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**ORGANISATIONAL VALUES-BASED INTERVENTIONS
AND COMMON GOOD: A MIXED-METHODS
RESEARCH**

Tese no âmbito do Doutoramento em Psicologia das Organizações, do Trabalho e dos Recursos Humanos, orientada pela Professora Doutora Leonor Maria Gonçalves Pacheco Pais, pelo Professor Doutor Nuno Manuel Gameiro Rebelo dos Santos e pelo Professor Doutor Salvatore Zappalà e apresentada à Faculdade de Psicologia e de Ciências da Educação da Universidade de Coimbra

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Organisational values-based interventions and common good: a mixed-methods research

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Tese de Doutoramento na área científica de Psicologia das Organizações, do Trabalho e dos Recursos Humanos orientada pela Senhora Professora Doutora Leonor Maria Gonçalves Pacheco Pais, pelo Senhor Professor Doutor Nuno Manuel Gameiro Rebelo dos Santos e pelo senhor Professor Doutor Salvatore Zappalà e apresentada à Faculdade de Psicologia e de Ciências da Educação da Universidade de Coimbra.

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ABSTRACT

Organisational values-based interventions are intentional changing processes guided by values. The Economy for the Common Good (ECG) and Decent Work are two values-centred approaches focused on what can be claimed to be universal values, which consider the social system as a whole (Pereira et al., 2019). In Work, Organisational and Personnel Psychology (WOPP), decent work showed to be an integrative concept (dos Santos, 2019) closely related to the common good values. Both models share a relevant focus on employees, which increases their congruence (Pereira, dos Santos et al., 2020; Pereira, Zapallà et al., 2020). Values provide a sense of direction and are viewed as essential predictors and drivers of individuals' behaviour (Bourne & Jenkins, 2013). Work motivation is a compelling topic to the ECG values-based interventions since expands the driving forces of employees' behaviour at work. Therefore, intervention projects aiming to develop ECG values (concerning employees as stakeholders) are much more powerful and relevant when attention is given to the various dimensions of decent work and work motivation.

The concept of decent work has evolved since the International Labour Organization (ILO) was founded in 1919 as part of the Treaty of Versailles to respond to international labour policy issues (Ferraro et al., 2016b; Treaty of Versailles, 1919). The ILO first defined it in 1999 as the sum of people's "aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality" (ILO, 1999, p.3). The fundamental aim of the ILO (2008) is the achievement of 'decent work and productive work for women and men in conditions of freedom, equity, security and human dignity' (p. 2). These values represent the aspirations of people for their working life. The decent work concept expresses the Human Rights Declaration in the labour sphere, and its comprehensive nature highlights the strength of this concept for intervention in WOPP (dos Santos, 2019). Eleven substantive elements integrate the decent work concept and were described in several public documents (ILO, 2008, 2012, 2013a, 2013b). These 11 components are structured in seven psychological dimensions in workers' minds (Ferraro, Pais, et al., 2018).

Work motivation is the force that drives the direction, intensity, and persistence of employee behaviour (Broeck et al., 2021). As such, any intentional change has to consider this human behaviour determinant. Work motivation is seen as one of the most compelling and enduring concepts in work and organisational psychology (Kanfer et al., 2017). The Self-Determination Theory (SDT) is a macro theory of human motivation that emphasises

the evolved tendency of human beings to master challenges, pursue growth and integrate new experiences with the self (Ryan & Deci, 2017; Slemp et al., 2021). The theory specifies that autonomous motivation can be encouraged by providing opportunities for people to fulfil their basic psychological needs for autonomy, competence, and relatedness (Ryan & Deci, 2017; Slemp et al., 2021). The self-determination approach argues that work motivation covers different but complementary forms of behavioural regulation that can coexist within individual employees (Ryan & Deci, 2000). These regulations are proposed to follow a self-determination continuum, ranging from more autonomous states of motivation (activity engagement by pleasure and choice) to more controlled states of motivation (activity engagement by internal or external pressures; Rigby & Ryan, 2018).

The ECG propose a sustainable model focused on the common good and that market relations should be guided by human values such as human dignity, solidarity, environmental sustainability, social justice, codetermination, and transparency (ECG, 2017; Felber, 2015; Felber & Hagelberg, 2017). This cooperative model aims to create a resilient, sustainable and inclusive social and economic system, avoiding unexpected social crises (Felber, 2015; Felber & Hagelberg, 2017). The recommendation to adhere to this model, in line with the Europe 2020 Strategy, emerges from the European Economic and Social Committee (EESC, 2015). The recognition of the common good requires a clear and objective measurement method. A common good matrix is a tool that evaluates the common good generated by each organisation (ECG, 2017). This matrix focuses on the values of the common good and the various stakeholders. Combining the different values and stakeholders gives rise to 20 measurable and easy-to-understand indicators adapted to each organisation. Each indicator describes how each specific value applies to each relevant stakeholder group. The organisational values-based intervention framework used in this thesis was based on the foundation of the ECG values and focused on employees' common good indicators. Considering the comprehensive approach of the ECG, its values centred nature, and its institutional legitimacy, it becomes an excellent framework to use in values-based interventions in organisations.

The present doctoral thesis focused on developing, implementing, and evaluating values-based interventions aiming to improve common good indicators in Portuguese organisations. Since decent work and work motivation were tuned with those indicators, they were used as criteria variables in evaluating the interventions. Considering that the ILO first defined the concept of decent work in 1999, we began by analysing the extant empirical research on decent work, as summarised in the next paragraph. Although some previous

research in WOPP had found important outcomes for a deeper understanding of the decent work concept and its nomological network (Ferraro, Moreira, et al., 2018), the empirical research on the concept as a whole had not been subject to a literature review.

That first study (Chapter II) aimed to deepen the understanding of the concept by describing the state of the art of empirical research on decent work from a psychological perspective and related fields. Electronic databases B-On and EBESCO host, using the keywords "decent work" in the "title" and "abstract", yielded 689 citations. After a two-stage inclusion and exclusion criteria application, 38 articles were retained for analysis. All studies were conducted between 2003 and 2017. The studies focused on work conditions, in the case of decent work deficit, those workers not benefiting from decent work conditions, and what is necessary for the existence of decent work. Study samples consisted typically of workers from different sectors and countries. Data collection was mainly by interview or institutional statistical databases, and most studies were descriptive and cross-sectional. This review showed that empirical research on decent work was grounded in various disciplines and was still in its early stages. Additionally, most studies reported a decent work deficit and did not cover the whole concept of decent work. Medium, low and very low development countries were under-researched.

Although the authors' conceptualisation described the core values of the ECG (Felber, 2015), it does not explore explicitly psychological aspects. The second study (Chapter III) related conceptually the psychological dimensions of the decent work and the ECG values describing the main contributions of the former to the latter. Four conceptual propositions concerning the contributions of decent work to the ECG were presented, highlighting that the pursuit of decent work is aligned with the ECG, contributing to reinforcing both proposals. Furthermore, the expected effect of decent work on the ECG depended on two main processes: through workers' desire to reciprocate and, by doing so, contributing more to creating common good; and through being exposed to role models that connect workers with common good values. Both decent work and the ECG were shown to be synergistic and values-based approaches that consider the social system as a whole instead of proposing strategies to improve the competitive advantage of one over the other. That synergistic idea through cooperation can contribute to overcoming the limitations of 'business as usual'.

Since the ECG is a recent model and without members in Portugal, until our last verification on December 2021, the need to characterise the adhesion process and participation in the model in Italian adherent organisations was of utmost importance. The

selection of Italy was because this country aggregated a significant number of organisations adherent to ECG (ECG, 2017) and is culturally close to Portugal. The third study (Chapter IV) described and characterised the actions carried out by the Italian organisations participating in the ECG and analysed those actions through the lens of decent work, identifying patterns that led to a typology and conceptual propositions on the subject. Documentary analysis was conducted on 14 reports describing those actions, and qualitative content analysis was performed using QSR-NVivo12. A descriptive analysis of the codes was made, and a cluster analysis was based on coding similarity. A total of 1497 actions was coded, and four clusters, grouping sets of the common good reports, were identified. Results showed that customers, business partners, staff and owners were the most addressed stakeholders; human dignity and environmental sustainability were the most addressed values and, *fulfilling and productive work* and *fundamental principles and values at work* were the most addresses decent work dimensions. Additionally, all clusters were intensive in environmental concerns but had differentiated priorities. Cluster analysis suggested three drivers: Recognition, Core business closeness, and Social common good impact. This typology and the five conceptual propositions could help organisational leaders be inspired to introduce changes at their organisations according to the ECG values.

The fourth study (Chapter V) investigated the Italian entrepreneurs' reasons for joining the ECG and organisational changes introduced following the implementation. Semi-structured interviews were held with managers of nine Italian organisations belonging to the movement. Interviews were transcribed, and qualitative content analysis was performed using NVivo 12. Eleven nodes integrating 279 answer units were coded, addressing reasons for adhering, actions introduced, difficulties, overcoming strategies and enablers. The results suggested that ECG values, and particularly Environmental Sustainability and Human Dignity were two main reasons to join the movement; that a common good report was a valuable tool for the organisational analysis; that such analysis could be replicated with other ECG organisations; and that pursuing decent work conditions strengthened the adhesion to the ECG movement. The seven conceptual propositions highlighted: the congruence between the value structure of the organisation and the values of the ECG; the congruence between the values held by proximal organisational stakeholders and the changes encouraged by the ECG approach; and that rewards and recognition by the organisational stakeholders and society reinforced and maintained the adhesion path. In addition, the ECG approach was considered as a deepening of a previously adopted organisational path. Finally, the findings revealed that time and money were essential resources to undertake the changes

in organisations, and except for language difficulties, organisations did not find problems expressly related to the ECG movement.

In the course of the research leading to this thesis, the novel Corona Virus Disease 2019 was declared a public emergency of international concern (WHO, 2020). This new reality was widespread worldwide and caused drastic and dramatic changes in the economic, social and work areas (Pfefferbaum & North, 2020). As data from Portuguese organisations had been collected before the pandemic, this unexpectedly implied an additional moment of data collection.

The pandemic context objectively affected the last substantive element of decent work (economic and social context). Consequently, the social and economic context affected how decent work could be put into practice (Simonova et al., 2021) and how employees assessed their work's content, conditions, and context. The fifth study (Chapter VI) analysed the impact of the COVID-19 pandemic on decent work in a sample of employees of seven Portuguese organisations. The Decent Work Questionnaire was administered to 243 workers in two-time points (T1 before and T2 during the pandemic). Those workers belonged to the organisations where the intervention of the seventh study would be carried out afterward, as described in the following paragraphs. Results revealed a positive and significant effect of COVID-19 pandemic context on six out of seven dimensions of decent work, particularly those related to *Fundamental Principles and Values at Work*, *Meaningful Remuneration for the Exercise of Citizenship*, *Fulfilling and Productive Work*, *Adequate Working Time and Workload*, *Social Protection* and *Health and Safety*. This positive effect may be related to the fact that all participants of these organisations kept their jobs. Faced with the COVID-19 pandemic, workers compared their work status with the situation of other workers, activating an increase in their subjective evaluation of the value of their current reality at Time 2. Moreover, recognising organisational efforts to assure workers' health and safety may have increased their perception of protection against the additional objective risk.

Quarantine, social isolation, and financial uncertainty encompassed tremendous costs on employees' motivation (Weinstein & Nguyen, 2020). Maintaining a positive work environment and motivating employees has become more significant and challenging (Ifalih, 2021). Given these emergent changes, the sixth study (Chapter VI) analysed the impact of the COVID-19 pandemic context on the assessment made by employees regarding the different states of work motivation proposed by Self-Determination Theory (SDT). The same sample of 243 Portuguese employees also completed the Multidimensional Work Motivation Scale in the two-time points (T1 before and T2 during the pandemic). The results

indicated a positive and significant effect of the COVID-19 pandemic context on the more autonomous states of work motivation, i.e., *identified regulation* and *intrinsic motivation*, and those related to the controlled states of motivation, mainly *extrinsic material regulation* and *introjected regulation*. This positive effect can be related to the changes in the psychological perception of work due to the pandemic context. Faced with the COVID-19 pandemic, employees compared their work status with the situation of other organisational employees of their knowledge (or disseminated by the media), instigating a change in their subjective perception about the value of their current reality at work. These findings highlighted the importance of considering the meaning of the broad context in designing interventions focused on autonomous work motivation, which may provide a practical basis for leveraging individuals' psychological health and well-being.

In an increasingly complex and dynamic business environment, organisations continually adapt and change their practices to the evolving context (Errida & Lotf, 2021). Organisational values-based interventions are intentional changing processes guided by values. The seventh study (Chapter VIII) described and evaluated three organisational values-based interventions designed to improve worker-related common good indicators. The interventions were undertaken from July 2020 to August 2021. The research design consisted of a longitudinal mixed-methods and multiple case study of three small and medium Portuguese organisations. We collected quantitative data (Decent Work Questionnaire, Common Good Matrix Indicators and Multidimensional Work Motivation Scale) and qualitative data (interviews, focus groups). Quantitative results showed significant improvements in all decent work dimensions, from T1 (September-October 2020) to T2 (July-August 2021) in *intrinsic motivation*, and a significant decrease in *extrinsic social regulation* and *extrinsic material regulation*, but only in one organisation. The other two organisations did not reach any significant outcome. The qualitative data showed that positive changes in the workplace and work environment through values-based interventions might be most beneficial if focused on actions that support adequate working conditions, fair employment contracts, employee participation (proximal impact), and environmentally beneficial practices (distal impact). In addition, our results empirically supported the four conceptual propositions of the second study, and two of the five conceptual propositions of the third study, giving rise to new and more specific conceptual propositions. The qualitative data of both significant and non-significant results revealed that management commitment, employee participation, and intervention-fit are crucial to the intervention success. Furthermore, the results highlighted that the intervention-fit includes a

required minimum difference between starting scores-desirable scores of the criterion variables.

This thesis contributes to organisational values-based intervention research with implications for theory and practice, underlining the importance of deepening our understanding of the decent work concept; emphasising the synergistic approach between ECG and decent work; emphasising the integrative power of decent work in strengthening the ECG values; empirically showing the role of the pandemic context on decent work and work motivation; evidencing the explanatory impact of an organisational values-based intervention on common good, decent work and work motivation; confirming that management commitment, employee participation, and intervention-fit were crucial to the intervention success; and emphasising the determinants and barriers that shape the success of this type of initiative. The rigorous and diverse methodological designs and the theory-driven tools also enriched the well-supported empirical research to values-based intervention practice.

Keywords: values-based intervention, common good, decent work, work motivation, values, change, longitudinal study, mixed-methods research, multiple case study

RESUMO

As intervenções organizacionais baseadas em valores são processos de mudança intencionais guiados por valores. A Economia para o Bem Comum (EBC) e o Trabalho Digno (*Decente Work*) são duas abordagens centradas em valores reconhecidos como valores universais, os quais consideram o sistema social como um todo (Pereira et al., 2019). Na Psicologia das Organizações, do Trabalho e dos Recursos Humanos (POTRH), o trabalho digno mostrou-se um conceito integrador (dos Santos, 2019) intimamente relacionado aos valores do bem comum. Ambos os modelos compartilham um foco relevante nos funcionários, o que aumenta sua congruência (Pereira, dos Santos et al., 2020; Pereira, Zapallà et al., 2020). Os valores definem um sentido de direção e são vistos como preditores e impulsionadores essenciais do comportamento dos indivíduos (Bourne & Jenkins, 2013). A motivação para o trabalho é um tema atrativo para as intervenções baseadas em valores da EBC, uma vez que expande as forças motrizes do comportamento dos funcionários no trabalho. Portanto, os projetos de intervenção com o objetivo de desenvolver os valores da EBC (considerando os funcionários como *stakeholders*) são muito mais poderosos e relevantes quando se toma em consideração as várias dimensões do trabalho digno e da motivação para o trabalho.

