

# Workplace Well-Being. A Perspective of Human Resources Employees

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## Abstract

In the organizational context, well-being at work has become a hot topic, being important not only for employees, but also for the success of companies. Employee motivation and commitment to the organization are closely linked to well-being and can influence organizational performance. An organization that promotes well-being has a positive work environment, relying on closely related relationships with colleagues and superiors. The various professional development opportunities and benefits offered by the organization can result in an increased well-being for employees. Maintaining a work-life balance has the effect of reducing stress levels thanks to the implementation of a flexible work schedule. This research aims, through a cross-sectional, quantitative approach, to analyze the well-being at work from the perspective of human resources employees. It focuses on the relationship between commitment, satisfaction and stress levels, identifying the factors that influence well-being. The findings revealed that well-being at work is influenced by stress level, interpersonal relationships and work-life balance, thus underlining the importance of understanding the needs of each employee in order to achieve a high level of well-being.

**Keywords:** *Well-being; engagement; work; work-life balance; stress employee; human resources;*

## 1. Introduction

Human resource employees strive to maintain a motivating work environment in order to achieve organizational goals, but also to manage changes within the organization and ensure the work-life balance. Kooij et al. (2012) highlighted the fact that human resource practices can influence employee well-being and performance, contributing to increasing organizational commitment and the level of satisfaction at work. The human resource department most often works with employees who are facing various situations, whether professional or personal. This department brings empathy towards them and can come up with new solutions that depend on their own level of well-being to help the employee. Acton et al. (2003) believe that the human resource department is the one that implements ideas to promote well-being among employees, contributing to loyalty and organizational attachment (*apud* Das & Baruah, 2013, 8).

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The present research brings a new perspective by exploring well-being from the point of view of employees working in human resources. The investigation targets essential dimensions such as job satisfaction, organizational commitment, quality of relationships with colleagues and superiors, working conditions and workload, as well as the influence of seniority. This approach contributes to the deepening of knowledge regarding the internal dynamics of well-being among HR professionals, also offering relevant implications for organizational policies oriented towards human resources sustainability. Investing in human resources employees' well-being can bring various benefits, improving morale and job satisfaction that may ensure higher productivity and organizational success.

## 2. Theoretical framework

APA (2023) defines well-being as "a state of happiness and satisfaction that includes a reduced level of suffering, a good state of physical and mental health, or an increased quality of life".

Well-being can be understood as the way people feel (emotions are central elements in the assessment of individual well-being) and cope with their lives (their sense of competence, personal achievements or the feeling of being connected with those around them, which highlights interpersonal relationships and belonging to the community), both from a personal point of view and in social relationships, integrating social and cultural factors that can influence the perceptions of each individual (Michaelson et al., 2012, p. 6).

In the analysis of well-being, two types can be distinguished, namely objective well-being and subjective well-being. Objective well-being refers in particular to the material well-being of the individual, measured by objective indicators such as: financial stability, opportunity for access to education, quality of the social environment, security, possibility of having social rights (Alatartseva, & Barysheva, 2015, p. 38). Subjective well-being (SWB) refers to the way in which individuals evaluate their life and well-being (Diener et al., 2003, p. 404).

Rath and Harter (2010, p. 1) discovered five basic dimensions of well-being: carrier well-being - the way we use our time at work and what we like to do every day helps us develop professionally; social well-being - an important component in relationships with those around us, but also the love in our lives; financial well-being - managing economic life by reducing stress and developing security; physical well-being - health plays an important role in an individual's life and provides the energy necessary to complete tasks; community well-being - the feeling of involvement and engagement in the environment where we live every day.

Well-being at work supports employees to adopt behavior that increases their level of satisfaction and productivity. Job satisfaction is an important component of subjective well-being. According to Locke (1976), it "is a positive emotional state resulting from an evaluation of the job or work experiences" (*apud* De Simone, 2014, p. 120). On the other hand, Leap and Crino

(1993) see job satisfaction as "workers' attitude towards their job, the rewards they receive, and the social, organizational, and physical characteristics of the environment in which they carry out their work activities" (*apud* Yousef, 2016, p. 78).

