obvious the relationship between functional organizational structure and hierarchy culture, due to the fact that functional structure specialises on tasks to maintain a high efficiency and productivity, and each function has its different hierarchies, which shares a high degree of similarity. In the fast-food restaurant industry, McDonald's could be a very good example of hierarchy culture organizations, as evidenced by the large scales of standardized procedures and multiple management levels (Cameron, K. S., & Quinn, R. E., 2006). For example, the company has a top executive's level that has an overall control for making decisions, setting objectives, finances controlling, and supervising operations and functioning of the company. After this hierarchical level, there are different functional department that take responsibility for marketing, sales, restaurants, supply chain management and finance (Cuofano, G., 2022).

At some level, hierarchy culture organizations could be related to disciplinary organisations. because their coordinating mechanisms are usually consisted by direct and hierarchical supervision and standardisation of work processes (Chiva, R., & Guinot, J., 2019). Nevertheless, the rules-oriented organizational culture also influences positively, at somehow, the satisfaction of cooperation and safety needs. (A. Serra, J., Boada Cuerva, M., Serrano Fernandez, M. J., & Agulló Tomás, E., 2021).

D. Market culture

Unlike the hierarchy which focuses on the internal rules and obtainment of efficiency through strictly standardized procedures and centralized decision-making process, market culture is results-oriented and externally focused. Institutions that function with market culture demonstrate its core values of constantly overcoming one and other objectives to achieve better results and maintain productive. Within this kind of organisations, hard driving, demanding, and competitive leadership is the key to keep employees motivated and competitive, leaders must be the main drive to achieve different goals through a deep analysis and understanding of the positioning and control externally. Bottom-lined results, customer-based targets and initiatives based on winning are the critical factors that make organizations win. It is possible to say that workers in this kind of organizations tend to have

a worse health status than others, despite market culture might give reasons of satisfaction when the goals are achieved, in the meantime, the process of constantly competing to achieve fixed objectives could be found stressful. Therefore, Market culture has characteristics that could increase suffering in employees (Assen Serra, J., Boada Cuerva, M., Serrano Fernandez, M. J., & Agulló Tomás, E., 2021)

Achievement organisations are easily to be associated with market culture organizations, since it focuses on the outputs of objectives despite that the goals are the right ones or not. Achievement organisations is result-driven organisations that widely uses indicators, goals, strategic planning therefore prevail, etc. (Chiva, R., & Guinot, J., 2-0.19

2.2. Wellbeing

Wellbeing at workplace can be considered as a widespread term that contains different sub-concepts, it could be the construction of job emotions and moods, dispositional job affects while they can also be understood equivalently to dispositional affect, emotions, and moods, without the specific context focus which is in the work environment (Wijngaards, I., King, O. C., Burger, M. J., & Exel, J. V., 2021). Other concept like work engagements, job satisfactions, burnout, workaholism, happiness can also be associated with employee's well-being at work (Chiva, R., & Guinot, J., 2021).

On the other side of the coin, well-being at workplace could associate with two different typologies. One is related to activation and calmness, in which, when well-being is considered with high activation, concept like engagement that we have mentioned above could be related, on the contrary, well-being relates to the satisfaction, psychological well-being that includes personal growth, autonomy, peace of mind, etc.; while another typology has to do with hedonic and eudaemonic traditions that highlights the relationship between wellbeing and happiness and pleasure that one could feel when external objectives are achieved. It is necessary to mention that achievement might produce pleasure, nevertheless, there could be other outcomes that do not increase the level of happiness but the level of stress, which does not contribute to state of well-being.

In the following lines, I will talk about each relevant concept separately in order to try to give a more detailed explanation for future analysis on the real cases.

A. Job satisfaction

In the first place, job satisfaction is probably the most extensively studies term every time when the topic is related to well-being at workplace (Bakker & Oerlemans, 2011). The vast number of papers has proposed different definitions, which can be interpreted as a personal judgement either positive or negative about one's surrounding job situation by comparing the real experience with the desired outcome. Positive job satisfaction could be feelings of appreciation that job produces, while job dissatisfaction relates to frustrating feeling and negative evaluation of their job values and expectations. It is necessary to know that either positive or negative feelings about job are unstable, in other words, it changes over time closely depending the experience of the moment, including

factors like salary condition, development and growth within company, achievement of the objectives, quality of training, etc., have the influential power on one's job satisfaction. Job satisfaction reflects a high level of pleasure and a low level of activation, according to circumplex model.