O conceito de trabalho digno evoluiu desde que a *International Labour Organisation* (ILO) foi fundada em 1919 como parte do Tratado de Versalhes para responder às questões de política internacional do trabalho (Ferraro et al., 2016b; Treaty of Versailles, 1919). A ILO definiu o trabalho digno pela primeira vez em 1999 como a soma das "*aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality*" (ILO, 1999, p.3). O objetivo fundamental da ILO (2008) é a realização de "*decent work and productive work for women and men in conditions of freedom, equity, security and human dignity*" (p. 2). Esses valores são fundamentais e motivam as aspirações das pessoas na sua vida profissional. O conceito de trabalho digno contempla e assegura o preconizado pela Declaração dos Direitos Humanos na esfera do trabalho e reforça o seu caráter abrangente e a robustez desse conceito para a intervenção na POTRH (dos Santos, 2019). Os onze elementos substantivos integram o conceito de trabalho digno e encontram-se descritos em diversos documentos públicos (ILO, 2008, 2012, 2013a, 2013b). Estes onze elementos substantivos estão estruturados em sete dimensões psicológicas nas mentes dos trabalhadores (Ferraro, Pais, et al., 2018).

A motivação para o trabalho é a força que impulsiona a direção, intensidade e persistência do comportamento do funcionário (Broeck et al., 2021). Dessa forma, qualquer

mudança intencional deve considerar esse fator como determinante do comportamento humano. A motivação para o trabalho é vista, assim, como um dos conceitos mais convincentes e duradouros na psicologia organizacional e do trabalho (Kanfer et al., 2017). A Teoria da Autodeterminação (TAD) é uma macro teoria da motivação humana, que se traduz na tendência evoluída dos seres humanos para dominar os desafios, procurar o seu natural crescimento e integrar novas experiências (Ryan & Deci, 2017; Slemp et al., 2021). Esta teoria demonstra que a motivação autónoma pode ser encorajada ao conceder oportunidades para que as pessoas satisfaçam as suas necessidades psicológicas básicas de autonomia, competência e relacionamento (Ryan & Deci, 2017; Slemp et al., 2021). A abordagem da autodeterminação demonstra que a motivação para o trabalho abrange formas diferentes, mas complementares, de regulação comportamental que podem coexistir dentro de cada funcionário (Ryan & Deci, 2000). Essas regulamentações seguem um *continuum* de autodeterminação, variando de estados de motivação mais autónomos (engajamento de atividade por prazer e escolha) a estados de motivação mais controlados (engajamento de atividade por pressões internas ou externas; Rigby & Ryan, 2018).

A EBC propõe um modelo focado no bem comum, assente no pressuposto de que as relações de mercado devem ser guiadas por valores humanos, como a dignidade humana, solidariedade, sustentabilidade ambiental, justiça social, co-determinação e transparência (EBC, 2017; Felber, 2015; Felber & Hagelberg, 2017). Este modelo cooperativo visa criar um sistema social e económico resiliente, sustentável e inclusivo, evitando crises sociais inesperadas (Felber, 2015; Felber & Hagelberg, 2017). A recomendação de adesão a este modelo, em consonância com a Estratégia da Europa 2020, surge do Comité Económico e Social Europeu (CESE, 2015). Com efeito, o reconhecimento do bem comum requer e exige um método de mensuração claro e objetivo. A matriz de bem comum é uma ferramenta que avalia o bem comum gerado por cada organização (EBC, 2017). Esta matriz foca os valores do bem comum e os *stakeholders*. A combinação dos diferentes valores e *stakeholders* dá origem a 20 indicadores mensuráveis e fáceis de entender, adaptados assim a cada organização. Cada indicador, por sua vez, esclarece a forma como cada valor específico se aplica a cada grupo de *stakeholders*. A *framework* da intervenção organizacional, alicerçada em valores utilizada nesta tese, foi sustentada nos valores da EBC e tomou os indicadores do bem comum dos funcionários como objetivo primordial. Assim, considerando a abordagem abrangente da EBC, designadamente a sua natureza centrada em valores e sua legitimidade institucional, apresenta-se como uma excelente *framework* para uso em intervenções baseadas em valores nas organizações.

A presente tese de doutoramento focou-se no desenvolvimento, implementação e avaliação de intervenções assentes em valores, com o objetivo de melhorar os indicadores de bem comum em organizações portuguesas. Tomando em consideração que o trabalho digno e a motivação para o trabalho estavam em harmonia com esses indicadores, inevitavelmente foram usados como variáveis de critério na avaliação das intervenções. Considerando que a ILO definiu pela primeira vez o conceito de trabalho digno em 1999, importava começar por analisar a pesquisa empírica existente sobre trabalho digno. Embora algumas pesquisas anteriores na POTRH tenham encontrado resultados importantes para uma compreensão mais profunda do conceito de trabalho digno e sua rede nomológica (Ferraro, Moreira, et al., 2018), a pesquisa empírica sobre o conceito como um todo não havia sido submetida a uma revisão da literatura.

O primeiro estudo (Capítulo II) teve como objetivo aprofundar a compreensão do conceito, descrevendo o estado da arte da pesquisa empírica sobre trabalho digno de uma perspectiva psicológica e de campos relacionados. Nas bases de dados eletrónicas B-On e EBESCO host, usaram-se as palavras-chave "trabalho digno" no "título" e "resumo", e resultaram em 689 citações. Após a aplicação dos critérios de inclusão e exclusão em duas etapas, 38 artigos foram retidos para análise. Todos os estudos foram realizados entre 2003 e 2017. Os estudos evidenciaram as condições de trabalho, designadamente no caso de deficit de trabalho digno, nos trabalhadores que não beneficiam de condições de trabalho dignos, destacando o que é necessário para a existência de trabalho digno. As amostras do estudo consistiam tipicamente em trabalhadores de diferentes setores e países. A coleta de dados foi realizada principalmente por entrevista ou bancos de dados estatísticos institucionais, sendo que a maioria dos estudos apresentou uma natureza descritiva e transversal. Esta revisão expôs ainda que a pesquisa empírica sobre trabalho digno era fundamentada em várias disciplinas ainda que nos seus estágios iniciais. Acresce que a maioria dos estudos relatou um deficit de trabalho digno e não conseguiu abranger todo o conceito de trabalho digno. Os países de desenvolvimento médio, baixo e muito baixo foram pouco pesquisados.

Embora a conceitualização dos autores tenha alcançado os valores centrais da EBC (Felber, 2015), esta não explora explicitamente os aspetos psicológicos. O segundo estudo (Capítulo III) relacionou conceitualmente as dimensões psicológicas do trabalho digno e os valores da EBC, descrevendo as principais contribuições daquele para o segundo. Foram apresentadas quatro proposições conceituais sobre as contribuições do trabalho digno para a EBC, destacando-se que a procura de um trabalho digno está alinhada à EBC, contribuindo

para o reforço de ambas as propostas. Além disso, o efeito esperado do trabalho digno na EBC dependia de dois processos principais: desejo dos trabalhadores de retribuir e, assim, contribuir mais para a criação do bem comum; serem expostos a modelos de comportamento que conectam os trabalhadores com valores de bem comum. Tanto o trabalho digno quanto a EBC mostraram abordagens sinérgicas e fundamentadas em valores que consideram o sistema social como um todo, em vez de propor estratégias para melhorar a vantagem competitiva de um sobre o outro. Essa ideia sinérgica por meio da cooperação pode contribuir para superar as limitações do *'business as usual'*.

Sendo a EBC um modelo recente, sem membros em Portugal, pelo menos até à nossa última verificação em dezembro de 2021, a necessidade de caracterizar o processo de adesão e participação no modelo das organizações italianas aderentes foram de extrema importância. Esta opção resultou do facto de este país agregar um número significativo de organizações aderentes à EBC (EBC, 2017) e por se tratar de um país culturalmente próximo de Portugal. O terceiro estudo (Capítulo IV) descreveu e caracterizou as ações realizadas pelas organizações italianas participantes na EBC e analisou essas ações sob a ótica do trabalho digno, identificando padrões que levaram a uma tipologia e proposições conceituais sobre o tema. A análise documental foi realizada em 14 relatórios que descrevem essas ações, sendo que a análise de conteúdo qualitativa foi realizada usando o QSR-NVivo12. Foi, ainda, realizada uma análise descritiva dos códigos e uma análise de cluster baseada na similaridade de codificação. Um total de 1497 ações foi codificado e quatro clusters, conjuntos de agrupamento dos relatórios de bem comum, foram identificados. Os resultados evidenciaram que os clientes, parceiros de negócios, funcionários e proprietários foram os *stakeholders* mais endereçados; a dignidade humana e a sustentabilidade ambiental foram os valores mais atendidos e, o “trabalho realizante e produtivo” e os “princípios e valores fundamentais no trabalho” foram as dimensões do trabalho digno mais consideradas. Além disso, todos os clusters eram intensivos em questões ambientais, mas tinham prioridades diferenciadas. A análise de cluster sugeriu três motivadores: reconhecimento, proximidade do negócio central e impacto do bem comum social. Esta tipologia e as cinco proposições conceituais podem ajudar os líderes organizacionais a se inspirar a introduzir mudanças em suas organizações de acordo com os valores da EBC.

O quarto estudo (Capítulo V) investigou as razões dos empresários italianos para aderir à EBC e as mudanças organizacionais introduzidas após a implementação. Foram realizadas entrevistas semiestruturadas com gestores de nove organizações italianas pertencentes ao movimento. As entrevistas foram transcritas e a análise qualitativa de

conteúdo foi realizada no NVivo 12. Os onze códigos que integraram as 279 unidades de resposta foram codificados e, abordaram os motivos de adesão, ações implementadas, dificuldades, estratégias de superação e facilitadores. Os resultados sugeriram que os valores da EBC e, particularmente a Sustentabilidade Ambiental e a Dignidade Humana, foram as duas principais razões para aderir ao movimento; que um relatório do bem comum era uma ferramenta valiosa para a análise organizacional; que tal análise poderia ser replicada em outras organizações da EBC; e que a busca por condições de trabalho dignos fortaleceu a adesão ao movimento da EBC. As sete proposições conceituais destacaram: a congruência entre a estrutura de valores da organização e os valores da EBC; a congruência entre os valores defendidos pelos *stakeholders* organizacionais proximais e as mudanças incentivadas pela abordagem da EBC; e que recompensas e reconhecimento por parte dos *stakeholders* organizacionais e da sociedade reforçaram e mantiveram o caminho da adesão. A abordagem da EBC destacou-se pelo facto de aprofundar um caminho organizacional anteriormente adotado. Por fim, os resultados revelaram que tempo e dinheiro foram recursos essenciais para realizar as mudanças nas organizações e que apenas por dificuldades de linguagem, as organizações não encontraram problemas expressamente relacionados ao movimento da EBC.

No decorrer da pesquisa que levou a esta tese, por força do *Corona Virus Disease* 2019 foi declarado o estado de emergência pública de interesse internacional (OMS, 2020). Esta nova realidade, que se alastrou por todo o mundo, causou mudanças drásticas e dramáticas nas áreas económica, social e de trabalho (Pfefferbaum & North, 2020), uma vez que os dados das organizações portuguesas foram recolhidos antes da pandemia, isto implicou inesperadamente um momento adicional de recolha de dados.

O contexto pandémico afetou objetivamente o último elemento substantivo do trabalho digno (contexto económico e social). Consequentemente, o contexto social e económico afetou a forma como o trabalho digno poderia ser colocado em prática (Simonova et al., 2021) e como os funcionários avaliavam o conteúdo, as condições e o contexto do seu trabalho. O quinto estudo (Capítulo VI) analisou o impacto da pandemia COVID-19 no trabalho digno, numa amostra de trabalhadores de sete organizações portuguesas. O Questionário de Trabalho Digno (*Decent Work Questionnaire*) foi aplicado a 243 trabalhadores em dois momentos (T1 antes e T2 durante a pandemia). Esses trabalhadores pertenciam às organizações onde a intervenção do sétimo estudo seria realizada posteriormente, conforme descrito nos parágrafos seguintes. Os resultados revelaram um efeito positivo e significativo do contexto da pandemia COVID-19 em seis das sete

dimensões do trabalho digno, particularmente aquelas relacionadas aos “princípios e valores fundamentais no trabalho”, “remuneração significativa para o exercício da cidadania”, “trabalho realizante e produtivo”, “tempo e carga de trabalho adequados”, “proteção Social” e “saúde e segurança”. Esse efeito positivo pode estar relacionado com o facto de todos os participantes dessas organizações terem mantido os seus empregos. Perante a pandemia COVID-19, os trabalhadores, compararam sua situação de trabalho com a situação de outros trabalhadores, facto que se refletiu positivamente na sua avaliação subjetiva do valor de sua realidade atual no Tempo 2. Além disso, o reconhecimento dos esforços organizacionais para garantir a saúde e segurança dos trabalhadores pode ter aumentado a sua perceção de proteção contra o risco objetivo adicional.

Quarentena, isolamento social e incerteza financeira envolveram custos enormes na motivação dos funcionários (Weinstein & Nguyen, 2020). Manter um ambiente de trabalho positivo e motivar os funcionários passou a ser bem mais pertinente e desafiador (Ifalih, 2021). Diante dessas mudanças emergentes, o sexto estudo (Capítulo VI) analisou o impacto do contexto pandémico da COVID-19 na avaliação dos funcionários sobre os diferentes estados de motivação para o trabalho, propostos pela Teoria da Autodeterminação. A mesma amostra de 243 funcionários portugueses também completou a Escala Multidimensional de Motivação para o Trabalho (*Multidimensional Work Motivation Scale*) nos dois momentos (T1 antes e T2 durante a pandemia). Os resultados indicaram um efeito positivo e significativo do contexto da pandemia COVID-19 sobre os estados mais autónomos de motivação para o trabalho, ou seja, “regulação identificada” e “motivação intrínseca”, e aqueles relacionados aos estados controlados de motivação, principalmente “regulação material extrínseca” e “regulação introjetada”. Esse efeito positivo pode estar relacionado com as mudanças na perceção psicológica do trabalho devido ao contexto pandémico. Diante da pandemia COVID-19, os colaboradores compararam a sua situação de trabalho com a situação de outros colaboradores organizacionais de seu conhecimento (ou divulgado pelos meios de comunicação social), alterando a sua perceção subjetiva sobre o valor de sua realidade atual no trabalho. Esses resultados destacaram a importância de considerar o significado do contexto amplo na conceção de intervenções focadas na motivação para o trabalho autónomo, o que pode trazer uma base prática para alavancar a saúde psicológica e o bem-estar dos indivíduos.

Em um ambiente de negócios cada vez mais complexo e dinâmico, as organizações adaptam-se e mudam continuamente as suas práticas para um contexto em evolução (Errida & Lotf, 2021). As intervenções organizacionais baseadas em valores são processos de

mudança intencionais guiados por valores. O sétimo estudo (Capítulo VIII) descreveu e avaliou três intervenções organizacionais baseadas em valores destinadas a melhorar os indicadores de bem comum relacionados ao trabalhador. As intervenções decorreram de julho de 2020 a agosto de 2021. O desenho da investigação consistiu num estudo longitudinal de métodos mistos e múltiplos casos de três pequenas e médias organizações portuguesas. Coletamos dados quantitativos (Questionário de Trabalho Digno, Indicadores da Matriz de Bem Comum e Escala Multidimensional de Motivação para o Trabalho) e dados qualitativos (entrevistas, grupos focais). Os resultados quantitativos mostraram melhorias significativas em todas as dimensões do trabalho digno, de T1 (setembro-outubro de 2020) a T2 (julho-agosto de 2021) e na “motivação intrínseca”, e uma diminuição significativa na “regulação social extrínseca” e “regulação material extrínseca”, mas apenas em uma organização. As outras duas organizações não reportaram nenhum resultado significativo. Os dados qualitativos mostraram que mudanças positivas no local de trabalho e no ambiente de trabalho, por meio de intervenções baseadas em valores, podem ser mais benéficas quando centradas em ações que assegurem condições de trabalho adequadas, contratos de trabalho justos, participação dos funcionários (impacto proximal) e práticas benéficas ao meio ambiente (impacto distal). Além disso, os nossos resultados apoiaram empiricamente as quatro proposições conceituais do segundo estudo e duas das cinco proposições conceituais do terceiro estudo, dos quais emergiram novas e mais específicas proposições conceituais. Os dados qualitativos dos resultados significativos e não significativos, revelaram que o compromisso da gestão, a participação dos funcionários e o ajuste à intervenção são cruciais para o sucesso da intervenção. Além disso, os resultados destacaram que o ajuste de intervenção inclui uma diferença mínima exigida entre pontuações iniciais - pontuações desejáveis das variáveis de critério.