To ensure well-being at work, which leads to a high level of satisfaction, it is necessary to ensure adequate working conditions, a positive work environment, favoring concentration and efficiency in fulfilling the tasks and objectives proposed. Ensuring a well-organized and personalized workspace favors improving the well-being of each employee. Communication is the way in which employees share ideas and collaborate to find solutions. At the same time, it is necessary to divide tasks appropriately, to increase productivity, but also to stimulate motivation, forming an environment based on mutual trust. The relationship between employee and supervisor must be based on trust, understanding and cooperation, on communication and feedback, which encourages the employee to perform. An employee appreciated for his/her contributions will be interested in making efforts and actively getting involved in completing tasks, reducing the level of stress by creating an organizational climate beneficial to both parties. At the same time, positive relationships are developed within the company, providing security and stability at work. A high level of well-being leads to sustained, constant and strong involvement of employees in order to achieve organizational objectives. A high degree of well-being favors the increase in organizational commitment because employees are more motivated and interested in performing (Bartlett 2001, *apud* Rose et al., 2011) and also ensures the longevity of employees at work (Cutler 2001, *apud* Das & Baruah, 2013, p. 8).

Among the factors that can contribute to increasing the level of well-being at work, we can mention the opportunities for career growth and development, the involvement of employees in the decision-making process, or the feeling of job security (Das, & Baruah, 2013).

A low level of well-being at work can be associated with an increase in the stress level of employees (Florea, & Florea, 2016, p. 30). Other factors that determine a low level of well-being can be: the lack of clearly established work breaks, the lack of employee involvement in decision-making, unclear communication of tasks, but also in relations with the employer or colleagues, the feeling of not belonging by omitting support from colleagues, but also from supervisors, conflicts between them, job insecurity (Corodeanu, 2005, p. 27), low salary, loss of motivation, stagnation in a certain position, lack of promotion opportunities, low social value (Florea, & Florea, 2016, p. 30).

### **3. Methods**

This paper aims to investigate well-being at work from the perspective of employees in the human resources field. The research method used is quantitative; for this purpose, a questionnaire was developed and applied online, during February-April 2024, on social networks, on the personal LinkedIn page of the authors and by email, being sent to companies that have a

human resources department, respectively to various recruitment companies in Timisoara, Romania. The sampling method used was, thus, non-probabilistic.

The applied questionnaire includes a number of 15 questions. The first ones collect socio-demographic data of the respondents (age, gender, length of employment, type of job), followed by scale-type questions that analyze the concept of well-being. The analysis of workplace well-being followed the two main dimensions of well-being, namely job satisfaction and organizational commitment, as can be seen in Table 1.

The present research was guided by the following objectives:

Ob.1. Evaluation of the human resources employees' level of workplace well-being.

Ob.2. Analysis of the socio-demographic factors that influence well-being of human resources employees

Ob.3. Determination of the relationship between well-being and the stress level of employees.

In relationship with these objectives, the following research hypotheses were formulated and verified:

H.1. There is a statistical difference in terms of job satisfaction and organizational commitment between genders.

H.2. There is a statistical association between the type of work (physical, hybrid or teleworking) and well-being.

H.3. There is a statistical association between well-being and the age of employees.

H.4. There is a statistical relationship between employee's stress levels and well-being.

H.5. There are statistical differences in well-being's level depending on employees' seniority.

H.6. There are statistical differences in well-being's level depending on employees' overtime hours.

**Table 1.** Dimensions of well-being at the workplace

Concept	Dimensions	Indicators
<b>WELL-BEING AT THE WORKPLACE</b>	<b>EMPLOYEE SATISFACTION AT THE WORKPLACE</b>	<b>Working conditions:</b>
		✓ Office lighting
		✓ Working space
		✓ Bureau equipment
		✓ Bureau temperature
		✓ Noise
		<b>Relationship between employees:</b>
		✓ Communication
		✓ Expressing ideas
		✓ Support and help
✓ Collaboration		
✓ Equitable tasks		