B. Health, Productivity and Happiness

Wellbeing is also closely related to employee's health situation and productivity. Lots of research have showed that when employees are found in a good health physically, mentally, and emotionally, these employees are those who can reach easier expectations and deliver better services than those who are not, what is a healthy and happy employee show is that they are finding themselves in a better quality of life which will increase their work productivity by their moods (Adams, J. M., 2019). Traditionally, when people talk about workplace condition, they talk about worker's physical health and occupational safety. However, work condition can affect employees, not only at their physical condition, but also emotional, mental level, either positively or negatively. Recent years, concept of happiness at work has received an increased attention to talk about more and more both in the academic field and in the management field. Job demands and pressure, degree of involvement, empowerment, quality of relationship with their co-workers or supervisors, length of workday, etc., all these factors mentioned above could be related factors that effects on employee's happiness at work (Adams, J. M., 2019). There is remarkable amount of research have pointed out that happiness at work could add additional positive value, for example, happy employees show more attitudes such as a high level of enthusiasm, optimism, and showing their feeling of fully devoted in their work, which this kind feelings can help to produce work engagement and flow (Singh, S., & Aggarwal, Y, 2018).

C. Work engagement

In the meantime, work engagement relates to the level of identification with the job and the role that employees operate at. It is easy to associate work engagement with enthusiasm and energy (Wijngaards, I., King, O. C., Burger, M. J., & Exel, J. V., 2021). Like the mentioned before, work engagement relates to high levels of pleasure and activation, which is also considered as a positive state of mind at work. Engaged employees normally demonstrate energetic attitude and meaningful connection with their work task and role, in which they show their maximum willingness to dedicate their time, exert effort for a significant pursuit (Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I., 2014). There are social factors and individual factors that influences on the degree of work engagement, on critical component from social factors is the job resources. For example, social support from colleagues, training from supervisors, performance feedback, etc. (Schaufeli WB, Bakker AB.,2004). It is safe to say the outcome of job performance varies depends on the employee's engagement, which engaged worker present a better result. In despite, there are also studies showing the excess of work engagement might lead to frustration and bad influence on physical health conditions. On the flip side, personality as one of the individual factors plays an important role

in work engagement, because individuals have different capacity of cope with job demand, different ways of getting tasks done, and different capability of emotion control and process, etc., all these factors will affect them how to coordinate and arrange their job tasks and resources. Based on Bakker's research, individuals that have high self-efficacy, optimism, and high emotional stability have a particular way of dealing with reality.

D. Burnout

If job resource is the predictor for work engagement, job demand is the predictor for burnout. When we talk about job demand, we refer it to a long-time constant requirement on the goal pursuing or performance demand, when it comes high job demands, employees might suffer a chronically exhaustion which in when they may start to experience burnout (Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I., 2014). The combination of high demands and low job resources significantly added to the prediction of burnout, due to the fact that job resources could qualify the relationship between job demands and burnout. Specifically speaking, when employees found their work overloaded with emotional, physical demands, and work-life interface and balance problem, but in the meantime, not founding themselves with sufficient social support from their colleagues, or from the company, poor relationship with supervisors, lack of autonomy and performance feedback, etc., employees are most likely to experience high level of burnout than in the contrary situation.

On the other hand, there are individual factors that associates with each one's personal characteristics could also influence on the experience of burnout. For example, individuals with high emotional stability tend to view a high workload or a complex work assignment as challenges with initiatives to get over them, on the contrary, individuals with low emotional stability are more likely to view the same job demands as threatening, as a result, it is safe to say that emotional stability could be counted like one of critical factors in relation with burnout, specially, it closely related to exhaustion and depersonalization (Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I., 2014). And other factors like self-esteem, self-efficacy, positive affectivity, negative affectivity, optimism, proactive personality, and hardiness, each one of them significantly effects on the level of burnout that everyone could experience, which is true that people who have positive scores on these factors believe they have better control over their work and can therefore deal better with their job demands.

3. Methodology

As our research aimed to understand how certain organizational cultures affect individual wellbeing, we considered that qualitative research was the best option. However, as we selected scales in order to prepare our interviews, we also considered to make our interviewees respond to those scales; so, we also collected some quantitative information from them.

In a qualitative approach, it is critical to take account on the context, social structures, or shared beliefs of a precise group of people and their behaviours, which also provides a means of deeper understanding of the addressed experience, phenomena and context.

All the information of this study is collected from one-on-one interview as the most common type of qualitative method. The interview entails open-ended conversation between researchers and contributors associated to a unique subject. This technique is used to collect in-depth qualitative information for the lookup purpose. Pre-determined questions to the contributors to accumulate precise statistics about their lookup topic. Interviews can be performed by face-to-face, email, or phone. The disadvantage of this approach is that occasionally the contributors' sense uncomfortable sharing straightforward solutions with the researcher.