Esta tese contribui para a pesquisa das intervenções organizacionais assentes em valores com implicações para a teoria e prática, quando sublinha a importância em aprofundar a nossa compreensão do conceito de trabalho digno; ao enfatizar a abordagem sinérgica entre EBC e trabalho digno; ao evidenciar o poder integrador do trabalho digno no fortalecimento dos valores de EBC; ao mostrar empiricamente o papel do contexto pandémico no trabalho digno e designadamente na motivação para o trabalho; ao evidenciar o impacto explicativo de uma intervenção organizacional baseada em valores sobre o bem comum, trabalho digno e motivação para o trabalho; ao confirmar que o compromisso da gestão, a participação dos funcionários e o ajuste da intervenção foram determinantes para o sucesso da intervenção; ao identificar os determinantes e barreiras que configuram o

sucesso desse tipo de iniciativa. Os designs metodológicos rigorosos e diversos e as ferramentas baseadas na teoria também enriqueceram a pesquisa empírica, bem fundamentada para a prática de intervenção baseada em valores.

Palavras-chave: intervenção baseada em valores, bem comum, trabalho digno, motivação para o trabalho, valores, mudança, estudo longitudinal, pesquisa de métodos mistos, estudo de caso múltiplo

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CHAPTER I

INTRODUCTION

INTRODUCTION

The Work, Organisational and Personnel Psychology (WOPP) covers three fields of study, each of which focuses on different parts and aspects of human work activity (European Network of Organizational Psychologists [ENOP], 2021). Work psychology concerns people's work activity. Personnel psychology considers the relationship between persons and the organisation. Organisational psychology focuses on the collective behaviour of people in relation to the shaping and functioning of socio-technical arrangements designated as organisations. The integrated view of the different aspects of WOPP allows an adequate understanding of human activity at work, in general, and each person's unique relationship with their organisation.

Values play an important role in several WOPP concepts. Values provide a sense of direction for both individuals and organisations and serve as an anchor point for what is desirable (Klein, 2021). Organisations are social systems through which values are pursued and put into practice. As ideals, values act as a frame of reference for selecting and evaluating behaviour inside organisations (Bourne & Jenkins, 2013). Values influence employees' attitudes and behaviours in organisations (George & Jones, 2012). The perception of the organisational values strongest predicts employees' organisational commitment (Finegan, 2000; Ortega-Parra & Sastre-Castillo, 2013), citizenship behaviours (Ye, 2012), happiness at work (Sousa & Porto, 2015), job satisfaction (Kirkman & Shapiro, 2017), psychological well-being (Cohen et al., 2010), and organisational change (Klein, 2021), to name but a few.

Various organisational elements, such as design, identity, culture, and organisational practices, are infused with values, pointing to the critical role values play during organisational change (Klein, 2021). Organisational values-based interventions are intentional changing processes guided by values. The Economy for the Common Good (EGC) and Decent Work, described below, are two values-centred approaches focused on what can be claimed to be universal values, which considers the social system as a whole (Pereira et al., 2019). In WOPP, decent work showed to be an integrative concept (dos Santos, 2019) closely related to the common good values. Both models share a relevant focus on employees, which increases their congruence (Pereira, dos Santos et al., 2020; Pereira, Zapallà et al., 2020). As values provide a sense of direction and are viewed as essential predictors and drivers of individuals' behaviour (Bourne & Jenkins, 2013), work motivation

is a compelling topic to the ECG values-based interventions. Decent work conditions and a motivated workforce is vital to employees' behaviour related to common good. Therefore, intervention projects aiming to develop ECG values (concerning employees as stakeholders) are much more powerful and relevant when attention is given to the various dimensions of decent work and work motivation.

Decent work concept

The concept of decent work has evolved since the International Labour Organization (ILO) was founded in 1919 as part of the Treaty of Versailles to respond to international labour policy issues (Ferraro et al., 2016b; Treaty of Versailles, 1919). The ILO first defined it in 1999 as the sum of people's "aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality" (ILO, 1999, p.3). The proposition of the concept of decent work is aligned with other United Nations initiatives, such as the UN Global Compact (UN, 2000a) and the Millennium Goals (UN, 2000b), being the eighth objective of the United Nations 17 Sustainable Development Goals (ILO, 2015). All of these initiatives proposed values to be shared by all stakeholders.

The fundamental aim of the ILO (2008) is the achievement of 'decent work and productive work for women and men in conditions of freedom, equity, security and human dignity' (p. 2). These values represent the aspirations of people for their working life. They are expressed through four strategic objectives: i) the promotion of standards and fundamental principles and rights at work, to ensure that workers' constitutionally protected rights to dignity, equality and fair labour practices are protected by appropriate legal frameworks; ii) the promotion of employment creation and income opportunities, with the goal being "not just the creation of jobs, but the creation of jobs of acceptable quality"; iii) the access to, and improvement of social protection and social security, which is fundamental to the reduction of poverty, inequality and the problem of care responsibilities; and (iv) the promotion of social dialogue (ILO, 1999, 2001a, 2008b).

The decent work concept expresses the Human Rights Declaration in the labour sphere, and its integrative characteristics highlight the strength of this concept for intervention in Work, Organisational and Personnel Psychology (dos Santos, 2019). Eleven substantive elements integrated the decent work concept and were described in several public documents (ILO, 2008, 2012, 2013a, 2013b). These 11 components are structured in seven psychological dimensions in workers' minds (Ferraro, Pais, et al., 2018).

In brief, those seven dimensions express the way decent work is configured in

employees' minds: (1) Fundamental Principles and Values at Work, which refers to essential values in the work context; (2) Adequate Working Time and Workload, which refers to a healthy working time and workload, work-life balance and adequate pace of work; (3) Fulfilling and Productive Work, which is centred in the meaning of work and fulfilment, and includes the perception that work contributes to the future of new generations, ; (4) Meaningful Remuneration for the Exercise of Citizenship, which refers to the benefits and earnings perceived as fair and sufficient to allow employees and their families to play a role as full citizens; (5) Social Protection, which denotes the perceptions of being socially protected in case of illness, unemployment or retirement; (6) Opportunities, which focuses on the availability of alternative jobs choices and professional development; and (7) Health and Safety, which focuses on health protection, safety and the comfort of the work environment (dos Santos, 2019).

A compelling body of evidence suggests that decent work contributes significantly to improving employees' lives and experiences in their workplaces and plays an essential role in human behaviour related to well-being and performance (Ferraro et al., 2020). Strengthening decent work will improve employees' psychological capital and life and job satisfaction (Chen et al., 2020; Ferraro, Moreira, et al., 2018). Recent studies evidenced that the more decent work conditions are achieved, the more employees are intrinsically motivated by their jobs (Ferraro, Moreira, et al., 2018; Ferraro et al., 2020). Therefore, due to those relationships with other concepts and its integrative nature, decent work is a relevant concept to include in any values-based intervention focused on employee changes.

Work Motivation: Self-Determination Theory (SDT)

Work motivation is the force that drives the direction, intensity, and persistence of employee behaviour (Van den Broeck et al., 2021). As such, any intentional change has to consider this human behaviour determinant. Work motivation is seen as one of the most compelling and enduring concepts in work and organisational psychology (Kanfer et al., 2017). The Self-Determination Theory (SDT) is a macro theory of human motivation that emphasises the evolved tendency of human beings to master challenges, pursue growth and integrate new experiences with the self (Ryan & Deci, 2017; Slemp et al., 2021). The theory assumes that this tendency manifest when people fulfil their basic psychological needs for autonomy, competence, and relatedness (Ryan & Deci, 2017; Slemp et al., 2021). The need for autonomy required the inner endorsement of behaviour and experience a sense of volition, congruency, and integration (Ryan & Deci, 2017). Competence requires an

individual's feeling of effective control and a sense of mastery (Ryan & Deci, 2002). Finally, relatedness involves a secure sense of mutual connection, belonging and feeling reciprocal with others (Ryan & Deci, 2002).

The theory specifies that autonomous motivation can be encouraged by providing opportunities for people to fulfil their basic psychological needs for autonomy, competence, and relatedness (Ryan & Deci, 2017; Slemp et al., 2021). The self-determination approach argues that work motivation covers different but complementary forms of behavioural regulation that can coexist within individual employees (Ryan & Deci, 2000). These regulations are proposed to follow a self-determination continuum, ranging from more autonomous states of motivation (activity engagement by pleasure and choice) to more controlled states of motivation (activity engagement by internal or external pressures; Rigby & Ryan, 2018).

According to SDT, employees can be motivated for various reasons (Gillet & Morin, 2020). Intrinsic motivation represents volitional engagement in an activity for the inherent interest or pleasure (Deci & Ryan, 2000; Gagne & Deci, 2005). Identified regulation refers to engagement in an activity to identify perceived personal meaning or value (Van de Brook et al., 2021). Intrinsic motivation and Identified regulation are conceptualised as autonomous forms of motivation. Introjected regulation refers to engagement in an activity driven by internal forces, that is, when one aims to obtain positive feelings such as pride and avoid negative ones such as guilt or shame (Van de Brook et al., 2021). External regulation refers to engagement in an activity controlled by external pressures solely to obtain rewards or avoid punishments from others. These external contingencies can be material, Extrinsic Material Regulation, or social in nature, Extrinsic Social Regulation (Deci & Ryan, 2000; Gagne & Deci, 2005). Introjected and external regulations are conceptualised as controlled forms of behavioural regulation. Finally, Amotivation refers to the lack of motivation or intention to engage in a behaviour (Deci & Ryan, 2000; Gagne & Deci, 2005).

In increasingly autonomous forms of motivation (i.e., from amotivation to external to intrinsic motivation), employees are more likely to manifest better psychological health (Dagenais-Desmarais et al., 2018; Ntoumanis et al., 2021), psychological well-being (Tang et al., 2021), job stability (Purohit et al., 2014), and job satisfaction (Millette & Gagné, 2008). Employees with high motivation levels were less likely to resist change (Wright et al., 2013). Furthermore, the authors emphasise the importance of employees' motivation to be an active part of organisational change for a change project to be successful (Errida & Lofti, 2021).

Economy for the Common Good (ECG)

The ECG proposed a sustainable model focused on the common good and that market relations should be guided by human values such as human dignity, solidarity, environmental sustainability, social justice, codetermination, and transparency (ECG, 2017; Felber, 2015; Felber & Hagelberg, 2017). This cooperative model aims to create a resilient, sustainable and inclusive social and economic system, avoiding unexpected social crises (Felber, 2015; Felber & Hagelberg, 2017). The recommendation to adhere to this model, in line with the Europe 2020 Strategy, emerges from the European Economic and Social Committee (EESC, 2015). The ECG is present in 40 countries, involving thousands of people, more than 100 regional groups active worldwide and transnational working groups (EESC, 2015). The most significant participating organisations are Austrian and German, followed by Swiss, Italian and Spanish. There are no members in Portugal so far.

The recognition of the common good requires a clear and objective measurement method. A common good matrix is a tool that evaluates the common good generated by each organisation (ECG, 2017). This matrix focuses on the values of the common good and the various stakeholders, namely: a) suppliers; b) the owners, shareholders and providers of financial services; c) employees; d) customers and business partners; and e) the community. Combining the different values and stakeholders gives rise to 20 measurable and easy-to-understand indicators adapted to each organisation. Each indicator describes how each specific value applies to each relevant stakeholder group. The organisational values-based intervention framework was based on the foundation of the ECG values and focused on employees' common good indicators.

The common good matrix is the central element of the common good report. Such a report typically describes how much arrangements and activities of the organisation fulfil the 20 common good indicators. It constitutes a comprehensive assessment of the organisation's contribution to the common good (ECG, 2017). Additionally, the analysis of the indicator's actions in the common good report allows understanding the organisation's contribution to improving stakeholders' well-being.

Considering the comprehensive approach of the ECG, its values centred nature, and its institutional legitimacy, it becomes an excellent framework to use in values-based interventions in organisations. Therefore, it was selected, jointly with decent work, as a relevant framework to guide the values-based interventions described in this thesis.

Organisational values-based interventions

Organisational values-based interventions express the role of the values approaches in making lasting relevant changes. Organisational interventions are complex, dynamic and involve multiple components, usually embedded in an organisational context (Nielsen & Abildgaard, 2013; Nielsen et al., 2017; Von Thiele Schwarz et al., 2021). The organisational intervention literature shows a number of intervention mechanisms that influence the success or failure of the interventions (Roodbari et al., 2021).

The participatory approach allows the active involvement of both employees and owners in determining the intervention process (Nielsen, 2013; Nielsen & Randall, 2012) and the intervention evaluation (Cedstrand et al., 2021). It has been argued that employee participation and line managers' support impact the intervention outcomes (Nielsen, 2013; Tafvelin et al., 2019), highlighting the key roles these groups play in deciding whether an organisational intervention may (or may not) be successful. There is a rich understanding of the contribution and effectiveness of the initiatives at the workplace to improve working conditions from the perspectives of these active agents (Nielsen & Randall, 2012; Von Thiele Schwarz et al., 2021).

Understanding the current situation helps ensure a successful intervention outcome by tailoring or fitting the intervention to the organisational context. This refers to tailoring the intervention to fit existing procedures and existing working conditions and individuals in the organisation (Nielsen & Randall, 2015). On the one hand, poor pre-intervention working conditions and well-being have been shown to limit implementation processes (Nielsen & Randall, 2015). On the other hand, organisations with very good working conditions prior to the intervention reported few improvements post-intervention (Nielsen et al., 2006).

Knowledge about the organisational context also uncovers organisational factors that act as barriers or facilitators of the implementation. Several studies highlighted that most organisational change initiatives fail (Jones et al., 2018). Factors at the intra-organizational level (e.g., financial constraints, staff turnover) and the extra-organisational level (e.g. economic recession) can impact the intervention outcomes negatively (Nielsen & Miragliaia, 2017). Significant turbulence and uncertainty can occur in the intervention, mainly when change proposals compete with these factors (Vardaman et al., 2021). Errida and Lofti (2021) identified several facilitators that affect organisational change management success, including a clear and shared vision and strategy of change, change readiness and capacity for change, motivation of employees and change agents, effective communication, among

others. Understanding contextual barriers and facilitators are crucial to effective interventions (Coles et al., 2017; Johannessen et al., 2021). Therefore, the values-based interventions undertaken, described and discussed in the present thesis consider all those aspects.

AIM AND OVERVIEW OF THE THESIS

The present Doctoral Thesis focused on developing, implementing, and evaluating values-based interventions aiming at the improvement of common good indicators in Portuguese organisations. Since decent work and work motivation are tuned with those indicators, they are used as criteria variables in evaluating the interventions. These interventions and their evaluations contribute to shedding light on the implementation aspects that shape the success of this type of initiative. Organisational values-based interventions are intentional changes guided by values. As such, we decide to guide our values-based interventions through the ECG framework.

Considering that the ILO first defined the concept of decent work in 1999, we began by analysing the extant empirical research on decent work. Although some previous research in WOPP has found important outcomes for a deeper understanding of the decent work concept and its nomological network (Ferraro, Moreira, et al., 2018), the empirical research on the concept as a whole had not been subject to a literature review. The first study (Chapter II) aimed to deepen the understanding of the concept by describing the state-of-the-art of the empirical research on decent work from a psychological perspective and related fields. In addition to the capability of identifying the occupations and contexts covered by analysis and the empirical studies that take the full range of the concept into account, this study shed light on the decent work reality that many countries might be facing. Thus, this study informed about the contribution of the research on decent work and its dissemination throughout the world.

The specificities of the relationships of the decent work concept and ECG values constituted the purpose of the second study (Chapter III). Although the authors' conceptualisation described the core values of the ECG (Felber, 2015), it does not explore explicitly psychological aspects. In this regard, we proposed a psychological approach to the economy for the common good, looking at the common good values through the lens of decent work, aiming to refine those values and deepen understanding of this model. We identified the overlap and synergistic relationships between the ECG values and the psychological dimensions of the concept of decent work.