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<b>ORGANIZATION AL COMMITMENT</b>	<b>Relationship with the supervisor:</b>
	✓ Appraisal
	✓ Constructive feedback
	✓ Communicating expectations
	<b>Work schedule:</b>
	✓ Freedom to work from everywhere
	✓ Changing the schedule
	✓ Fix hours' schedule
	✓ Lunch breaks
	<b>The degree of employee satisfaction with the job</b>

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	<b>Involving employees in completing tasks</b>
	<b>Employee growth and development</b>
	✓ Promotion
	✓ Training
	✓ Foreign languages courses
	<b>Benefits offered by the company</b>
	✓ Fitness memberships
	✓ Health insurance
	✓ Private pensions
	✓ Stress management programs
	✓ Financial education seminars
	<b>Workplace safety</b>
	<b>Overtime</b>

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Source: generated by the authors

#### **4. Limitations and difficulties**

A first limitation encountered in this research is related to the fact that, using a non-probabilistic sampling, we had no control over the structure of the studied population, nor over the equitable distribution of respondents in terms of age or gender categories. At the same time, since it was not a representative sample, there is no possibility of generalizing the conclusions. Another limitation encountered is related to the fact that the research was not conducted in a specific organization. If this research was addressed to a specific company, then the results could be more relevant for that company, and the information received could be useful in terms of ensuring well-being at the workplace.

#### **5. Analysis and results**

This research is based on the analysis of the responses of a convenience sample of 114 people.

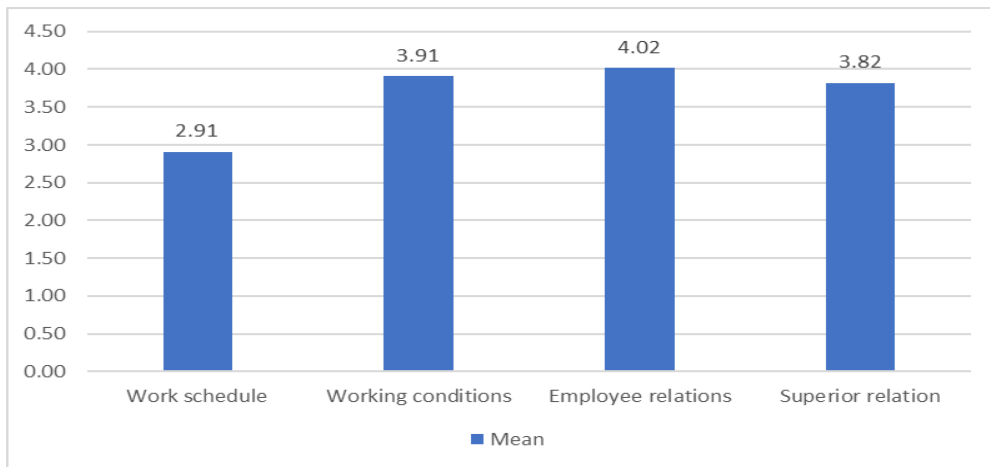
**Table 2.** Socio-demographic characteristics of the sample

Characteristic	Category	Number of respondents	Percent of respondents
Sex	Women	92	80,7%
	Men	22	19,3%
Age	18-25 years	34	29,8%
	25-35 years	37	32,5%
	35-50 years	32	28,1%
	Over 50 years	11	9,6%
Seniority	Less than a year	18	15,8%
	1-5 years	47	41,2%
	5-10 years	18	15,8%
	10-15 years	11	9,6%
	Over 15 years	20	17,5%
Actual workplace	Full time	107	93,9%
	Part time	7	6,1%