Qualitative research allows to ask questions that cannot be measured by numbers which are less managed but extra interpretive. Nevertheless, this study has also made use of quantitative questions to collect information due to the fact that, quantitative questionnaires are considered easy to report and analyse, on the contrary, it also gives freedom to the respondents to answer in neutral if they choose to do so. In comparison with other kinds of survey, measuring scaled question is effortless and not time-consuming. The questions are established to measure the level of "peace of mind", "stress and burnout", "job satisfaction," "engagement", etc. The questions will be measured from a set of numbers from 0 to 6 which refers to different level of frequency on described situation in the questions. In the next section of the study, there will be extended explications of the question and the result.

Lastly, the interviewed companies and interviewees are chosen after considering about different industries or sectors they work at, different positions in the company and different functions of their position, etc., with the purpose of finding out all the possible elements in different context of organizational culture that could affect employee's wellbeing in different levels. You can observe the following attached table that, there are 12 interviews conducted with interviewees of different age and distinct position in their company. The interviews have been carried out one by one either remotely or in person, with the duration approximately around 1 hour each. All the questions of interview are attached in the end of the paper. There is one part of questions with objective to diagnose the company's organizational culture, and another part of questions is to have an overall evaluation about level of wellbeing of interviewed employees.

	Age	Position	Industry
Interviewee 1	36	Ph. D student	Research
Interviewee 2	23	Stock Controller	Apparel and Fashion
Interviewee 3	25	Marketing Specialist	Consumer Goods Industry
Interviewee 4	22	Operation Coordinator	Transport Industry
Interviewee 5	33	Restaurant Manager	Foods and Beverage
Interviewee 6	26	Supplier Relationship Manager	Textiles
Interviewee 7	25	Sales Representative	New Energy Industry
Interviewee 8	33	Store Manager	Retail
Interviewee 9	25	Comunnity Manager	E-Learning
Interviewee 10	30	Ph. D student	Research
Interviewee 11	26	Sales Assistant	Retail
Interviewee 12	40	Department Manager	Information Technology and Services

4. Analysis and result

In the beginning of the study, there was a former understanding of how each organizational culture influences in the workplace based on Cameron and Quinn’s criteria. Having the information of interviewees and the industry of interviewed company, before getting into any analysis, you can find below a previous identification of organizational culture based on the result of each interview. In the next section, I will extract the mentioned sentences from interviewees to give a possible reason between how identified culture effects employee’s wellbeing.

Culture Analysis	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
Interviewee 1	X			
Interviewee 2			X	
Interviewee 3			X	X
Interviewee 4			X	X
Interviewee 5			X	X
Interviewee 6			X	
Interviewee 7		X		X
Interviewee 8		X	X	
Interviewee 9		X		
Interviewee 10	X			
Interviewee 11			X	
Interviewee 12	X		X	

In the next figure below, you can find an average rating result, the rating is based the frequency of experiences that can be identified with burnout and stress, job satisfaction, peace of mind and engagement. The rating can be understood from 0 to 6, where 0 is never happens, 1 refers to a few times a year (almost never), 2 refers to once a month or less (sometimes), 3 refers to a few times a month (regularly), 4 refers to once a week, 5 refers to few times a week (almost always), 6 refers to always or every day.

Wellbing Analysis (average value)	Burnout and stress	Job satisfaction	Peace of mind	Engagement
Interviewee 1	3,6	4,38	4,14	5,3
Interviewee 2	4,6	4,5	3,14	3,67
Interviewee 3	4,2	2,63	3,14	3
Interviewee 4	4,4	1,5	3,71	2
Interviewee 5	4,3	3,37	4	3,67
Interviewee 6	5,3	3,12	2,71	3
Interviewee 7	3,8	3,25	3,57	3
Interviewee 8	5,2	2,62	3	2,3
Interviewee 9	3,9	3	3,85	4
Interviewee 10	3,4	3,13	3,43	5

Interviewee 11	4,3	2,75	3,57	3
Interviewee 12	3,7	5	4,57	5

Firstly, in the clan culture, rewards or accomplishment are no longer acquired in individual view however through the identity of the crew, they have very own duty to consider job performance, therefore, make best recommendation to enhance it. From the performed interviews, this kind of culture is not the kind that often found in organizations, only in institutions like universities, or micro-organizations, in my research. The highlighted interviewees in blue which its organizations have been identified with clan culture, as it can be observed in the figures above, the level of burnout and stress of these interviewees are relatively much lower, in the meantime, the rate of job satisfaction, peace of mind and engagement are extraordinarily high in comparison with others.