Since the ECG is a recent model and without members in Portugal until the current date, the need to characterise the adhesion process and participation in the model in Italian adherent organisations was of utmost importance. The selection of Italy was because this country aggregated a significant number of organisations adherent to ECG (ECG, 2017) and is culturally close to Portugal. The data collected in these organisations allowed us to obtain fruitful knowledge for the Portuguese organisational context. This option fostered the intention to join the model and inspired actions consistent with the development of ECG values, as some of the knowledge generated took on a transcultural character (Gunia, Brett & Gelfand, 2016). With a qualitative approach, the third study (Chapter IV) analysed the common good reports that described the actions taken by the Italian organisations and determined to what extent these actions met the decent work dimensions. Additionally, we designed a typology that characterised organisations' actions to implement the ECG values. This typology could help organisational leaders be inspired to introduce changes at their organisations according to the ECG values. The fourth study (Chapter V) investigated the Italian entrepreneurs' reasons for joining the ECG and organisational changes introduced following the implementation. While elaborating on the reasons behind adopting the ECG, it was essential to note that this study also offered a more profound understanding of the extent to which organisations adhere to the ECG through a planned change process (Burnes, 2004; By, 2005; Mitchell, 2013) or deepen their existing organisational philosophy and practices. Moreover, and knowing the relevance of the decent work concept in analysing the ECG, we verified the congruence between this concept and the actions reported by the interviewees undertaken within the adhesion.

In the course of the research, the novel Corona Virus Disease 2019 was declared a public emergency of international concern (WHO, 2020). This new reality was widespread worldwide and caused drastic and dramatic changes in the economic, social and work areas (Pfefferbaum & North, 2020). As data from Portuguese organisations had been collected before the pandemic, this unexpectedly implied an additional moment of data collection. The pandemic context objectively affected the last substantive element of decent work (economic and social context). Consequently, the social and economic context affected how decent work could be put into practice (Simonova et al., 2021) and how employees assessed their work's content, conditions, and context. Building on the widespread negative impact of this pandemic on the socio-economics context, and consequently, on the labour market, the fifth study (Chapter VI) analysed the impact of the COVID-19 pandemic on decent work in a sample of employees of seven Portuguese organisations. We verified how the changes in the

broader socio-economic context affected the employees' decent work perception, particularly when the objective work conditions remained equal in a two-wave approach (before and during the pandemic). Although the current theoretical and empirical knowledge about decent work provided a comprehensible roadmap of employees' experiences regarding their work under typical circumstances, these changes have not been examined under pandemic conditions.

From a psychological viewpoint, while it is too early to robustly understand the impact of the pandemic context on long-term psychological outcomes, the economic and social burden had significantly posed unprecedented challenges to the organisations, revealing a profound and wide range of psychological effects (Talevi et al., 2020). Quarantine, social isolation, and financial uncertainty encompassed tremendous costs on employees' motivation (Weinstein & Nguyen, 2020). Maintaining a positive work environment and motivating employees has become more significant and challenging (Ifalih, 2021). Given these emergent changes, the sixth study (Chapter VI) analysed the impact of the COVID-19 pandemic context on the assessment made by employees regarding the different states of work motivation proposed by Self-Determination Theory (SDT) in seven Portuguese organisations in a two-wave approach (before and during the COVID-19 pandemic). As in the previous study, we verified how the changes in the broader pandemic context affected the employees' work motivation even when the objective work conditions remained the same.

In an increasingly complex and dynamic business environment, organisations continually adapt and change their practices to the evolving context (Errida & Lotf, 2021). Change is inarguably inherent to an organisational intervention process, which involves changing how work is designed, organised, and managed to achieve the intended outcomes (Von Thiele Schwarz et al., 2021; Nielsen, 2013). Organisational values-based interventions express the importance of the values approaches in making lasting changes suitable to the substantial changes in the work context. The seventh study (Chapter VIII) analysed how actions within an organisational values-based intervention impact common good, decent work and work motivation and shed light on the implementation factors that shaped the success of such actions. Our organisational values-based intervention presents an innovative framework based on the foundation of the ECG values. This study intends to contribute theoretically and practically to organisational values-based interventions by accumulating data across cases and mixed-methods research designs. It is important to emphasise that this study, in addition to providing a values-based approach, currently scant in the organisational

intervention literature (Klein, 2021), also offers a deeper understanding of the individual perception of change on decent work and work motivation dimensions. As such, it illuminates changes in the common good, the reasons for those changes and the impact on work outcomes.

This thesis intends to contribute to the knowledge of values-based interventions by answering some of the gaps in current literature. Keeping in mind the calls for both theory-driven studies and rigorous designs, Table 1.1 summarises the seven studies that comprise this thesis, together with the correspondent research questions and study type. In the conclusion of this thesis (Chapter IX), this table will be further complemented with the findings and status of publications of each study.

Table 1.1 Research questions and type of the seven studies

Chapter	Research questions	Study Type
Chapter II	(1) What is the state-of-the-art empirical research on decent work from a psychological perspective or related fields?	Systematic empirical research review
Chapter III	(1) How each decent work dimension contributes to strengthening the values of the ECG? (2) What are the conceptual relationships between decent work and the ECG?	Conceptual paper
Chapter IV	(1) Which are the (a) stakeholders, (b) values, (c) decent work dimensions most addressed in the actions mentioned in the common good reports? (2) What are the different patterns of actions allowing to design a typology?	Qualitative study
Chapter V	(1) What are the reasons addressed by the organisations to adhere to the ECG movement? (2) The ECG movement is considered a new one or only a formalisation of a previously adopted organisational philosophy? (3) What are the main actions (and allocated resources) reported by organisations that joined the ECG movement? (4) To what extent are those actions tuned with the decent work concept? (5) What are the barriers and overcoming strategies and enablers present in the adhesion process?	Qualitative study
Chapter VI	(1) What is the effect of the pandemic context on employees' perception of the decent work dimensions?	Quantitative study

Chapter VII	(1) What is the impact of the pandemic context on the assessment made by employees regarding the different forms of work motivation?	Quantitative study
Chapter VIII	<p>(1) How do actions within an organisational values-based intervention impact the common good indicators?</p> <p>(2) How do actions within an organisational values-based intervention impact decent work and work motivation as perceived by employees?</p> <p>(3) What are the determinants and barriers of a successful organisational values-based intervention?</p>	Mixed-methods longitudinal study

CHAPTER II

EMPIRICAL RESEARCH ON DECENT WORK: A LITERATURE REVIEW¹

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ABSTRACT

Decent work is the sum of people's aspirations in their working lives. This article aimed to report the results of a systematically conducted literature review of empirical research concerning decent work. Electronic databases B-On and EBESCO host, using the keywords "decent work" in the "title" and "abstract", yielded 689 citations. After a two-stage application of inclusion and exclusion criteria, 38 articles were retained for analysis. All studies were conducted between 2003 and 2017. The studies focused on work conditions in the case of decent work deficit, those workers not benefiting from decent work conditions, and what is necessary for the existence of decent work. Study samples consisted typically of workers from different sectors and countries. Data collection was mainly by interview or institutional statistical databases and most studies were descriptive and cross-sectional. The results of this review show that empirical research on decent work is grounded in various disciplines and is still in its early stages. Additionally, most studies report decent work deficit and do not cover the whole decent work concept. Medium, low and very low development countries are under-researched.

Keywords: decent work, literature review, empirical research

INTRODUCTION

In the last two decades, economic transformations have led to changes in the labour market and the flexibilization of labour relations (Standing, 2013; ILO, 2002). The economic crisis of 2008-2009 accentuated this tendency further by increasing unemployment, long-term unemployment, informal work, underemployment, flexible contracts and precarious employment (ILO, 2001a, 2009, 2015). If, on the one hand, globalization has created great economic opportunities, on the other hand, it has contributed to the increase of social inequalities (ILO, 2001a). In this context, the concept of decent work (DW) emerges as an institutional effort to combat the degradation of the labour market (Ferraro, Dos Santos, Pais and Mónico, 2016b).

The concept of DW has evolved since the International Labour Organization (ILO) was founded in 1919, as part of the Treaty of Versailles, in order to respond to international labour policy issues (Ferraro et al., 2016; Treaty of Versailles, 1919). It was first defined by the ILO in 1999 (ILO, 1999) as the sum of people's "aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality" (ILO, 1999, p.3). The development of DW received several contributions throughout the ILO's history and the United Nations action, being the eighth objective of the United Nations 17 Sustainable Development Goals (ILO 1944; United Nations 2000a, 2000b, 2015). The historical landmarks of DW show the high legitimacy of the concept as a research subject and as an aim to be pursued by social agents (Dos Santos, 2017). It was originally conceptualized by the more global international forum which represents the world as a whole (Ferraro et al., 2016).

The fundamental aim of the ILO is the achievement of "decent work and productive work for women and men in conditions of freedom, equity, security and human dignity" (ILO, 2008a, p. 2). These four main values are expressed through four strategic objectives: i) the promotion of standards and fundamental principles and rights at work, to ensure that workers' constitutionally protected rights to dignity, equality and fair labour practices are protected by appropriate legal frameworks; ii) the promotion of employment creation and income opportunities, with the goal being "not just the creation of jobs, but the creation of jobs of acceptable quality"; iii) the access to, and improvement of social protection and social security, which is fundamental to the reduction of poverty, inequality and the problem of care responsibilities; and (iv) the promotion of social dialogue (ILO, 1999, 2001a, 2008b).

Several concepts are closely related to these objectives, such as unemployment, work-life balance, career management, worker participation and compensation systems, to

name but a few. Each of these concepts has a specific contribution to decent work and, taken together, form a valuable compass to guide the actions of social, economic and political agents. However, researching each dimension *per se* is insufficient to take stock of labour issues since the interactions among the several dimensions will be missed and an accurate portrayal will be far from possible.

Regarding unemployment, previous research reported negative effects on social integration and mental health and highlighted the relevance of work for health and well-being (Dollard & Winefield, 2002; Gowan, 2014; McKee-Ryan et al., 2005; Murphy & Athanasou, 1999; Paul & Moser, 2009; Wanberg, 2012; Wanberg et al., 2001). Unemployment is one expression of DW deficit.

Research concerning work-life balance revealed that the interdependence between work, personal life and family can become synergic and reduce distress (Allen, 2013; Byron, 2005; Eby et al., 2005; Greenhaus & Allen, 2014; Greenhaus & Beutell, 1985; Greenhaus, Collins & Shaw, 2003; Kossek et al., 2011; Kossek & Ozeki, 1998, 1999). Work-life balance is mainly related to the first objective mentioned, namely the promotion of standards and fundamental principles and rights at work.

Career management research has shown a change in career management and development practices which moved responsibilities from employers to employees, bringing additional pressure on employees while also providing more autonomy and freedom (Baruch, 2006; Baruch & Rosenstein, 1992; Greenhaus, 2003; Greenhaus & Kossek, 2014; Sullivan & Baruch, 2009). Career management is related to employability, which increases the employee's work opportunities. Considering that the Decent Work Agenda (DWA) proposes the promotion of employment creation and income opportunities, this body of career management research is closely related to DW.

Research concerning workers' participation has shown this has an impact on commitment, job satisfaction, trust in managers (Timming, 2012) and productivity (Doucouliagos, 1995). Moreover, it is related to the fourth objective of promoting social dialogue. Therefore, it is at the core of DW, although not carried out under this label.

Research regarding compensation systems revealed these have an impact on work motivation and perceptions of justice (Dulebohn & Werling, 2007; Gerhart & Milkovich, 1992; Judge et al., 2010). It is through remuneration that employees access quality of life and justice. Moreover, through compensation workers are rewarded for their efforts when performing their jobs. It is from remuneration that they can reach a worthy standard of living.

Several DW measures were used to operationalize the concept for policy and intervention purposes. These measures were proposed within the fields of politics, economics and law, at organizational, regional and national levels, through indicators and indexes. The availability of those measures has resulted in a greater focus on poverty reduction and international alignment with the ILO's development agenda (Ferraro et al., 2016). The various measurement instruments have contributed to guiding DW national policies in several countries. However, limitations were pointed out regarding these measures and authors and politicians faced several obstacles, such as: (a) the different levels of economic, social, political and national development (Ghai, 2003a; Godfrey, 2003); (b) the different social security systems (Ghai, 2003b); (c) the different labour markets (Godfrey, 2003); (d) the different instruments and sources of each country (Ahmed, 2003; Bescond, Châtaignier and Mehran, 2003; Bonnet, Figueiredo and Standing, 2003); (e) the diversity of working conditions; and (f) the high interdependence between countries (Ferraro et al., 2015). These limitations negatively affect the accuracy of information, on the one hand, making cross-country comparisons difficult (Anker et al., 2002) and, on the other hand, making it difficult to create a single index of Human Development (Anker et al., 2002; Godfrey, 2003). Furthermore, the individual level of analysis is almost absent from the existing measures (Ferraro et al., 2016). Individual-level analysis complements these measures by considering workers' perceptions about DW in their work context. The Work, Organizational and Personnel Psychology approach makes that unique contribution bringing new knowledge to the understanding of DW. Knowing that a specific DW dimension is rated as high by workers from different countries might not mean that all of them have the same objective conditions, but that they perceive their own conditions in that dimension as high. Cultural aspects and economic conditions in different countries can justify possible differences between objective measures and subjective ones. Accurate knowledge of that possible dissemblance is relevant for theoretical development and for policy makers, practitioners in human resource management and others.

Although some previous research in work, organizational and personnel psychology has found important results for deeper understanding of the DW concept and its nomological network, the empirical research on the concept as a whole has not been subject to a literature review so far. Considering the concept as a whole allows us to see more accurately the interactions among the various dimensions of DW and relate the DW condition with other constructs that are relevant to people, as you mentioned above. Furthermore, the scientific endeavour is, on the one hand, an analytical process that decomposes the components of the

phenomena, and on the other hand, it is necessary to integrate the partial findings regarding the components to reach understanding of the phenomena as a whole. The present study intends to fill this gap, producing an overview of the general findings of the empirical studies found in several databases.

AIM

The ‘DW’ expression was coined by the ILO, which gives it high legitimacy as the subject of research. The present study aimed to deepen our understanding of the concept through describing the state-of-the-art of empirical research on DW (using the label ‘DW’) from a psychological perspective or related fields.

METHOD

LITERATURE SEARCH

The studies relevant to this empirical research were identified by comparing the entries from two electronic databases: B-On (Complementary Index, Academic Search Complete, ECONIS, Business Source Complete, MEDLINE, RCAAP, Supplemental Index, Scopus) and the EBSCO host (Academic Search Complete, Business Source Complete, MEDLINE, Health Business Elite, Regional Business News, ERIC, Library, Information Science & Technology Abstracts, Psychology and Behavioral Sciences Collection, MedicLatina, SPORTDiscus), to the end of December 2017. A targeted search was conducted using the keywords ‘decent work’ in the title AND ‘decent work’ in the abstract. We did not impose a time limit on the studies included since DW is a relatively new research topic. This search, limited to the English language, yielded 689 citations of which 497 were bibliographic citations from the B-On and 192 from the EBSCO. Some of the databases are clearly in the realm of psychology (for instance: Psychology and Behavioural Sciences Collection), but others are only partially within it. Since the various dimensions of DW have strong research traditions in law, management, sociology and other related disciplines, this literature review includes databases within the wider scope of social sciences. We have chosen to include the word ‘psychology’ in the field “all text” as a criterion for retrieving studies with any relationship with psychology.

INCLUSION AND EXCLUSION CRITERIA APPLIED IN THE RETRIEVAL PROCESS

This review concerned studies that 1) were published as articles in academic journals, 2) reported the results of empirical studies. A citation was excluded if 1) it was a book review, 2) a book or chapter, or 1) no empirical data was reported.

RETRIEVAL OF THE STUDIES FOR THE REVIEW

The retrieval process was conducted systematically in two phases. In the first phase the 689 abstracts were examined against the inclusion and exclusion criteria. Two researchers worked independently on the first phase of the review focusing on the title and abstract of the studies. The researchers discussed their independent results and together decided on those abstracts to be analysed further. Based on the abstract, a total of 132 possible studies met the inclusion/exclusion criteria and were included in the second phase of analysis. The remaining 557 were excluded from the review. In the second phase, the full texts of the retrieved 132 studies were acquired. Three researchers examined the articles independently judging them against the inclusion and exclusion criteria. Final inclusion or exclusion was confirmed by the whole research group. During this phase, a total of 94 articles were deleted because they were not empirical studies. This left 38 eligible scientific research articles for the review.