Source: generated by the authors

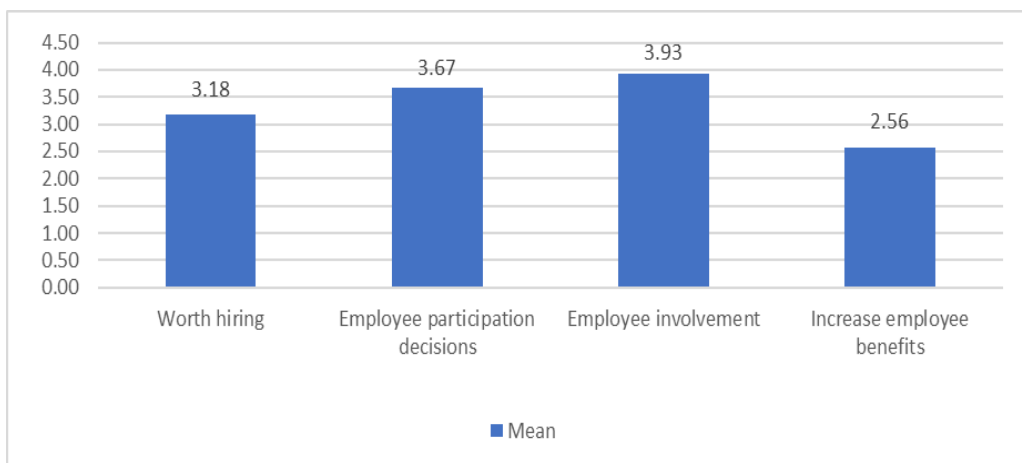
First, we conducted a descriptive analysis regarding the dimensions of well-being. For job satisfaction, we evaluated the following indicators: work schedule, working conditions, employee relations and relations with the superior. On the other hand, for the organizational commitment dimension, the following indicators are included: employee merits, employee participation in decisions, employee involvement, growth and benefits offered by the organization to employees.

The work schedule indicator has an average of 2.91 (moderately satisfactory); working conditions have an average of 3.91, which indicates a medium to high level of satisfaction; relations between colleagues have an average of 4.02, which suggests that employees are very satisfied with the relationships they have with their colleagues at work, and relationships with superiors are considered to be satisfactory with an average of 3.82. We observe a good level of satisfaction among HR employees, especially regarding interpersonal relationships at work. Relationships between colleagues and with superiors are perceived as positive, which contributes to a healthy organizational climate. However, the work schedule is a less satisfactory aspect, indicating the need for adjustment measures to create a balance between professional and personal life.



**Figure 1.** Descriptive analysis for the satisfaction dimension (Source: generated by the authors)

Regarding the dimensions of organizational commitment, for the recognition of employee merits we have an average of 3.18, which suggests that their merits are recognized at a moderate level by the company in which they work; employee participation in the decision-making process within the organization has an average of 3.67, which shows that employees are quite satisfied with their level of participation in decisions; employee involvement has an average of 3.93, which shows that employees feel involved in the activities and responsibilities received at work, and the growth and provision of benefits to employees by the organization has an average of 2.56, therefore employees are generally dissatisfied with them. Thus, these results show that commitment is supported more by internal motivational factors, namely the employee's involvement and participation in decision-making, than by financial rewards or development in the organization.



**Figure 2.** Descriptive analysis for the commitment dimension (Source: generated by the authors)

It is observed that the well-being of HR employees is influenced by involvement and participation in decisions, which suggests a high need for autonomy. The low level of perception regarding the increase in benefits indicates a vulnerable point in the organizational strategy, which may affect employee satisfaction and motivation in the long term. In this context, improving reward policies and valorizing merits could contribute to strengthening employee well-being and maintaining high commitment. HR employees are generally satisfied with their work environment, especially their relationships with colleagues and superiors. These relationships contribute to a positive workplace climate. However, the work schedule is considered less satisfactory, suggesting that some improvements would be useful for a better work-life balance.

To analyze whether there are statistical differences between sexes in terms of employee satisfaction and organizational commitment, we performed a T-test on independent samples. Regarding satisfaction, the average of the male group is  $M=3.81$ , and the average of the female group is  $M=3.63$ . The hypothesis of homogeneity of variants is verified, as shown by the Levene test ( $\text{Sig}=.585$ ,  $\text{Sig}>0.05$ ). The value of  $T(112)=1.007$ ,  $\text{Sig}=.316$ ,  $\text{Sig}>0.05$  suggests that there are no statistically significant differences between men and women, and job satisfaction for human resources employees is viewed equally by the two groups analyzed. The hypothesis of homogeneity of variants is also verified in terms of organizational commitment ( $\text{Sig}=.258$ ,  $\text{Sig}>0.05$ ). The value of the T-test on independent samples is  $T(112)=.512$ ,  $\text{Sig}=.609$ ,  $\text{Sig}>0.05$ , therefore, in terms of organizational commitment, there are no significant statistical differences between male and female respondents, invalidating our hypothesis.