There have been two instances which the interviewees are PHD college students from two distinct universities, both have expressed the affirmation of enterprise that they are work at is an extended family, like they said: *"I strongly feel that my organization is an extended family. All members know each other well and stand beside in case of professional support for each other. There are many instances where colleagues support even in case of personal family emergencies."*. When the question is asking about if the leadership in the organization is considered to exemplify mentoring, facilitating, or nurturing, the interviewee have affirmed that *"in most cases, leaders and direct supervisors provide adequate mentoring and facilitate for professional development and improve knowledge base. Department heads arrange periodic workshops and expert improvement periods for holistic improvement of the departments and the overall organization."*. Leaders additionally ride a robust experience of loyalty, mutual trust, and dedication amongst teamwork, which are the key elements in fostering a wonderful and productive work environment. Employees often experience the emphasis on human improvement and create a culture of trust, openness, and participation, making a sense of satisfaction. All these mentioned phenomena can not only make personnel more productive, lead to better overall performance and success, however also, influence on employee's wellbeing at work, giving the fact that each interviewee have given substantially advantageous feedback involving to job satisfaction and peace of mind. What the interviewee has expressed is that *" I feel that my organization defines success based on development of human resources, teamwork and employee commitment and concern for people."*, based on which, it is safe to say that employees under clan culture are more committed, engaged to their organizations, as properly as they experience satisfied with their day-by-day duties and job performance, additionally the training they received. Under this culture background, the degree of stress and burnout is low, however enthusiasm in the direction of their job drives even greater engagement. They are positive of their capability of solving problems at work or being an efficient finisher. They feel empowered in decision making or influencing on different tactics or coworkers.

On the other hand, clan culture can be observed in micro-organizations relies upon the leadership style. What I am referring to micro-organization is that, when a medium sized or even

larger company which we would call the “uber organization” or “macro-organization”, and different business units or “micro-organization” which is a much smaller subset of the larger organization. One of the interviewees (Interviewee 12) is the head of department (head of an entire business unit), the carried-out management is to motivate human beings to share themselves in the unit, despite that in the macro-organization, another culture is promoted. Based on what the interviewee have said: “*we highly encourage mentoring, facilitating and nurturing by finding projects for mentors and mentees to work together on, or having teammates come and share learnings, regardless of their status, so that others can learn from them.*” In this case, leadership is considered to exemplify mentoring, facilitating, or nurturing by discovering tasks for mentors and mentees to work collectively on, then can share with others to learn from it. On the other hand, in the macro-organization, the promoted organizational culture is to “*facilitate its personnel to take classes, for example, which higher themselves and enhance the product human assets branch is continuously including greater methods to enhance the lives of the employees*” which shows the emphasis on human development to cultivate high trust, openness, and participation persist. As the result of the survey, in this type of organization, the degree of engagement, job satisfaction, peace of thinking and happiness is extensively high, alongside with a low degree of stress and burnout.

It is interesting to highlight that, market culture is the most common type based on the result of interviews, most of the organizations operates with objectives.

On the one hand, there are companies can be identified only with market culture. Market culture drives enterprises to compare and look at graphs of results and numbers in order to improve, it also makes companies to place their main emphasis on productivity. From the answer of interview 6, he has expressed that: “*The company reduces working hours to increase productivity as the volume of tasks is the same.*” The leadership of market culture-based organizations is result-oriented and solely based on it, specially focusing on the productivity, employees are treated like numbers and who gives the best result are rewarded regardless of the business margin or type of business. Result oriented also means minimal margin of error, the management style is combined with the demand to be the pioneers in their competencies. It is safe to say that, based on the result of the survey on the degree of wellbeing at work in those organizations, is much lower than, for example, clan culture-based companies. They are easier to experience tiredness, stress and burnout at work, not only physically but also mentally. It is harder for employees to find motivation and satisfaction about their work, therefore, the level of engagement with the company is relatively much lower as well.

As the result of the research that market culture can be identified in most of the organizations, it is interesting to analyze when one organization mixes market culture with other culture, such as adhocracy, clan or hierarchy culture.

As what have been cited previously, in adhocracy culture, innovation is regularly highlighted. Organizations are greater possibly to have entrepreneurial and dynamic work surroundings with the targets of growing innovative product and provider for the future. When the

organizational culture comes to the aggregate between adhocracy culture and market culture, the result may be surprising. If we recognize adhocracy culture as one which drives the willingness of turning into pioneer via innovating products with creativity, when it meets with market culture, as one which solely values the productivity, and the achievement of objectives, the truth is that each culture pushes the limit over the existed one, therefore, there could be negative impact on employee's wellbeing. From interviewee 8's point of view: *"the management style of the company is combined with the demand to be the pioneers in their competencies. The leadership is aggressive and results-oriented, only focusing on different settled goals and the achievement of them."* Based on the research, in adhocracy culture, when company's goal is to innovate and function with state of the art, additionally in culture that continuously require an excessive productivity; high demand of accomplishment of goals under a dynamic environment, which obligates personnel to act without thinking well, prepare properly or manage effectively and appropriately. As the interviewee 8 has said that: *"the company commits with many new technologies and new products in a daily base, it is focusing on acquiring new resources. The company insert many new features with a high frequency with a great demand to adapt quickly."* It is safe to say that this situation could cause an extra stressful work environment that ought to reason burnout easily. Therefore, the result of the level of peace of mind at work is relatively low, as the fact that employees have been forced to adapt in a short time that is not enough for them to learn to be better but do better directly. Based on the result of survey, the level of job satisfaction and engagement are even much lower.