ANALYSIS OF THE STUDIES

Information collected from each of the studies included the author(s), year and country of publication, the aim of the study, the main concepts under investigation, the method (research design, data collection and analysis methods), the settings and the sampling method. Additionally, information was gathered about the main results. This information was systematically collected on a work sheet, designed for this study, and used as data for this review. During data collection, the original terms used in the studies were kept and no interpretations were made.

RESULTS

FOCUS AND TOPICS

The first of the reviewed studies focusing on DW was published in 2003 (see Table 2.1). Research into DW has clearly increased in 2016. The earliest studies on the topic were concerned with DW indicators, human development and economic growth. We have identified many topics related to DW (see Table 2.2). The studies focused on DW indicators, DWA, DW deficit, human development, economic growth, gender differences, gender equality, employment promotion, tourism employment, immigrants' employment situation, women's employment, self-employment, working conditions, quality of work life, precarious work, good work, national culture, career counselling, global production network, sexual minorities, quality of working life.

The first instrument to measure DW appeared in 2015, another was published in 2016 and another in 2017. In 2017, DW appears related to very topical themes such as work motivation, psychological capital, sexual discrimination and quality of working life.

Table 2.1 Number of publications

Year	Number of publications
2003	2
2006	1
2007	1
2008	2
2009	3
2012	2
2013	1
2014	3
2015	5
2016	11
2017	7

INFORMANTS AND SETTINGS

Study samples are quite diverse (see Table 2.2). In 10 studies the sample was gathered from statistical data bases of institutional sources. In 17 studies the sample was workers from different professional categories. The groups studied were households and individual workers, clothing industry workers, local authority staff, representatives of employers' associations and workers' unions, street vendors, tourist guides, unionized hotel workers, information and communication technology (ICT) sector employees, industries-private security, agriculture and hospitality, migrant domestic workers, automotive industry, unionized firm workers, knowledge workers, migrant construction labourers, urban workers, employed sexual minority adults, workers from the food and beverage industry, employed adults, and strippers.

Two studies use students as their sample and two studies use as a source of information the ILO, World Health Organization and World Bank data. One study focuses on policy discourse and reports produced by labour organizations and women's organizations, one study focuses on national and international reports and documents including reports published by ILO, IOM, Human Rights Watch, and Human rights organization, one study focuses on interviews with key government, employer, union and civil society stakeholders in Australia, Canada, the Netherlands and the United Kingdom

and relevant policy documents, one study focuses on national policy documents, and one on parliamentary documents.

The sample size of the qualitative studies ranged from 1 to 606 and in quantitative surveys up to 3004. In terms of location, twenty-four studies include data from just one country. Six studies include data from a large number of countries (transnational), five studies collected data in two countries and three operated in Global Institutions.

Table 2.2 Sampling and study method in the studies reviewed

Studies (order by publication date)	Main research topic	Countries Sample	Design Data Collection/Sample Analysis Method
Ahmed, 2003	Relationship between decent work and human development	Transnational (38 countries)	Cross-sectional: Correlational Composite index of decent work deficit; Human Development Index Regression analysis
Bescond et al., 2003	Indicators to measure decent work	Transnational (40 countries)	Cross-sectional: Descriptive Data from national labour force surveys Data analysis
Kantor, Rani and Unni, 2006	Decent work deficit among male and female	India	Cross-sectional; Descriptive Questionnaire: 814 households and individual workers (407 males and 407 females) Descriptive analysis
Kelkar and Yunxian, 2007	Gender-specific features of labour market	China and India	Cross-sectional; Descriptive Available literature and policy discourse and reports produced by labour organisations and women's organisations in China and India, such as the All China Women's Federation (ACWF), China Women's News, the Chinese Working Women's Network (CWNN), Self-Employed Women's Association Literature and (SEWA), with attention to the clothing industry Documental analysis
Lawrence, Gil, Fluckiger, Lambert and Werna, 2008	Promoting decent work	Transnational (4 countries)	Case study; Descriptive Documentary sources: Local authority staff, representatives of employers' associations and workers' unions Documental analysis
Gil, Lawrence, Fluckiger, Lambert and Werna, 2008	Decent work, Local employment	Brazil	Case study; Mixed-methods; Descriptive Data about employment conditions from official statistics at both the national and local levels; Structured interviews: Local authority staff, representatives of employers' associations and workers' unions Data analysis; Content analysis

Saha, 2009	Decent work, Working conditions	India (Mumbai)	Cross-sectional; Mixed-methods; Exploratory; Descriptive Semi-structured questionnaire; Street vendors: 200 personal interviews with: 5 group sessions; 10-15 vendors per group session; Key respondents: 5 in-depth interviews Descriptive analysis
Tangian, 2009	Indexing working conditions	Transnational (31 countries)	Cross-sectional; Descriptive Data from the Fourth European Working Conditions Survey: 23788 persons selected HBS (Hans Böckler Foundation) method
Thore and Tarverdyan, 2009	Quantify ILO objectives and identify policies conducive to DW	Transnational (61 countries)	Cross-sectional; Descriptive World Bank national accounts data, and OECD National Accounts data files; International Monetary Fund, International Financial Statistics and Balance of Payments databases, among others Data envelopment analysis (DEA) – instrument of performance management
Adhikari, Hirasava, Takakubo and Pandey, 2012	Decent work and Quality of work life	Nepal	Cross-sectional; Descriptive Literature survey of national policy documents, National Planning Commission, labour legislations, International Labour Organization (ILO) and other relevant literature Documental analysis
Pedraza et al., 2012	Immigrants' employment situation	Spain	Cross-sectional; Correlational Data from Muestra Continua de Vidas Laborales: 650000 workers Logistic regressions
Bletsas and Charlesworth, 2013	Gender equality and decent work	Australia	Cross-sectional; Descriptive ParlInfo database: 87 parliamentary documents Qualitative discourse analysis
De Beer, Rogerson and Rogerson, 2014	Working conditions	South Africa	Cross-sectional; Descriptive Literature Survey; Interviews: 60 tourist guides; 5 Leading South African tour companies; 3 Smaller tour enterprises Thematic analysis; Content analysis
Edralin, 2014	Precarious work; Decent work	Philippines	Cross-sectional; Descriptive Literature survey; Structured questionnaire: 93 workers from 12 Unionized Hotels; 8 Interviews; Government publications Content analysis; Descriptive Analysis
Di Ruggiero et al., 2014	Decent work agenda	Global institutions	Cross-sectional; Descriptive Semi-structured interviews: 16 Representatives from three global institutions Content analysis
Charlesworth and Macdonald, 2015	Decent work agenda and gender equality	Australia, Canada, the Netherlands and the UK	Cross-sectional; Descriptive; Mixed-methods In-depth interviews: 73 representatives from government, employment and human rights organisations, employer and business bodies, unions and civil society organisations; Documents produced by stakeholder organisations Content analysis; Documental analysis

Di Ruggiero et al., 2015	Conceptualizations of decent work; Health; Equity	Global institutions	Cross-sectional; Descriptive Policy discourses: 10 Policy texts by ILO, WHO, WB Critical discourse analysis techniques (CDA)
Mehta, 2015	Women's work and working conditions	India	Cross-sectional; Descriptive Semi-structured questionnaire: 220 female ICT employees Statistical analysis (ratios, averages and percentages)
Sehnbruch et al., 2015	Human Development and Decent Work	Global Institutions	Cross-sectional; Descriptive; Mix-methods Qualitative interviews: 50 Interviews with United Nations officials (25 from ILO; 25 from United Nations Development Programme, other United Nations institutions, policy makers, EU officials and academic experts) Content analysis
Webster et al., 2015	Diagnostic tool for the realization of decent work	South Africa	Cross-sectional; Descriptive; Mixed-methods Interviews and Questionnaire: 3 industries-private security, agriculture and hospitality Content analysis; Statistical analysis
Di Fabio and Bucci, 2016	Green positive guidance and Green positive life counselling	Italy	Cross-sectional; Descriptive-Correlational Questionnaires: 144 High school students Descriptive statistics, Pearson's r correlations, and hierarchical regressions
Di Fabio and Kenny, 2016	Decent life and Positive Self and Relational Management	Italy	Cross-sectional; Descriptive-Correlational Questionnaire: 184 university students Descriptive statistics; Pearson's r correlations
Edralin, 2016	Good work through decent work practices	Philippines	Cross-sectional; Descriptive-exploratory Survey interview, focused group discussion (FGD), and participant observation: 140 workers from 16 Unionized firms Content analysis
Ferraro et al., 2016d	Development of the Decent Work Questionnaire	Brazil and Portugal	Cross-sectional; Descriptive; Mixed-Methods 25 Semi-structured Interviews: Experts; Decent Work Questionnaire: Knowledge workers: 636 PT and 1039 Brazil Content analysis; Exploratory factor analysis
Islam, Cojocar, Rahman, Siti-Hajar and Arnakim, 2016	Decent work practice	Singapore and Italy	Cross-sectional; Descriptive National and international reports and documents including reports published by ILO, IOM, Human Rights Watch, and Human rights organization Documental analysis
Sandhu, 2016	National culture and decent work	UAE	Cross-sectional; Descriptive Participant observation method, Semi-structured interviews and Narrative method: Migrant construction labourers:18 Indian/12 Pakistani/11 Bangladeshi groups or individuals Cross-cultural analysis

Lavagnini and Mennella, 2016	Decent Work and human development, capability approach	Italy	Cross-sectional; Case study; Descriptive Data of ISTAT, INPS, EUROSTAT, OECD, ISFOL Empirical analysis
Pouyaud, 2016	Psychosocial approach to decent work	France	Cross-sectional; Case study Interview: 1 Social worker Thematic analysis
Ribeiro et al., 2016	Decent work and social constructionism	Brazil and Portugal	Cross-sectional; Descriptive Thematic autobiographical narrative: 20 Urban workers Content analysis
Simonova et al., 2016	Decent work principles	Russia	Longitudinal; Descriptive Data of Federal State Statistics Service and data from Social and Labor Rights Center Data Analysis
Wicaksono and Priyadi, 2016	Decent work in global production network	Indonesia	Cross-sectional; Descriptive Data of Sakernas (National Labour Survey), BPS Data analysis
Cruz, Hardy and Sanders, 2017	Decent work, Self-employment, Working conditions	UK	Cross-sectional; Descriptive; Mix-methods Interviewer-administered survey: 197 dancers; Interviews: N=35 dancers, N=20 people who worked in the industry and owners, N=20, N=15 people involved in regulation with roles. Statistical analysis; Content analysis
Douglass et al., 2017	Discrimination; and Decent work	EUA	Cross-sectional; Descriptive-Correlational Decent work scale: 218 employed sexual minority adults Structural equation modelling
Duffy et al., 2017	Decent work questionnaire ; Psychology of working	EUA	Cross-sectional; Descriptive; Correlational Decent work scale: 864 employed adults Exploratory factor analysis
Ferraro et al., 2017	Work motivation and Psychological capital	Brazil and Portugal	Cross-sectional; Descriptive-Correlational Decent work questionnaire: 3004 knowledge workers Structural Equation Modelling analyses
Jawando and Adenugba, 2017	Gender differences and Decent work	Nigeria (Lagos)	Cross-sectional; Mixed-methods; Descriptive Questionnaire: 550 Workers from the food and beverage industry; Interviews: 16 interviews (5 female workers, 3 male workers, 4 management staff and 4 Union executives) Descriptive analysis; Content analysis
Singh, 2017	Decent work agenda	India	Cross-sectional; Descriptive Data of ASI Data analysis
Yao, Parker, Arrowsmith and Carr, 2017	Decent work and life and quality of working life	New Zealand	Cross-sectional; Descriptive Narratives: 606 employees Content analysis

STUDY METHOD

Most studies were cross-sectional and either descriptive or/and correlational. Three studies are case studies and six are based on mixed methods (see Table 2.2). The most common method of data collection in the reviewed studies was the interview, used in 13 studies, followed by data, used in 11 studies and the ad-hoc questionnaire used in eight studies. Data were also collected from documents (six studies), literature survey (three studies), narratives (two studies) and participant observation (two studies). Only one study used the focus group for data collection. The Decent Work Questionnaire was used in two studies, one being the instrument's development. The Decent Work Scale was also used in two studies, one being the instrument's development. One diagnostic tool of DW was developed.

The most common analysis method was content analysis, used in 13 studies, followed by statistical analysis, used in eight studies, descriptive analysis used in six studies and documental analysis used in five studies. Four studies do not give information about the data analysis method. Two studies use thematic analysis, two studies use discourse analysis, one study uses cross-cultural analysis, one study uses regression analysis and one study uses logistic regression. Two studies use a specific method of analysis (Hans Böckler Foundation method and Data Envelopment analysis).

Most studies (25) are descriptive (see Table 2.3). In four studies DW was related with other variables (Pearson's r correlations, hierarchical regressions, regression analysis, and logistic analysis). In one study DW is an independent variable and it is a dependent variable in another.

Table 2.3 Decent work as variable

Decent Work	Studies
Independent variable	Ferraro et al., 2017
Dependent variable	Douglass et al., 2017
Descriptive variable	Adhikari et al., 2012; Bescond et al., 2003; Bletsas and Charlesworth, 2013; Charlesworth, and Macdonald, 2015; Cruz et al., 2017; De Beer et al., 2014; Di Ruggiero et al., 2014; Di Ruggiero et al., 2015; Edralin, 2014; Edralin, 2016; Islam et al., 2016; Jawando and Adenugba, 2017; Kantor et al., 2006; Kelkar and Yunxian, 2007; Sandhu, 2016; Lavagnini and Mennella, 2016; Mehta 2015; Ribeiro et al., 2016; Saha, 2009; Sehnbruch et al., 2015; Simonova et al., 2016; Singh, 2017; Tangian, 2009; Thore and Tarverdyan, 2009; Wicaksono and Priyadi, 2016; Yao et al., 2017
Variable related to others	Ahmed, 2003; Di Fabbio and Bucci, 2016; Di Fabio and Kenny, 2016; Pedraza et al., 2012
Other	Duffy et al., 2017; Ferraro et al., 2016d; Gil et al., 2008; Lawrence et al., 2008; Pouyaud, 2016

MAIN FINDINGS OF THE REVIEWED STUDIES

The descriptive studies found in the literature review used several indicators to describe DW. Some of them refer to countries and fifty-five indicators were used in those studies (see Table 2.4). In general, the studies indicate a DW deficit in those countries and the challenges to meet the DW goals.

Concerning sector of activity, the authors used 35 indicators to describe DW (see Table 2.5). In general, they highlight the need to overcome the DW deficit existent in those sectors of activity. Concerning the studies examining discourse and policy on DW from international organizations and governments, differences were found between institutions. Bletsas and Charlesworth (2013) reported that DW is a contested concept in the sense that the commitment to DW does not always reflect the commitment to gender equality. Di Ruggiero et al. (2014) reported that the pursuit of DW is an important and fundamental goal to promote fair policies, and that the ILO is refining the global policy about work on United Nations agencies.

Later, Di Ruggiero et al., (2015) reported that DW is a contested notion and that different institutional perspectives are shaping DW in economic, social and/or health terms.

Kelkar and Yunxian, (2007) reported deficits of DW and gender equality in pursuit of inclusive and fair growth, and that growth opportunities for men and women depend on the integration of dignity and equality as a crucial factor of the economic environment and institutional conditions.

Charlesworth and Macdonald (2015) reported that developed countries argue that the DWA is more meaningful for developing economies and that this idea may be due to the perceived lack of relevance of the DWA in those developed countries. The challenge in the developed countries is to overcome the minimum standards of work and inclusion of gender for the promotion and gender equality (Charlesworth & Macdonald, 2015).

Sehnbruch et al. (2015) reported that the fundamentals and theoretical development are key factors for the success of DW and human development, since they are factors that facilitate the operationalization of these concepts.

Ribeiro et al. (2016) reported that urban workers in Brazil seek work with fair wages, social protection, safety, and personal development opportunities, as recommended by the ILO, but these principles, in contexts of economic vulnerability, come from the community and not from the State, which creates different forms of DW.