To verify whether there are statistical differences in the satisfaction and organizational commitment of employees in the field of human resources depending on the way they carry out their activity, whether physical, hybrid or telework, we performed a T-test on independent samples. The average of employees who work physically is  $M=3.51$  (70 respondents), and the average of employees who work hybrid or telework is  $M=3.91$  (44 respondents). According to the Levene test, in the case of employee satisfaction, the hypothesis of homogeneity of variants is met ( $\text{Sig}=.771$ ,  $\text{Sig}>0.05$ ). The value of the test  $T(112)=-2.757$ ,  $\text{Sig}=.007$ ,  $\text{Sig}<0.05$ , therefore there are significant statistical differences between employee satisfaction at work and their work mode, more precisely employees who work in physical work mode have lower job satisfaction than those who work hybrid. Regarding organizational commitment, according to the Levene test, the hypothesis of homogeneity of variants is met ( $\text{Sig}=.095$ ,  $\text{Sig}>0.05$ ). The value of the T-test on independent samples is  $T(112)=-3.281$ ,  $\text{Sig}=.001$ ,  $\text{Sig}<0.05$ , therefore in this case we can also talk about significant statistical differences between employees, more precisely employees who work in physical mode report lower workplace commitment compared to those who work in hybrid mode or telework, and thus our research hypothesis is validated.



To determine the relationship between the age of respondents and their job satisfaction, respectively organizational commitment, we further resorted to a bivariate correlation. The value of the Pearson correlation in the case of the age-satisfaction relationship is  $-.298$ ,  $\text{Sig}=.001$ ,  $\text{Sig}<0.05$ , which indicates a significant, negative correlation between the two variables. The older the age of the respondents, the lower the level of employee satisfaction tends to be. In conclusion, age can influence employee satisfaction at work. Regarding the relationship between age and organizational commitment, the value of the Pearson correlation is  $-.267$ ,  $\text{Sig}=.004$ ,  $\text{Sig}<0.05$ , therefore in this case we also have a significant, negative correlation between the two variables. The increase in employee age is associated with a moderate decrease in organizational commitment of employees in the field of human resources.

We further conducted a Spearman correlation to determine the relationship between the satisfaction and organizational commitment of human resources employees and their stress level. We identified a moderate and statistically significant negative correlation between the level of stress and job satisfaction, Spearman coefficient  $r=-.322$  at a significance level  $\text{Sig} <0.05$ . This result suggests that the level of stress is negatively associated with job satisfaction, indicating that employees with a higher level of stress may report lower levels of job satisfaction. Regarding the relationship between organizational commitment and stress level, Spearman coefficient  $r=-.130$ , but the significance level  $\text{Sig}=.167$ ,  $\text{Sig}>0.05$ , therefore there is no statistically significant correlation between the two variables.

A factor that could influence job satisfaction and organizational commitment among HR employees is their seniority. To test this research hypothesis, we used a univariate analysis of variance, primarily for the seniority and satisfaction variables. The hypothesis of homogeneity of variance is verified, as shown by the Levene test ( $\text{Sig}=.147$ ,  $\text{Sig}>0.05$ ). According to the Fischer test ( $F(4, 109) = 2.965$ ,  $\text{Sig}=.023$ ,  $\text{Sig}<0.05$ ), there are significant differences between at least two of the considered groups in terms of job satisfaction. To see more precisely between which groups these statistical differences are present, we used the Post-Hoc Tukey test.