On the contrary, when market culture encounter clan culture, the result could be different. Based on the result of the survey, achieving established goals seems easier in a clan culture-based organizations, because that clan culture drives a supporting environment in which employees are most likely find themselves motivated and engaged to exert effort for the same goal, uplifting the achievement of organization's goal through teamwork to a fulfillment with personal feelings effect, as a meaningful development, which boost the degree of people's job satisfaction. For example, from the answer of interviewee 12: *"In the macro-organization, nothing means anything if we don't properly deliver this product/service, the company is not only results oriented but this its principal driving characteristic, the key is measured on results within the market shares. Nevertheless, in the micro-organization, human come first. Under the incentive structure that the organization creates to align external success with internal rewards, namely in the form of pay increase and bonuses, workers support mutually to achieve the same goal"*.

Another culture is the hierarchy culture which highlights stability, formal rules, and policies. In this kind of institutions, the centre of effective leadership will be focusing on achieving efficient performance in most organized way, while the power is centralised, any decision-making authority is clarified by standardized norms and procedures. From interviewee 5's view: *"All procedures are focused so that everything can work like machine."* Employees are most probably to feel that they treated like the gears of a machine, as they are requested to work under very marked procedures in search of efficiency and obtaining the highest profitability. Hierarchy culture commonly identifies with

“work chain”, and when everything is systematized, there is no room for innovation or experimentation. Hierarchy subculture can be implemented no longer solely in enterprises, but also public institute as the truth that there are many strict protocols and formal procedures, employees are required to perform in an exact same way, “*The company requires employees to focus on the formal procedures without getting out of formalized steps. There is no gray area but only black and white.*”, based on interviewee 4’s answer. Employees in this culture-based organization usually find themselves lack motivation to their job, as they are experiencing a high level of similarity of their daily work life. They are finding their job much less challenging and satisfied. In this type of culture, another reason that could increase the possibility of burnout is that, on many occasions, people start to take accountability beforehand than they get a paid raise. The current reality is that organization’s unwritten requirement for employees, to demonstrate their capability of dealing with new duties by directly performing in that new role, without giving the corresponding payroll and title. The unequal condition in this case accelerates the experience of stress from work and burnout.

When hierarchy culture meets with market culture, the degree of wellbeing is appreciably low. Employee frequently experience worn-out when they get up in the morning thinking about a new day of working. It is harder for them to find motivated or energized to achieve goals at work. The level of enthusiasm about work is at a low degree as well.

5. Conclusion

5.1. Summary and contribution

After all the analysis demonstrated above, distinct organizational culture influences employee’s wellbeing in one-of-a-kind extent. Based on the result of the survey, clan culture has a positive impact on employee’s wellbeing, considering that employees tend to feel greater estimated, additionally greater motivated, aligned and engaged better with company’s goal, through a flowing teamwork. Therefore, clan culture is not the most common type in organizations, based on the result of interviews, it is considered as a culture that is easier to be inserted in a micro-organizations or small-sized groups of teams. Adequate leadership is the key for the implementation of this culture, since leaders give main emotional support for the development of every team member, and for the perpetuation of the culture.

Adhocracy culture contributes to workers an additional development and improvement in professional environment, owing to the fact that innovations deliver new opportunities, trainings, etc., when employees are more empowered at work, the job satisfaction is considerably higher as well. Market culture has been seen as a culture that can be the most frequent type in different organizations, no matter public institutions or private enterprises, most of the companies work with objectives and goal. When market culture is the domain culture in an organization, alongside with different cultures like hierarchy culture, the influence on employee’s wellbeing is negative relatively. On the other hand, like what we have seen in previous section, if adhocracy culture and market

culture both are equally valued its importance in a company, there is possibility of negative influence on employee's wellbeing because of the demand of being pioneers in all senses. No matter the demand for cutting-edge product and services, or the demand for employees to always catch upon the new policies, new resources, etc., along with other objectives, different level of demand might double or triple the pressure on employees' wellbeing.

One last thing that can be perceived from the study is that leadership could be the foundation or the key in applied organizational culture. It is possible to say that leadership has power to implement a totally different subculture that differs from the present culture of the entire enterprise, which could make matters different, like in many organizations, market culture as the most common type of applied organizational culture, takes the first domain in a general way (whole organization), but in each sub business units, depends on different type of leadership, there could be another "sub-culture" implemented.