Simonova, Sankova, Mirzabalaeva, Shchipanova and Dorozhkind (2016) analysed existing approaches to the assessment of DW and developed a model which overcomes the

DW deficit through structural and institutional changes. In general, since DW is a comprehensive and integrative construct, it allows some appropriation by the different institutions that emphasize the components of the concept (Simonova et al., 2016).

Table 2.4 Indicators used by countries

Studies	Countries	Indicators
Bescond et al., 2003	40 countries	Low hourly pay; Excessive hours of work; Youth unemployment; Male-female gap in labour force participation; Old age without pension; Unemployment; Child labour
Kantor et al., 2006	India	Labour market security; Employment security; Work security; Skill reproduction security; Income security; Representation security; Job security
Gil et al., 2008;	Brazil	Child labour; Inequality in the workplace; Employment opportunities; Paid employment; Conditions of work; Social security insurance; Old-age pensions; Union density coverage; Collective bargaining coverage; Forced labour; Inequality in the workplace.
Lawrence et al., 2008	Zimbabwe, Tanzania, Brazil, Ecuador	
Tangian, 2009	31 countries	Qualifications and development possibilities; Creativity; Career opportunities; Possibilities for influence; Communications and transparency; Quality of management/leadership; Industrial culture; Collegiality; Meaningfulness of work; Time arrangements; Work intensity/Stress; Physical strain; Emotional strain; Job stability and job security; Income
Thore and Tarverdyan, 2009	61 countries	Exports of goods and services; Foreign direct investment; Subsidies and other transfers; Taxes on international trade; Unemployment; Non-poverty headcount; Women in paid employment
Adhikari et al., 2012	Nepal	Employment opportunities; Income; Job security; Poverty
Lavagnini and Mennella, 2016	Italy	Working hours deficit; Physical safety deficit; Legality of jobs deficit; Unemployment rate pressure
Singh, 2017	India	Output; Employment; Productivity; Profits and investment; Wages and distribution of income
Yao et al., 2017	New Zealand	Wage effectiveness

Concerning the scientific fields of research on DW, Pouyaud (2016) reported that the field of vocational psychology deals with the need for a multilevel, psychosocial perspective, taking into account both objective and subjective dimensions of DW, and four levels are highlighted in defining DW: (1) Personal Level (Life Story); (2) The Level of Activity (Work as Concrete Action); (3) Collective Level (Interaction with Peers); (4) Social Level (Values). In this case study, the author characterizes the extent to which a professional's practices express the concept of DW.

Table 2.5 Indicators used by sector of activity

Studies	Sector of Activity	Indicators
Saha, 2009	Street vendors	Level of income; Accessibility of finance; Security of work; Safety in the workplace; Working hours
De Beer et al., 2014	Tourist guides	Job security; Income; Benefits
Edralin, 2014	Unionized hotel workers	Precarious work
Mehta, 2015	Female ICT sector employees	Employment opportunity; Working conditions; Social security; Social dialogue
Edralin, 2016	Unionized firm workers	Productive work; Opportunities for work; Equity in work; Security at work; Representation at work
Islam et al., 2016	Migrant domestic workers	Working hours; Annual leave; Maternity protection; Minimum wage
Sandhu, 2016	Migrant construction labourers	Migration debt; Extended family; Overwork; No religious rights; Homesickness; No entertainment; Abuse at work; No proper food; Absenteeism; Injury at work; No social security; Family issues at home
Wicaksono and Priyadi, 2016	Automotive industry	Employment opportunity; Productive work; Adequate earnings
Cruz et al., 2017	Strippers	Self-employment
Jawando, 2017	Workers in the food and beverage industry	Gender differences

Regarding development of psychological measures, three instruments were developed (Duffy et al., 2017; Ferraro et al., 2018; Webster, Budlender and Orkin, 2015). Ferraro et al. (2018), using a sample of 1675 knowledge workers from Portugal and Brazil, developed the Decent Work Questionnaire, which is a subjective measure covering the full range of substantive elements defined by the ILO. The final 31-item version yields seven factor scores and a global DW score showing very good psychometric properties. The seven subscales are: (a) Fundamental Principles and Values at Work; (b) Appropriate Working Time and Workload; (c) Fulfilling and Productive Work; (d) Meaningful retribution for the exercise of citizenship; (e) Social protection; (f) Opportunities; (g) Health and safety.

Duffy et al. (2017), using a sample of 864 adults in the USA, developed a multidimensional measure of DW demonstrating reliable and valid scores and capturing five components of the construct. The final 15-item scale yields five factors/subscales corresponding to the five components of DW: (a) physically and interpersonally safe working conditions, (b) access to health care, (c) adequate compensation, (d) hours that allow for free time and rest, and (e) organizational values that complement family and social values. These authors anchor this instrument on a DW concept which is different from that defined by the ILO.

Webster et al. (2015), using a sample of 1206 workers in South Africa, developed a diagnostic tool based on nine of the indicators identified by the ILO, focusing on individual workers at industry level rather than conditions at country level. Like the Duffy et al. (2017) measure, the full range of DW is not covered by this instrument.

Regarding DW determinants, three studies were found (Ahmed, 2003; Douglass, et al., 2017; Pedraza, et al., 2012). Douglass et al. (2017), using the DW concept of the Psychology of Working Theory (PWT; Duffy et al., 2016), found that heterosexist discrimination and social class directly predicted DW. These results, although relevant, reveal what was expected since heterosexist and social class non-discrimination are components of the DW concept as described by the ILO.

Using the composite index of DW deficit (combining indicators of low hourly pay, excessive working hours, unemployment, non-enrolment in school, youth unemployment, male-female gap in labour force participation and old age without a pension) and the Human Development Index in 38 countries, Ahmed (2003) reported that high levels of DW can be achieved without high incomes and that high incomes do not guarantee high levels of DW. Pedraza et al. (2012) reported that, in a negative economic context, immigrants early arrives at the country are more likely to achieve full-time DW, while those who enter later are more likely to find part-time jobs with a DW deficit.

Concerning the impact of DW, only one study refers to this (Ferraro et al., 2017). Using a sample of knowledge workers from Portugal and Brazil, the authors reveal that DW plays an important role in promoting a positive approach to work, and that Psychological Capital is an important mediating variable in the promotion of autonomous work motivation. Moreover, DW has a relevant role as a predictor of different types of Work Motivation through PsyCap mediation.

Finally, two studies use the DW just for contextualizing research focused on other variables (Di Fabbio & Bucci, 2016; Di Fabio & Kenny, 2016). Di Fabbio and Bucci (2016) revealed that the connection to nature, on the one hand, is not related to fluid intelligence and, on the other hand, has a moderate relation with the personality traits. Di Fabio and Kenny's (2016) study provides empirical support for the conceptualization of Positive Self and Relational Management (PS and RM) as Positive Lifelong Life-Management, Positive Lifelong Self-Management and Positive Lifelong Relational Management. The authors seek to identify variables that will allow students to have a decent life and DW. Therefore, the relationship of these last studies reported is very distal.

DISCUSSION

The scarcity of articles reporting empirical studies on DW published so far shows that the subject is still in its early stages of development, mainly in psychology. Furthermore, among these articles just a few address the DW concept as a whole. Most studies consider only some DW components measured by indicators or other measures (see table 2.6). That is remarkable since one of the merits of this concept is its integrative and comprehensive nature. One of its strengths is its capability to join together dispersed research that has been undertaken in several fields and perspectives for many years (dos Santos, 2017). Approaching only part of the full concept prevents one of its strongest contributions to knowledge development and policy design and implementation. Only an approach that first considers the concept as a whole give's credence to a more detailed look at one of its dimensions.

The DW concept allows us on the one hand to see the big picture and on the other hand, through its dimensions, to see the accurate relationships between the different dimensions of the concept. Moreover, DW enables the inclusion in the same picture of many disperse studies that separately have contributed to the field. A more comprehensive understanding of work-related constructs became easier.

The descriptive studies apply different indicators and report mostly DW deficits. When using indicators by country, it is implicitly assumed that the country has a problem (see Table 2.6; Tangian, 2009). However, the huge interdependence brought about by globalization means it is not enough to consider that the country where the DW deficit occurs is the owner of the problem and solely responsible for it. That problem is the result of complex interaction between the various players in the scenario. It seems more accurate to consider that a DW deficit, whenever it occurs, is a world DW deficit and should be approached accordingly (dos Santos et al., 2016; Ferraro et al., 2015). Therefore, policymakers, researchers and practitioners have to approach the DW deficit as a world problem whenever it occurs, and this requires a wide understanding of the complex interactions between different players. The empirical research undertaken so far lacks an approach to DW as a concept that has to be considered within the great interdependence described. Psychological perspectives that study conditions contributing to people's understanding of that interdependence will be welcome.

The lack of empirical research is further demonstrated by the low number of measures developed (table 2.6). Three psychological instruments were developed to measure DW. While Ferraro et al. (2016) and Webster et al. (2015) used the ILO definition of DW,

Duffy et al. (2017) have a more restricted definition of DW. Future research can, on the one hand, verify to what extent the current instruments show adequate psychometric properties in more diverse samples, and on the other hand, undertake validation studies in other countries. Although there are some correlational studies, the explanatory power of the effects of different determinants on DW is also largely absent from the literature (see table 2.6).

The review found reports of some associations, for example, between DW and economic development and human development. The relationship between these concepts is important since the impact of countries' industrialization and income on DW has been reported (Ahmed, 2003; Bescond et al., 2003). However, the current evidence about relationships between concepts is sparse and based on reviews and descriptive and single correlation studies and can only be considered as preliminary evidence. There is also a need for closer examination of the determinants in relation to DW, as these have been found to impact on employment situations and may affect the achievement of DW (Pedraza et al., 2012).

Regarding the descriptive component, the studies reviewed here were conducted in countries, using indicators which describe what happens in those countries or in specific groups. Although many different workers have already been studied, that diversity is far from covering the full diversity of the labour market. That is even truer regarding workers' perspective on DW. Therefore, research on DW from different worker perspectives is an important topic for future research. With regard to the diversity of countries, studies were made in many different countries where the DW deficit is high.

Table 2.6 Gaps in the existing DW empirical research

Gaps	Suggestions	Assumptions
Lack of integration of research on different subjects that are components of DW	Integrative research is suggested to bring together research on different DW components	Joining together previous research on DW components allows a deeper understanding of labour-related phenomena
Assumption that if a country reports DW deficit that country has a problem	Take into account the interdependence brought by globalization and approach DW deficits always as world problems	DW deficit, whenever it occurs, is a world DW deficit
The extant psychological measures of DW were applied in a small number of countries and in a narrow span of worker diversity	Validation of these instruments in diverse samples (from several countries and including worker diversity)	The psychological measurement of DW is useful for knowledge development and practical improvements in the labour field.

Absence of the effects of different determinants on DW	Closer examination of the determinants in relation to DW namely in terms of psychological variables	The study of the nomological network of the DW concept is relevant for knowledge development and practical improvements in the labour field (DW as criterion variable)
Absence of research on different impacts of DW	Developing studies on the DW impact	The study of the nomological network of the DW concept is relevant for knowledge development and practical improvements in the labour field (DW as predictor variable)
Countries' diversity is under-researched so far	Expand empirical research to different countries worldwide	DW has some cultural diversity in the way it is expressed, which is relevant to study both for knowledge development and practical improvements

According to the Human Development Index ranking, 40 of the countries studied show a very high human development (out of 51), 23 are in the category of high human development (out of 53), 15 present a medium human development (out of 40) and the last 4 countries (out of 40) are in the category of low human development. Therefore, most countries subject to research are in the very high or high human development levels (table 6). One possible explanation can be drawn: The countries in those categories are more researched because of their investment in research. Researchers who work in those countries study mainly data from their own countries. They have greater access to data and research funding policies reinforce their focus on the countries that pay the bill. Moreover, the cultural environment where they live is better known by them than the cultural environments of low and medium human development countries and they prefer to study what is guaranteed instead of taking risky options. This hypothesis should be tested in further studies and if confirmed should imply more investment in research in medium and low human development countries. This implication is more pertinent when considering the great interdependence regarding conditions that lead to the above-mentioned DW deficits. Moreover, in low development countries the DW deficit symptom is expected to be more prominent than in more developed countries. Confirmation of that situation should encourage both researchers and policymakers to undertake research on DW deficit in developing countries.

In addition, the DW deficit seems to be a problem that emerges regardless of the position of the country in the Human Development Index. It seems to be a worldwide symptom as a result of complex interactions between players. Tracking the chains of production and use of products and services worldwide can be relevant in identifying how the DW deficit is caused and provide crucial information for tackling the problem and

inspiring paths to solve it. That endeavour should be an important task in future research and intervention.

Since the empirical studies in this review focused on only a few topics related to DW, it is not possible to draw firm conclusions about the main results (see table 2.6). However, there is some evidence that DW is associated with different types of Work Motivation through PsyCap mediation and that DW characteristics are highly motivating for workers (Ferraro et al., 2017). Social science is still taking the first steps in approaching the DW concept as a whole. However, we can say that there is already a long tradition of research in the various components of DW, taken separately, albeit not within the DW field. Further studies should be concerned with the integration of evidence-based knowledge in explaining and managing DW.

CONCLUSIONS

In the present work we undertook a literature review of the empirical studies on DW and found that being a recent concept the empirical literature is not very extensive. Of the 38 studies analysed, most are descriptive, covering 82 countries and 17 sectors of activity. Most countries are high or very high in the Human Development Index, which means medium, low and very low development countries are under-researched. There is a need to broaden the scope of occupations and contexts covered by research in line with the DW agenda. Additionally, most studies are found not to cover the whole DW concept. Being an integrative concept, this limitation should be addressed in future research. Taking the full range of the concept into account will improve the contribution of the research on DW and its dissemination throughout the world.

Considering that DW is a concept with value *per se*, future study of its determinants seems to be more relevant than its consequences. These determinants are multiple, and their identification will contribute to enriching the nomological network of the concept and mainly to designing interventions to promote DW. Considering the aforementioned interdependence resulting from globalization, the need to study the roles played by the different stakeholders, whether outside or inside organizations, seems also relevant. Furthermore, only a few studies were dedicated to the DW impact, but none have considered the impact on the different spheres of workers' lives (e.g., family, friends), or on society in general. These are also aspects that should be studied in the future.

Three instruments were identified for psychological measurement of DW. Validation of this type of instrument for use in culturally diverse countries would enhance current

knowledge and understanding of DW, considering both objective and subjective measures of the concept. Furthermore, despite the difficulties anticipated in applying this type of measure, it will still be relevant to develop and validate a tool focused on the organizational level of analysis. It is remarkable that no research has focused on studying possible differences between cultures or sectors of activity regarding the most relevant dimensions of DW and the least important dimensions at a specific point in time. Further studies can address this topic. Given that the number of empirical studies on DW is very small, we decided not to consider as exclusion criterion ethical standards or quality. This decision was taken considering that all the studies were published in academic journals with peer review assessment and the assessment of quality and ethical standards was previously undertaken before being accepted for publishing. However, future literature reviews might use additional criteria regarding quality or ethical standards.

The approach presented here is a contribution, among others, that can help to strengthen understanding of the concept and its nomological network. That understanding might help people (e.g., workers, employers, policy makers) to be aware of what they are making of their working lives and, above all, what they can do differently to achieve a better quality of life for themselves and others. The differences between objective measures and subjective perceptions seem to be very important in studying the phenomena related to work and the role it represents for people currently and in the future. Work as a social institution should always be considered as DW instead of only focusing on performance and outputs, otherwise work seems to be an alienation of the subject. Human resource managers are advised that work design and human resource practices and policies have to be updated taking into account the evolving nature of the DW concept, as highlighted by Ferraro et al. (2015). Those practices and policies which are against any of the DW dimensions are not sustainable and have expected negative consequences. The definition of DW deficits, its measurement and subsequent intervention have to take into account an appropriate time frame to detect to what extent the DW deficit is just a short and episodic moment or lasts longer and requires corrective action, as highlighted by Dos Santos et al. (2016). In general, DW has the potential to become a more relevant concept in research and intervention. That can be true if an effort is made to join the diverse research traditions in several disciplines, thereby contributing to deepening understanding of the concept.