**Table 3.** Multiple comparisons regarding satisfaction levels based on employee seniority

<i>Multiple Comparisons</i>						
Dependent Variable: Satisfactie2						
Tukey HSD						
(I) Seniority	(J) Seniority	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
	1-5 years	,246	,211	,770	-,34	,83
	5-10 years	,603	,254	,129	-,10	1,31

Less than a year	10-15 years	,393	,291	,662	-,42	1,20
	Over 15 years	,738*	,247	,028	,05	1,42
1-5 years	1-5 years	-,246	,211	,770	-,83	,34
	5-10 years	,357	,211	,442	-,23	,94
	10-15 years	,146	,255	,979	-,56	,85
	Over 15 years	,492	,203	,118	-,07	1,06
5-10 years	1-5 years	-,603	,254	,129	-1,31	,10
	5-10 years	-,357	,211	,442	-,94	,23
	10-15 years	-,211	,291	,951	-1,02	,60
	Over 15 years	,134	,247	,983	-,55	,82
10-15 years	1-5 years	-,393	,291	,662	-1,20	,42
	5-10 years	-,146	,255	,979	-,85	,56
	10-15 years	,211	,291	,951	-,60	1,02
	Over 15 years	,345	,286	,747	-,45	1,14
Over 15 years	1-5 years	-,738*	,247	,028	-1,42	-,05
	5-10 years	-,492	,203	,118	-1,06	,07
	10-15 years	-,134	,247	,983	-,82	,55
	Over 15 years	-,345	,286	,747	-1,14	,45

Source: generated by the authors

As can be seen, the only comparison in which we find statistically significant differences in terms of job satisfaction is between employees with less than one year of experience and those with over 15 years of experience (Sig.=.028, Sig.<0.05).

Regarding the comparison between employee seniority categories and organizational commitment, we once again used a One Way Anova analysis. The hypothesis of homogeneity of variance is verified, as shown by the Levene test (Sig.=.301, Sig.>0.05). The Fischer test ( $F(4, 109)=1.105$ , Sig.=.358, Sig.>0.05) suggests there are no statistically significant differences between groups in terms of workplace engagement.

A factor that can influence both the level of employee satisfaction, but may also be related to organizational commitment, is the number of additional hours worked by employees. To investigate our research hypothesis, we also resorted to a univariate analysis. For workplace engagement the hypothesis of

homogeneity of variance is verified, as shown by the Levene test (Sig.=.944, Sig.>0.05), but the Fischer test ( $F(3, 110)=.890$ , Sig.=.449, Sig.>0.05) suggests there are no statistically significant differences in terms of workplace engagement when speaking of additional hours. For employee satisfaction the hypothesis of homogeneity of variants is not met, as shown by the Levene test (Sig.=.039, Sig.<0.05), so we have resorted to the Welch analysis that suggests there are also no statistical differences between groups (Sig.=0.06, Sig.>0.05).

## **6. Discussions**

After analyzing the results, we were able to conclude that neither in terms of the satisfaction dimension, nor in terms of organizational commitment, the second dimension of well-being at work that we discussed in our paper, there are no statistically significant differences depending on the gender of the respondents or the number of overtime hours. Therefore, regardless of the gender of the people surveyed or how much time they spend at work, their level of well-being at work is relatively the same. Our findings on relationship between gender and well-being are in line with Singh et al. (2023), Andrade et al. (2019), Frederick and Lazzara (2020), Adamchik and Sedlak (2024), Osten (2022) and partially with Ahmad et al. (2023) (partially, because the authors found significant differences between genders when analyzing normative or affective dimensions of commitment, but no differences for continuance commitment). Buhner et al. (2022) revealed there are gender differences in terms of well-being, but the authors conceptualized well-being in different dimensions than our study did (the authors considered job-to-pay ratio, adaptability, income, living conditions and mood, and found that gender differences appear in the case of job-to-pay ratio). Our findings are not supported by Coron (2022), whose study on employees in France shows a lower job satisfaction of women, compared to men. At the same time, the author underlines there are supplementary variables that should be taken into consideration, such as teleworking, level of education, participation in training, or performance appraisal. This idea appears also at Frederick and Lazzara (2020), who underlines that other factors, not directly related to gender, influence employees job satisfaction (such as being a leader for example). Coron (2022) mentions that gender job satisfaction is different from one country to another (France having the same scores as China for example, but different than Anglo-Saxon countries), finding that is not supported by Andrade et al. (2019), whose comparative study on 27 countries revealed no significant differences when it comes to gender.