5.2. Directions for future research and limitation of the present research

In the current research, we have found the relationship between organizational culture and people's well-being in a shallow way, thinking about solely about the context of the traits of specific cultures. In future's research, it would be fascinating that we ought to increase the organizational culture into culture aspects generally, by thinking about other applicable factors. Such as, employee's nationality, educational background, which has to do with the country wide lifestyle that results on the way of acting, thinking and decoding otherwise the requirement or strain from work; On the different hand, every employee's role identification primarily based on Belbin in a team, as any other feasible component to be considered. Different position one occupies incorporates alongside now not solely duties however additionally responsibilities, which ought to perhaps affect, further, one's wellbeing (job satisfaction, burnout, peace of mind, etc.) at work.

On the other hand, could be interesting investigating the paper of leadership in a domain organizational culture, and how leadership styles influence on employee's wellbeing under a specific culture base.

The drawback of the carried-out research could be the level of coverage of different industries is limited, it would be more convincing when there are more sectors are involved, so that the variation of applied organizational culture will be higher defined based on distinction of the sectors that companies operate in.

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ANNEX:

SCALES	QUESTIONS	PREGUNTAS
ORGANIZATIONAL CULTURE by Val Mohammadi and Roshanzamir, 2015		
1: CLAN CULTURE		
Our organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	Do you think your organization feels like an extended family, in which people share a lot of themselves? Please explain why and give some examples if you can	¿Cree que en su organización la gente siente que es como una familia? Por qué? Me puede dar algún ejemplo?
The leadership in our organization is generally considered to exemplify mentoring, facilitating, or nurturing	Do you think the leadership in your organization is considered to exemplify mentoring, facilitating, or nurturing? Please explain why and give some examples if you can	¿Cree que en general, se considera que el liderazgo en su organización es un ejemplo de facilitación o apoyo? ¿Los líderes apoyan? ¿Puede dar algún ejemplo?
The management style in our organization is characterized by teamwork, consensus, and participation.	Do you think the management style in your organization is characterized by teamwork, consensus, and participation?	¿Cree que el estilo de gestión en su organización se caracteriza por el trabajo en equipo, el consenso y la participación?
The glue that holds our organization together is loyalty and mutual trust. Commitment to this organization runs high.	What is the glue you think that holds your organization? Is it related with loyalty, mutual trust, and commitment? Why?	¿Cuál es el factor más crítico que crees que sostiene a tu organización? ¿Está relacionado con la lealtad, la confianza mutua y el compromiso? ¿Por qué?
Our organization emphasizes human development. High trust, openness, and participation persist.	Do you think that your organization emphasizes human development? Please explain why if you can. Is your organization can be identified with high trust, openness and participation persist?	¿Cree que su organización hace hincapié en el desarrollo humano? Por favor explique por qué si puede. ¿Se puede identificar su organización con un alto grado de confianza, apertura y participación persistente?
Our organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	Do you think your organization defines the success based on the development of human resources, teamwork, employee commitment and concern for people?	¿Cree que su organización define el éxito en base al desarrollo de los recursos humanos, el trabajo en equipo, el compromiso de los empleados y la preocupación por las personas?
2: ADHOCRACY CULTURE		

Our organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	Do you think your organization is defined as dynamic and entrepreneurial place in which people are willing to stick their necks out and take risks. Please explain why and give some examples if you can.	¿Cree que su organización se define como un lugar dinámico y emprendedor en el que las personas están dispuestas a arriesgarse y asumir riesgos? Explique por qué y dé algunos ejemplos si puede.
The leadership in our organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	Do you think the leadership of your organization is considered to exemplify entrepreneurship, innovation, or risk taking? Explain why?	¿Cree que se considera que el liderazgo de su organización ejemplifica el espíritu empresarial, la innovación o la asunción de riesgos? ¿Explicar por qué?
The management style in our organization is characterized by individual risk taking, innovation, freedom, and uniqueness.	Do you think the management style in your organization is characterized by individual risk taking, innovation, freedom, and uniqueness? Why?	¿Cree que el estilo de gestión de su organización se caracteriza por la asunción de riesgos individuales, la innovación, la libertad y la singularidad? ¿Por qué?
The glue that holds our organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	What is the glue you think that holds your organization? Is it related with commitment to innovation and development? Is there an emphasis on being on the cutting edge?	¿Cuál es el factor más crítico que crees que sostiene a tu organización? ¿Está relacionado con la apuesta por la innovación y el desarrollo? ¿Hay un énfasis en estar a la vanguardia?
Our organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	Do you think that your organization emphasizes acquiring new resources and creating new challenges? Please explain why if you can.	¿Cree que su organización hace hincapié en adquirir nuevos recursos y crear nuevos desafíos? Por favor explique por qué si puede.
3: MARKET CULTURE		
Our organization is very results- oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	Do you think your organization is results-oriented with a major concern of getting job done in a competitive environment? Please explain why and give some examples if you can.	¿Cree que su organización está orientada a los resultados con una gran preocupación por hacer el trabajo en un entorno competitivo? Explique por qué y dé algunos ejemplos si puede.
The leadership in our organization is generally considered to exemplify a no- nonsense, aggressive, results- oriented focus.	Do you think the leadership of your organization is considered to exemplify a no- nonsense, aggressive, results-oriented focus? Explain why?	¿Cree que se considera que el liderazgo de su organización ejemplifica un enfoque sensato, agresivo y orientado a los resultados? ¿Explicar por qué?
The management style in our organization is characterized by hard-driving competitiveness, high demands, and achievement.	Do you think the management style in your organization is characterized by hard-driving competitiveness, high demands, and achievement? Why?	¿Cree que el estilo de gestión de su organización se caracteriza por una gran competitividad, altas exigencias y logros? ¿Por qué?