CAPÍTULO III

DECENT WORK'S CONTRIBUTION TO THE ECONOMY FOR THE COMMON GOOD²

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ABSTRACT

Purpose – This paper aims to relate conceptually Decent Work and the Economy for the Common Good describing the main contributions of the former to the latter.

Design/methodology/approach – This conceptual paper analyses the relationships between the values of the Economy for the Common Good that have been explicitly stated and the psychological dimensions of the decent work concept.

Findings – Four conceptual propositions concerning the contributions of Decent Work to the Economy for the Common Good are presented.

Research limitations/implications – Since the four conceptual propositions were not submitted to empirical research, future studies are suggested.

Practical implications – The pursuit of Decent Work is aligned with the Economy for the Common Good, which contributes to reinforcing both proposals.

Social implications – Both Decent Work and the Economy for the Common Good are synergistic and values-based approaches that consider the social system as a whole instead of proposing strategies to improve the competitive advantage of one over the other. That synergistic idea through cooperation contributes to overcoming the limitations of 'business as usual'.

Originality/value – This is the first paper discussing the relationships between Decent Work and the Economy for the Common Good.

Keywords - Decent work; Decent Work dimensions; Common Good; Values; Economy for the Common Good;

Paper type - Conceptual paper

INTRODUCTION

In recent years, various social movements have emerged aiming to develop more ethical and sustainable societies (Epstein et al., 2015; Jennings & Velasquez, 2015), calling for the creation of political solutions to overcome the failures of the current economic system (Collier, 2016). The Economy for the Common Good (ECG) appears in this context, proposing a more sustainable model focused on the Common Good, which seeks to go beyond conventional solutions of 'business as usual'.

The ECG movement began in 2010 and its main proposal is that the economy should serve people, that is, the common good (EESC, 2015). Focusing on the pillars of ECG, we can highlight its assumptions: (a) the common good is considered the objective of the economy, (b) cooperation processes are viewed as the basis of economic relations and (c) democracy legitimates the social system (Felber, 2015). The profit and competition of the former social model should be replaced by the common good and cooperation (Arjoon et al., 2018; Felber, 2015). This idea is reinforced by the constitutions of democratic states, which are unanimous in stating that the goal of economic activity is the common good (Felber, 2015).

The notion of the common good is a core concept in political theory by providing a framework for thinking about the relationship between the individual and the community (Arjoon et al., 2018). The common good refers to the person and their relationship with others (Finn, 2010; Houtart, 2012). In this approach, the promotion of the common good must be the goal of all stakeholders since it embraces the good of all (Arjoon, 2000). The ECG model proposes that organizations be guided by measurable essential human values: human dignity, solidarity and social justice, environmental sustainability, transparency and co-determination, whose articulation with the various social actors originates a set of measurable and easily understandable indicators adapted to each organization, expressed in the Common Good Matrix (ECG, 2017). Those values are closely related to political actions for sustainable development and receive contributions from several disciplines such as management, psychology and public administration (Arjoon et al., 2018; Cucciniello et al., 2017; Delai & Takahashi, 2016; Hojman & Miranda, 2018; Schulze et al., 2017; Smith 1999).

Felber (2015) proposed that various disciplines and approaches contribute to strengthening the concept of the common good. This paper intends to respond to that call, relating the underlying values of the common good to the concept of decent work as defined by the International Labour Organization (ILO, 2001b). Moreover, the paper focuses on how

decent work can contribute to strengthening the ECG model. Indeed, although the author's conceptualization describes the core values of ECG (Felber, 2015), it does not explore explicitly psychological aspects. In work, organizational and personnel psychology, decent work (DW) was shown to be an integrative concept (dos Santos, 2019) closely related to the common good values.

The ECG is an economic system that applies standards of human relations and constitutional values to the economy. Therefore, it can be approached from various perspectives, such as Philosophy, Social Capital, Labour Economics, Economic Development, and Sustainability development, to name but a few. In the present paper, we propose a psychological approach to the ECG, looking at the common good values through the lens of DW, aiming to contribute to refining those values and deepening understanding of ECG.

The concept of DW has evolved since the proposal of Juan Somavia in 1999, which was rooted in the birth of the International Labor Organization (ILO) in 1919, and is the result of a long journey involving that institution and the United Nations (UN; Ferraro et al., 2016; ILO, 1944; 1999; Treaty of Versailles, 1919; UN, 2000a, 2015). Several landmarks of DW show the high legitimacy of the concept and the formal aspects that should guide labour issues worldwide (dos Santos, 2019). This concept is about achieving people's aspirations for their working lives, solidarity with others and securing human dignity (Ferraro et al., 2016; ILO, 2001b). Moreover, DW has the potential to satisfy human needs such as connectedness, survival, and self-determination (Blustein et al., 2019). While ECG covers all stakeholders: suppliers, owners, equity service providers, employees, customers, business partners, and the social environment, DW applies to employers, workers, and government (representatives). The comparison of both concepts is presented in Table 3.1.

Eleven substantive elements integrate the DW concept and were described in several public documents (ILO, 2008b, 2012, 2013a, 2013b). Study of DW from the perspective of work, organizational and personnel psychology is recent (Ferraro et al., 2016b) and empirical research about that concept is at an early stage of development (Pereira et al., 2019). The content of DW is expressed in seven psychological dimensions (Ferraro et al., 2018) as follows.

Table 3.1 Comparison between ECG and DW

	Economy for the Common Good	Decent Work
Purpose / Focus	Common Good through economic activity	Creating decent work content and context
Drive	Human values: human dignity, solidarity and social justice, environmental sustainability, transparency and co-determination	Human rights
Target	Society and its ecosystem	Workers and their working context
Initiative	Civil society	Institution (ILO)
Scientific scope	Economy-related sciences	Work-related sciences
Primary stakeholders	Suppliers, owners, and equity and financial service providers, employees, customers and business partners, social environment	Employers, workers, government (representatives)
Secondary stakeholders	All society	All society
Starting year	2010	1999
Pioneer	Christian Felber	Juan Somavia

Those seven dimensions express the way decent work content is configured in workers' minds:

i) *Fundamental Principles and Values at Work* measures to what extent the work context presents values such as dignity, participation, freedom, non-discrimination, trust, and procedural and interactional justice; ii) *Adequate Working Time and Workload*, refers to a healthy working time and workload, work-life balance and adequate pace of work; iii) *Fulfilling and Productive Work* defines the perception that work contributes to the future of new generations, to professional development and fulfillment (personal and professional), and is seen as a true creation of value; iv) *Meaningful remuneration for the exercise of citizenship* refers to the benefits and earnings perceived as fair and sufficient to be a full citizen in society, and the perception that the remuneration is a source of freedom for workers and their families through which they can play a role as citizens; v) *Social Protection* refers to the perceptions of being socially protected in case of illness or unemployment, for both the worker and the family, through a system of social security and prospects of a decent retirement. This dimension expresses the worker's expectation of what society will or can do in the long term to recognize or repay the worker for the committed effort at work; vi) *Opportunities* focuses on alternative jobs available, allowing a worker to have a choice, as well as personal and professional progress. That progress means both prospects to improve remuneration and professional development (as an employee or entrepreneur); and vii) *Health and Safety* focus on health protection, safety and the comfort of the work context and environment (dos Santos, 2019; Ferraro et al., 2016).

That way of seeing work is completely in tune with the values behind ECG. As shown in Table 1, ECG has a multi-stakeholder perspective that considers workers important players in contributing to the common good and having the corresponding values behind their performance at work. Furthermore, workers deserve to participate in the benefits of the common good they have contributed to. The present paper is focused on how each achievement related to DW will also strengthen ECG. The other stakeholders also deserve similar concerns as regards defining the conceptualization of their role in participating in value creation and in using and benefiting from it. However, that is not the focus of the present paper.

A PSYCHOLOGICAL PERSPECTIVE OF THE CONTRIBUTION OF DW TO ECG

While ECG pursues the common good through economic activities, DW pursues the adequate human condition concerning the working life of those who contribute to economic activities. Therefore, ECG is targeted directly at all stakeholders of economic actions whereas DW is primarily targeted at workers (and their families), one type of stakeholder. A psychosocial approach to those values is outlined below and the proximal dimensions of DW related to each value are highlighted. In our analysis, we pay attention to the definition of ECG values in comparison to the keywords of the items we identify in the DW dimensions (see Table 3.2). Through that process, we will identify the overlap and synergistic relationships between both constructs.

Table 3.2 ECG values and proximal DW dimensions

ECG Values	Proximal DW Dimensions	Proximal keywords*
Human dignity	Fundamental principles and values at work	Trust Justice Dignity Freedom Non-discrimination Participation
	Adequate working time and workload	Adequate working time Work-life balance Adequate workload
	Fulfilling and productive work	Ensure the future of new generations Professional development Fulfillment Creation of value
	Meaningful remuneration, for the exercise of citizenship	Dignity Autonomy Personal and family welfare Fair remuneration

	Social Protection	Stability
	Opportunities	Social security
		Self-employment
		Improving remuneration prospects
		Alternative work opportunities
	Health and safety	Professional progress
		Physical health
		Security
		Physical integrity
		Safety
Solidarity and social justice	Fundamental principles and values at work	Trust
		Justice
		Dignity
		Freedom
		Non-discrimination
	Adequate working time and workload	Adequate working time
		Work-life balance
		Adequate workload
	Meaningful remuneration, for the exercise of citizenship	Personal and family welfare
		Fairness
		Remuneration
	Social Protection	Social security
	Opportunities	Self-employment
		Improving remuneration prospects
		Alternative work opportunities
		Professional progress
Environmental sustainability	Fulfilling and productive work	Ensure the future of new generations
		Creation of value
Transparency and co-determination	Fundamental principles and values at work	Trust
		Freedom
		Participation
	Fulfilling and productive work	Professional development
		Fulfillment
	Opportunities	Self-employment
		Alternative work opportunities
		Professional progress

*DW items and dimensions' definitions

HUMAN DIGNITY

Human Dignity defines the unconditional acceptance of differences between human beings whatever their origin, age, gender or any other characteristic (Condon & Hegge, 2011; ECG, 2017). This implies that any human being is valuable, unique and worthy of protection, through the respect for human individuality, this being a basic need for all since it allows the individual to feel valued (Berglund, 2010; Hill & Tollerud, 1996; Shaw & Degazon, 2008). Human dignity may be recognized through some attitudes like respect, self-confidence, self-control, the need for privacy and identity awareness (Condon & Hegge, 2011).

In contexts where human dignity is respected, people are expected to give back through politeness, acceptance and without complaint (Jacelon et al., 2004). Furthermore, while maintaining dignity, each human develops a positive self-image and self-esteem, providing a feeling of comfort in both the physical and mental condition (Griffin-Heslin, 2005). One important area of human life is work and all kinds of work must respect human rights. Through working the individual relates to the whole society since work is a way of contributing to value creation and that value will serve to meet the needs of others. Moreover, potentially work accounts for great participation in the common good by those who perform the working tasks.

Since human dignity, as presented above, is one of the four main values of DW (Ferraro et al., 2015) we can expect that concerning working life, the DW concept fits with ECG. Human dignity value is present in all DW dimensions. From the first dimension labelled “principles and values at work” the following keywords are closely related to human dignity: trust, justice, dignity, freedom, non-discrimination, and participation in the workplace (Table 2.2). The presence of trust among workers and managers, justice in the decision-making processes, being treated with dignity at the workplace, having freedom to express own concerns, non-discrimination regardless of gender, age, ethnicity, religion, political orientation, participating in the decisions that affect their lives and having equality of opportunity, all together contribute to a feeling of decent work. Therefore, the more “fundamental principles and values at work” is perceived, the more human dignity is present at work. We can expect those stakeholders (workers) to be willing to express the same values in their work, contributing strongly to the common good. Consequently, the more values related to human dignity are put into practice at work, the more we can expect that those who are the target of that dignity will give back through the way they perform their work. One possible explanation is the gratitude workers feel for receiving this kind of treatment, inspiring a desire to reciprocate (Dobos, 2017; Ford et al., 2018). The second explanation is based on the idea that workers in those contexts have good role models in their leaders and colleagues (Lu and Lee, 2017).

Concerning “working time and workload” (second dimension), human dignity is related to the following keywords: adequate working time, work-life balance and adequate workload (see Table 3.2). Decent management of the time at work, a good balance between working time and time for family and personal life and an adequate workload contribute to the perception of decent work. As long as workers consider the time and effort spent at work as adequate, allowing them enough time and energy to spend with their families, friends and

for personal activities, we can expect them to feel their dignity is being respected and preserved. Therefore, the more adequate “working time and workload” is perceived, the more human dignity is present at work. Workers who have a sense of commitment to the same values are expected to contribute to the common good. Consequently, by putting those values related to human dignity into practice, workers will perform in accordance with the common good. Once again, a possible explanation is the gratitude workers feel in perceiving the organization's concerns about their health and well-being (Dobos, 2017; Ford et al., 2018).

In the third dimension of the model labelled “fulfilling and productive work,” the human dignity value is closely related to the following keywords: ensuring the future of the next generations, professional development, fulfillment and creation of value (see Table 3.2). The perception that work contributes to the future of the next generations, the connection between work and professional development, the connection between work and fulfillment, and work as a true creation of value (for multiple stakeholders) contribute to the perception of decent work. Therefore, the more “fulfilling and productive work” is perceived to be, the more human dignity is present at work. Workers are expected to feel motivated to do meaningful work (Bendassolli et al., 2015; Chalofsky, 2003) and so they express the same values in their workplace, contributing in this way to the common good. Consequently, when those values, close to human dignity, are put into practice through designing fulfilling and productive jobs, we can expect workers to feel more motivated to perform their work. They have conditions to feel more identified with their jobs and enjoy work more, which corresponds to identified and intrinsic work motivation (Gagne et al., 2015; Ferraro et al., 2017).

Regarding the fourth dimension labelled “meaningful remuneration for the exercise of citizenship” the following keywords are closely related to human dignity: dignity, autonomy, personal and family welfare and fair remuneration (see Table 3.2). The perception that fair remuneration allows workers and their families to live with autonomy and dignity and to provide well-being contributes to having a feeling of decent work. Therefore, the greater the perception of “meaningful remuneration for the exercise of citizenship”, the more human dignity is present at work. We can expect those workers to be willing to express the same values in their work, contributing strongly to the common good. Consequently, as long as meaningful remuneration is offered, we can expect workers to give back through the way they perform their work. The existence of remuneration which allows

full citizenship in society is certainly considered a source of freedom for workers and their families and an expression of human dignity.

Concerning the fifth dimension labelled “social protection”, the following keywords are closely related to human dignity: stability and social security (see Table 3.2). The presence of “social protection” in case of illness or loss of work, for both the worker and the family, through a system of social protection and the prospect of a decent retirement contributes to having a feeling of decent work. “Social protection” is perceived as part of human dignity. We can expect workers to be willing to express the same values in their work, contributing strongly to the common good. Consequently, as long as the values of human dignity related to “social protection” are put into practice at work, we can expect workers to give back through the way they perform at work. This dimension expresses the worker’s expectation of what society will or can do in the long term to recognize or repay them for the committed effort at work (Ferraro et al., 2016).

In the sixth dimension, named “opportunities”, human dignity is related to the following keywords: self-employment, improving remuneration prospects, alternative work opportunities and professional progress (see Table 3.2). The alternative jobs available allow the worker to have a choice, as well as professional progress. That means both prospects to improve remuneration and professional development (as an employee or entrepreneur) contributing to the perception of decent work. Therefore, the greater the “opportunities” perceived, the more human dignity is present at work. We can expect those workers to be willing to express the same values in their work, contributing strongly to the common good. Consequently, as long as developmental “opportunities” are offered to workers, we can expect them to give back through the way they relate to their work. This dimension is fundamental in a developmental conception of human nature (dos Santos, 2019).

Finally, in the seventh dimension of “health and safety”, human dignity is related to the following keywords: physical health, security and physical integrity (see Table 3.2). The perception of being protected from risks to physical health and having safe environmental conditions at the workplace contributes to the perception of decent work. Where “health and safety” is perceived, that part of human dignity is present at work. We can expect those workers to express the same values in their work, contributing to the common good.