Our findings in the relationship between working hours and wellbeing are not supported by Hsu et al. (2019), who found a negative correlation between the two variables, nor by Wagner (2017). Both studies revealed also that overworking hours determine a higher level of stress among employees, thus affecting their job satisfaction. Possibly, the reduced dimension of our sample might explain the result we have obtained.

The way in which employees work (physical or hybrid/teleworking) on the other hand generates differences in terms of both the level of satisfaction and organizational commitment. Employees who work in a hybrid regime are more satisfied at work and demonstrate a higher organizational commitment, therefore their level of well-being is higher than those who work with a physical presence at work. The complexity of this topic is underlined by Ferrara et al. (2022) and Figueiredo et al. (2024), who showed in their study that teleworking/hybrid working has a dual nature, with many advantages, but also numerous possible negative implications on employees' mental health and wellbeing, that organizations need to take into consideration.

Statistical correlations have shown that age is negatively correlated with both satisfaction and organizational commitment. As employees age, their level of well-being decreases. This finding is not supported by the analysis of Zacher (2021), who shows that job satisfaction is higher for older employees than younger ones, despite some deterioration in the health state of the elderly. The conclusions are more nuanced at Scheibe and Kooij (2024), who point out that for elderly the „strength and vulnerability integration (SAVI) model” functions in the workplace, older employees maximizing their strengths, knowing and handling their vulnerabilities by involving in jobs that best fit their capabilities and are less stressful. Older employees report a low level of well-being during stressful times, so they attempt to diminish the occurrence of such situations.

There are significant differences between employee seniority and job satisfaction, but only for the category of employees with less than one year of seniority and those over 15 years. Regarding organizational commitment, no significant differences were found depending on employee seniority.

A statistically significant relationship was recorded between the level of stress and satisfaction, the higher the level of stress, the lower the level of satisfaction. There was no statistically significant relationship between the level of stress and organizational commitment. The existence of a negative correlation between occupational stress and work well-being was underlined by many studies, such as Bliese et al. (2017), Khan and Khurshid (2017), Hirschle and Gondim (2020), Maksymenko et al. (2021), Shen and Slater (2021), or Mohd (2024). As for the relationship between stress and commitment, Karacsony (2019) showed stress has a negative influence on organizational commitment, while the meta-analysis on 22 studies realised by Ateş and İhtiyaroğlu (2019) showed that stress has a weak influence on overall organizational commitment, with a negative influence on affective commitment, and a positive influence on normative commitment. The authors also found there are differences in this relationship according to the field of activity. Stress is negatively correlated with organizational commitment for employees working in education, and positively for employees in tourism and health.

## 7. Conclusions

This research approach addressed a topic absent from the specialized literature, namely the well-being among employees in the field of human resources. The existing studies to date (Kooij et al., 2012; Acton et al., 2003; Das & Baruah, 2013; Bhoir & Sinha, 2024; Peccei & Van De Voorde, 2019) have focused on the activity carried out by HR department employees in order to ensure the well-being of other categories of employees and not on their own well-being. Despite the limitations of this study, the main one being related to the sample size, our analysis managed to highlight the fact that employees in the human resources department register a medium to high level of well-being with averages above 3 recorded both in terms of job satisfaction and organizational commitment indicators, the lowest values (below 3) being registered for satisfaction with the work schedule (2.91), respectively for benefits offered to employees by the organization (2.56). Although statistical analyses have shown that overtime does not affect the well-being of employees in human resources departments, the fact that they show a medium to low level of satisfaction for their work schedule suggests the need for organizations to intervene through remedial measures. The analysis has shown that the factors that influence, in the opinion of employees, their well-being are age, the way in which work is carried out (telework, hybrid or in physical format), respectively stress. Factors such as gender, overtime or seniority in work were not confirmed by statistical analyses as having any significant influence. A deepening of these findings, by expanding the sample and, perhaps by using a mixed methodology, could be beneficial for the validity and generalizability of the results.

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