The glue that holds our organization together is the emphasis on achievement and goal accomplishment.	What is the glue you think that holds your organization? Is it related to achievement and goal accomplishment?	¿Cuál es el factor más crítico que crees que sostiene a tu organización? ¿Está relacionado con el logro y el logro de la meta?
Our organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	Do you think that your organization emphasizes competitive actions and achievement. Are hitting stretch targets and winning in the marketplace are dominant factors in your organization? Please explain why if you can.	¿Cree que su organización enfatiza las acciones competitivas y el logro? ¿Alcanzar objetivos ambiciosos y ganar en el mercado son factores dominantes en su organización? Por favor explique por qué si puede.
4: HIERARCHY CULTURE		
Our organization is a very controlled and structured place. Formal procedures generally govern what people do.	Do you think your organization can defined as a very controlled and structured place with formal procedures?	¿Cree que su organización puede definirse como un lugar muy controlado y estructurado con procedimientos formales?
The leadership in our organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	Do you think the leadership of your organization is considered to exemplify coordinating, organizing, or smooth-running efficiency? Explain why?	¿Cree que se considera que el liderazgo de su organización ejemplifica la eficiencia de la coordinación, la organización o el buen funcionamiento? ¿Explicar por qué?
The management style in our organization is characterized by security of employment, conformity, predictability, and stability in relationships.	Do you think the management style in your organization is characterized by security of employment, conformity, predictability, and stability in relationships? Why?	¿Cree que el estilo de gestión de su organización se caracteriza por la seguridad en el empleo, la conformidad, la previsibilidad y la estabilidad en las relaciones? ¿Por qué?
The glue that holds our organization together is formal rules and policies. Maintaining a smooth-running organization is important.	What is the glue you think that holds your organization? Is it related to formal rules and policies. Maintaining a smooth-running organization?	¿Cuál es el factor más crítico que crees que sostiene a tu organización? ¿Está relacionado con reglas y políticas formales? ¿Mantener una organización que funcione sin problemas?
Our organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	Do you think your organization emphasizes permanence and stability? Efficiency, control and smooth operations are dominant factors in your organization. Please explain why if you can.	¿Cree que su organización enfatiza la permanencia y la estabilidad? ¿La eficiencia, el control y las operaciones fluidas son factores dominantes en su organización? Por favor explique por qué si puede.
Our organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.	Do you think your organization defines the success based on efficiency, dependable delivery, smooth scheduling, and low-cost production? Why?	¿Cree que su organización define el éxito en función de la eficiencia, la entrega confiable, la programación fluida y la producción de bajo costo? ¿Por qué?

SCALES:		
	QUESTIONS	PREGUNTAS
<p>1. STRESS AND BURNOUT by MBI - General Survey Schaufeli, Leiter, Maslach y Jackson (1996) (Agotamiento/ Cinismo/ Eficacia profesional)</p>		
<ol style="list-style-type: none"> 1. I am emotionally exhausted from my work. 2. I am "burned out" at the end of a workday. 3. I am tired when I get up in the morning and must face another day at my job. 4. I am "burned out" from work. 5. I have lost enthusiasm for my work. 6. I can effectively solve problems that arise in my work. 7. In my opinion I am good in my position. 8. It stimulates me to achieve goals in my work. 9. I have achieved many valuable things in this position. 10. In my work, I am sure that I am effective in finishing things. 	<p>Are you exhausted with your work? Are you burned out at the end of the day? Do you feel tired when you get up in the morning? Are you burned out from your work? Are you still enthusiastic about your work? Can you effectively solve problems at your work? Are you good at your position in your opinion? Do you feel motivated to achieve goals at your work? Have you achieved valuable things in your position? Are you positive about being an effective finisher at your work?</p>	<p>¿Estás agotado con tu trabajo? ¿estás quemado al final del día? ¿Estás entusiasmado con tu trabajo? ¿Te sientes cansado cuando te levantas por la mañana y te enfrentas a un nuevo día? ¿Te sientes "quemado" por tu trabajo? ¿Sigues entusiasmado con tu trabajo? ¿Puedes resolver problemas de manera efectiva en tu trabajo? ¿Eres bueno en tu posición en tu opinión? ¿Te sientes motivado para lograr metas en su trabajo? ¿Has logrado cosas valiosas en tu puesto? ¿Está seguro de ser un finalizador eficaz en su trabajo?</p>
<p>2. Job satisfaction (Baptiste, 2008):</p> <ol style="list-style-type: none"> 1. I am satisfied with the feeling of accomplishment that my work gives me. 2. I am satisfied with the possibility of using the initiative in my work. 	<p>Are you satisfied with the feeling of accomplishment that your work gives you? Are you satisfied with the possibility that you have to use your initiative at your work?</p>	<p>¿Estás satisfecho con la sensación de logro que te da tu trabajo? ¿Está satisfecho con la posibilidad que tiene de utilizar su iniciativa en su trabajo?</p>

<p>3. I have influence over my work. 4. I am satisfied with my salary. 5. I feel safe at my work. 6. I am satisfied with the training I have received. 7. My manager makes me participate in decision making. 8. I feel satisfied, content and at ease with myself every day.</p> <p>3. Peace of mind by Yi-Chen Lee · Yi-Cheng Lin · Chin-Lan Huang · Barbara L. Fredrickson</p> <p>J Happiness Stud (2013) 14:571–590</p> <p>1. My mind is free and at ease. 2. I feel content and comfortable with myself in daily life. 3. My lifestyle gives me feelings of peace and stability. 4. I have peace and harmony in my mind. 5. It is difficult for me to feel settled. 6. The way I live brings me feelings of peace and comfort. I feel anxious and uneasy in my mind.</p>	<p>Do you have influential power at you work? Are you satisfied with your salary? Do you feel safe at your work? Are you satisfied with the training you have received? Does your manager include you in the decision making? Do you feel satisfied, content and calm with yourself every day?</p> <p>Is your mind free and relaxed? Do you feel content and comfortable with yourself in daily life? Does your lifestyle give you feelings of peace and stability? Do you feel peace and harmony in your mind?</p> <p>Is it difficult for you to feel settled? Does your way of living give you feeling of peace and comfort? Do you feel anxious and unsettled in your mind?</p>	<p>¿Tiene poder de influencia en su trabajo? ¿Estás satisfecho con tu salario? ¿Se siente seguro en su trabajo? ¿Está satisfecho con la formación que ha recibido? ¿Tu jefe te incluye en la toma de decisiones? ¿Te sientes satisfecho, contento y tranquilo contigo mismo todos los días?</p> <p>¿Tu mente está libre y relajada? ¿Te sientes contento y cómodo contigo mismo en la vida diaria? ¿Tu estilo de vida te da sentimientos de paz y estabilidad? ¿Sientes paz y armonía en tu mente?</p> <p>¿Te cuesta sentirte asentado? ¿Tu forma de vivir te da sensación de paz y comodidad? ¿Te sientes ansioso e inquieto en tu mente?</p>
<p>5. Engagement (Ultrashort engagement scale) Schaufeli, W. B., Shimazu, A., Hakanen, J.,</p> <p>Salanova, M., & De Witte, H. (2019).</p> <p>1. I feel full of energy when I am at work. 2. I'm enthusiastic of my work.</p>	<p>Do you find yourself full of energy when you are at your work? Are you enthusiastic about your work?</p>	<p>¿Te encuentras lleno de energía cuando estás en tu trabajo ¿Eres entusiasta con tu trabajo?</p>

3. I am immersed in my work.	Are you immersed in your work?	¿Estás inmerso en tu trabajo?
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Acknowledgement

I would like to take this opportunity to express my gratitude to all those who have guided me and supported me throughout my whole master degree. First of all, I would like to thank my tutor Ricardo Chiva for his encouragement, guidance and support. His patience, kindness and advice have been crucial elements in my research, helping me to reach this important goal of my life in my academic career.

I also want to give a special thanks to my mom and for my family, for their continuous encouragement and emotional support. Their unconditional love and belief in me have been the biggest motivation for me for pursuing all the dreams and objectives throughout all my life.

I must say thanks to a person, Erik, my life partner, who has accompanied with me during difficult times, throughout all the up and downs who has been motivating me on all occasions, encouraging me and supporting unconditionally.

Thanks to my dear friends, Pam and Som for their support and help whenever I have needed.