ECG proposes values to be shared and guide the actions of multiple stakeholders, in order to reach better results for all. Therefore, the success of those proposals depends on their application in people’s daily life, referring to those who interact within and among organizations. That movement tries to reach human dignity in society (ECG, 2017) and

“people must be the principal drivers” (ILO, 2003, p. 16). Besides, DW is a more comprehensive concept regarding human dignity at work. If the notion of a decent society implies one that is fair, it follows that organizational and occupational contexts and working lives should be equally fair (Di Fabio & Maree, 2016). It follows that an intervention aiming to spread decent work is in tune with ECG. Likewise, the promotion of ECG in organizations depends also on achieving DW. Organizations that adhere to ECG and have a high score in the human dignity value are expected to offer high DW conditions. Therefore, our proposition is:

Proposition 1: *the achievement of Fundamental principles and values at work, Adequate working time and workload, Fulfilling and productive work, Meaningful remuneration for the exercise of citizenship, Social Protection, Opportunities and Health and safety will contribute to the human dignity indicators in the ECG matrix.*

SOLIDARITY AND SOCIAL JUSTICE

Solidarity and social justice are related values that share the same basis of empathy, compassion, and equal opportunities, aimed at reducing injustice and sharing responsibility. Solidarity appears as a mutual, altruistic and cooperative will, which seeks to ensure equal opportunities (ECG, 2017). Social justice includes a vision of society in which the distribution of goods, resources, power, obligations, and opportunities is fair, realized through social mechanisms, with full and equal participation of all members (Schulze et al., 2017).

The proximal DW dimensions are “Fundamental Principles and Values at Work”, “Working time and workload”, “Meaningful remuneration for the exercise of citizenship”, “Social Protection”, and “Opportunities”. “Fundamental principles and values at work” have the following keywords closely related to solidarity and social justice: trust, justice, dignity, freedom, and non-discrimination (see Table 3.2). The “fundamental principles and values at work” dimension emphasizes a culture of equality and fair treatment in the workplace (working without exposure to violence and with some degree of autonomy) and contributes to having a feeling of decent work. Therefore, the more “fundamental principles and values at work” are perceived, the more solidarity and social justice are present. We can expect workers to express the same values in their work, contributing strongly to the common good. Consequently, as long as the values related to solidarity and social justice are put into practice, we can expect that the workers who are the target of that solidarity and social justice

will give back through the way they perform their work. The possible explanation is given above regarding human dignity applies here too.

Regarding “working time and workload”, solidarity and social justice are related to the following keywords: adequate working time, work-life balance and adequate workload (see Table 3.2). Decent management of the time at work, a good balance between working time and time for family and personal life and an adequate workload contribute to the perception of decent work. To the extent workers consider the work-life balance as adequate, they are expected to feel that their dignity at work is being respected and preserved, with solidarity and social justice being present at work. Those workers having a sense of commitment to the same values will contribute more to the common good. Consequently, by putting those values related to solidarity and social justice into practice, workers will perform better. Once more, the possible explanation is given above regarding human dignity applies here.

Concerning “meaningful remuneration for the exercise of citizenship”, the following keywords are closely related to solidarity and social justice: personal and family welfare and fair remuneration (see Table 3.2). The perception that the remuneration received from work allows workers and their families to live autonomously and in dignity experiencing well-being contributes to a feeling of decent work. “Meaningful remuneration for the exercise of citizenship” is expected to increase solidarity and social justice at work. Workers will be willing to express the same values, contributing strongly to the common good. Consequently, the more values related to solidarity and social justice are put into practice at work, the more we can expect those workers to give back through the way they perform their work. This dimension is aligned with solidarity and social justice by ensuring fair incomes, allowing workers to live as full citizens regardless of their competitive strength.

The “social protection” dimension has the following keyword closely related to solidarity and social justice: social security (see Table 3.2). The presence of “social protection” in case of illness or loss of work, for both the worker and their family, through a system of social security and the prospect of a decent retirement contributes to solidarity and social justice at work. We can expect those workers to be willing to express the same values at work, contributing to the common good. Consequently, the more values related to solidarity and social justice are put into practice at work, the more we can expect those workers to give back in their workplace. This dimension expresses the idea that the social system must be designed to put solidarity and social justice into practice, ensuring basic equal benefits such as medical care, sickness leave, protection in case of unemployment or

retirement, to name but a few (Anker et al., 2002). This type of social justice expressed by social mechanisms represents one type of compensation for participation in wealth creation through working. That social justice is expected to correspond to a fair distribution of resources. Part of that compensation is especially relevant when people are in vulnerable periods of life.

Concerning the “opportunities” dimension, solidarity and social justice are related to the following keywords: self-employment, improving remuneration prospects, alternative work opportunities and professional progress (see Table 3.2). Decent work is aligned with solidarity and social justice by including cooperative and altruistic behaviours that promote the creation of job opportunities for women and men, without distinction of age, race, ethnic group, political opinion, sexual orientation or religious belief. Therefore, the creation of job opportunities is a fundamental element of DW aligned with the pursuit of solidarity and social justice at work. We can expect those workers to be willing to express the same values in their work, contributing strongly to the common good. Consequently, where values related to solidarity and social justice are put into practice at work, we can expect those workers to reciprocate by performing well at work.

ECG argues that we need a more supportive society and that its individuals should promote equality and altruism. Within an organization or a society, all members are responsible for promoting a collaborative and supportive working environment, without excluding anyone. An intervention aiming to spread all the above DW dimensions will contribute to solidarity and social justice since they are synergistic. Organizations with a high score in solidarity and social justice are expected to have high DW conditions in those dimensions. Therefore, we can propose that:

Proposition 2: *The achievement of Fundamental Principles and Values at Work, Working time and workload, Meaningful remuneration for the exercise of citizenship, Social Protection and Opportunities are positively related to the solidarity and social justice indicators in the ECG matrix.*

ENVIRONMENTAL SUSTAINABILITY

Ecology represents the interaction between organisms and the environment, and human activity is a significant threat to this balance (ECG, 2017). Sustainable development by enterprises is undoubtedly essential because it can meet the needs of the present without compromising the needs and way of life of future generations (ECG, 2017). Sustainable development is concerned with three interdependent and connected dimensions: society,

economy, and environment (Delai & Takahashi, 2016; Varsei, 2016). The environment represents the largest dimension because it encompasses the well-being of the ecosystem by providing natural resources and ecosystem services, the social dimension concerns equity and quality of life, and the economic dimension refers to wealth creation (Delai & Takahashi, 2016).

The proximal dimension of “fulfilling and productive work” has the following keywords closely related to environmental sustainability: ensuring the future of new generations and value creation (see Table 3.2). The perception that work contributes to the future of new generations and work as true value creation (for multiple stakeholders) contributes to the perception of decent work. Therefore, the more environmental sustainability is perceived, the more “fulfilling and productive work” is. We can expect workers to feel motivated to do meaningful work (Bendassolli et al., 2015; Chalofsky, 2003) and so they express the same values in their workplace, contributing in this way to the common good. Where those values, close to environmental sustainability, are put into practice, it is expected that workers will feel their work is decent.

ECG aims to create more solidarity and a cooperative society concerned with future generations (intergenerational cooperation) and individuals who are willing to contribute to the greater good. Taking care of the future is critical to ensuring the survival of the global ecosystem, even if this requires sacrifices today. Organizations play a key role in promoting cooperative behaviour among workers of different generations. An intervention aiming to spread the above DW dimensions is expected to improve environmental sustainability. Organizations that have a high score in that value are expected to have highly “fulfilling and productive work”. Therefore, we can state that:

Proposition 3: *the achievement of Fulfilling and Productive work is positively related to the environmental sustainability indicators in the ECG matrix.*

TRANSPARENCY AND CO-DETERMINATION

Transparency is a value that concerns the dissemination of all information that is important for the common good (ECG, 2017) and covers information availability and the flow of information (Cucciniello et al., 2017). Co-determination refers to the involvement of all stakeholders in decision-making, particularly when the outcomes affect each one directly (ECG, 2017).

The proximal DW dimensions are: “Fundamental Principles and Values at Work”, “Fulfilling and productive work” and “Opportunities”. “Fundamental principles and values

at work” have the following keywords closely related to transparency and co-determination: trust, freedom, and participation in the workplace (see Table 3.2). These keywords are in tune with transparency and co-determination, being related to the possibility of workers expressing themselves at work about matters and information with consequences for their own work or affecting them directly. Therefore, the more “fundamental principles and values at work” are perceived, the more transparency and co-determination is present at work. The promotion of social dialogue involves transparency in the exchange of information among employers, workers and government representatives on issues of common interest. So, we can expect workers to express the same values in their work, contributing strongly to the common good. Consequently, if values related to transparency and co-determination are put into practice at work, workers’ commitment is fostered and participation in social dialogue increases. One possible explanation is the satisfaction workers feel about having the possibility to participate in decision-making (Li et al., 2014). Moreover, participation increases the identification and acceptance of decisions.

Concerning “fulfilling and productive work” the following keywords were considered as associated with transparency and co-determination: professional development and fulfillment (see Table 3.2). The presence of professional development paths and fulfillment at work contributes to the perception of decent work. Since transparency and co-determination give workers the possibility of participating in decision-making in the workplace, productive work depends on their positive contribution to create value. More transparency and co-determination are expected to be associated with human dignity at work. Through participating in decisions, workers identify with those decisions and feel the work is a meaningful part of their lives. Where those values related to transparency and co-determination are put into practice, we can expect workers to identify with decisions and jobs, becoming more motivated to perform their work. Workers can feel more identified and intrinsically motivated (Gagne et al., 2015; Ferraro et al., 2017).

Regarding the “opportunities” dimension, transparency and co-determination values are related to the following keywords: self-employment, alternative work opportunities, and professional progress (see Table 3.2). That progress increases when employee participation means a degree of control over decision-making, thus ensuring that their own goals and objectives are achieved and not just those of the organization. The creation of job opportunities is a fundamental element for DW aligned with the pursuit of transparency and co-determination at work. We can expect those workers to be willing to express the same values in their work, contributing strongly to the common good. Consequently, if the values

related to transparency and co-determination are put into practice at work, we can expect those workers to give back through their performance at work. This dimension is fundamental in a developmental conception of human nature (dos Santos, 2019) which is also aligned with the idea of co-determination.

ECG aspires to a more constructive and transparent society for the benefit of all. In organizations, promoting workers' ability to express their constructive opinions and suggestions is fundamental for the benefit of the whole organization. An intervention aiming to spread “Fundamental principles and values at work”, “Fulfilling and Productive Work” and “Opportunities” should promote high values in transparency and co-determination and vice-versa. Organizations with a high score in this value are expected to have high DW conditions mainly concerning the dimensions stated in the following proposition:

Proposition 4: the achievement of Fundamental principles and values at work, Fulfilling and Productive Work and Opportunities are positively related to the Transparency and co-determination indicators in the ECG matrix.

Organizations expressing all these values will benefit the common good along with the workers. Workers enjoying DW are expected to contribute to the achievement of the common good and at the same time participate in the benefits of the common good created. In general, both decent work and ECG are social assets that contribute to healthy social systems. Organizations play a central role in sustaining and reinforcing that kind of social system. Within organizations, individuals are social agents with an important role in that endeavour. However, we cannot forget that each person has several roles in society, and it is through aligning those roles in the same purpose of pursuing the greater good that effective change can take place. Since DW is mainly related to the quality of working life, workers are the proximal stakeholder involved in that concept. Other stakeholders should also be considered in the interdependence network related to the economic functioning of society. Those stakeholders are tacitly included in the 11th substantive element of DW, namely the economic and social context for decent work (ILO, 2013a). In other words, DW cannot be pursued without consideration of society as a whole. ECG values contribute to viewing DW within a broader context.

CONCLUSION

The key constitutional human values of human dignity, solidarity, and social justice, environmental sustainability, transparency, and co-determination are the ingredients of ECG

and are proposed as a valuable compass to guide the actions of social, economic and political agents. In the context of work and business today, the concept of DW becomes exceptionally pertinent and topical. It is particularly visible how decent work has an underlying conception of an inclusive society experiencing well-being and at the same time emphasise on the existence of a social and economic context that is compatible and synergistic with ECG.

The social and economic context influences how DW can be put into practice. ECG seems to be a proposal that can contribute to creating a Decent Work-friendly context. Although different, both approaches are synergistic and in tune with the creation of a values-based social system where the various social agents (individuals and organizations) are concerned with the common good that goes beyond short-term self-interest.

From an examination of all the values, there is clearly a shared responsibility among all stakeholders concerning the fulfillment of ECG values and DW in society. ECG and DW are a responsibility shared among all, more than just a right, and only with the efforts of all can this be progressively achieved. This aspect of ECG is already present in the ECG matrix considered crucial for achieving its values. The same interdependence is present in the DW agenda considering the proposed tripartism (participation of employees, employers, and government). So, it is clear that interventions aiming to spread ECG values and DW should involve the various stakeholders in order to be effective. The number and diversity of stakeholders involved in developing ECG values is expected to influence the effectiveness of the intervention (Ferraro et al., 2015).

The integrative power of DW (dos Santos, 2019) makes it a core concept of the field, allowing it to be used as an anchor, among others, in spreading ECG values. The advantage of having an integrative concept is, firstly, its contribution to building a comprehensive view and understanding of ECG values. Secondly, the practical implications of being integrative help in designing cross-effective human resource policies and strategies, as well as public policy able to include wide, harmonized processes that include ECG values. Therefore, intervention projects aiming to develop ECG values are much more powerful and relevant when attention is given to the various dimensions of the DW concept.

The expected effect of DW on ECG was that it should depend on two main processes: through workers' desire to reciprocate and by doing so contributing more to creating common good; and through being exposed to role models that connect workers with common good values. Future research can study the four propositions presented here and verify to what extent those two main explanations find support in empirical data.

CAPÍTULO IV

DECENT WORK IN THE ECONOMY FOR THE COMMON GOOD REPORTS: A DOCUMENTARY ANALYSIS³

³ This chapter is published as:

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ABSTRACT

Purpose – To describe and characterize the actions carried out by Italian organisations participating in the Economy for the Common Good (ECG) movement; to analyse these actions through the lens of Decent Work, identifying patterns leading to a typology and conceptual propositions on the subject.

Design/Methodology /Approach – A documentary analysis was conducted on 14 reports describing the actions taken by Italian organisations that belong to the Economy for the Common Good movement. Qualitative content analysis was performed using QSR-NVivo12. The descriptive analysis of the codes was made, as well as a cluster analysis based on coding similarity.

Findings – A total of 1497 actions was coded, and four clusters, grouping sets of the common good reports, were identified. Results suggest that customers, business partners, staff and owners are the most addressed stakeholders; human dignity and environmental sustainability are the most addressed values and *fulfilling and productive work* and *fundamental principles and values at work* are the most addresses Decent Work dimensions. Additionally, all clusters are intensive in environmental concerns but have differentiated priorities. Cluster analysis suggests three drivers: Recognition, Core business closeness, and Social common good impact. Five conceptual propositions are made being usable by organisational leaders who intend to adhere to the ECG movement.

Research Limitations – The main limitation is the low number of organisations participating in the ECG movement in Italy, which restricts the scope of the conclusions.

Practical Implications – The results are helpful as inputs for designing interventions in organisations that intend to start or strengthen their involvement in the Economy for the Common Good movement.

Originality/Value – Identify Decent Work aspects related to Common Good indicators and the four approaches to the ECG adhesion corresponding to the four clusters.

Keywords – Documentary analysis, Common good, Values, Decent Work

Paper type – Research paper

INTRODUCTION

In recent years, new studies and proposals on social and economic policies have emerged to promote social inclusion and the sustainability of societies (Epstein et al., 2015; Jennings & Velasquez, 2015). Concepts such as welfare, wellbeing, ethics and corporate social responsibility have become part of leaders' discourse and the concern of those responsible for producing legislation, regulations and policies at various levels (Collier, 2016). The substantial increase in unemployment, social exclusion and poverty created by the financial crisis of 2008 has led to more significant concern about economic issues in societies, influencing political discourse and the rise of proposals to restructure society (ILO, 2001a, 2015).

In this context, the Economy for the Common Good (ECG) proposes a sustainable economic model and the idea that the economy should serve the common good (Felber, 2015). The ECG is presented as a lever of change and a bridge between the old and contradictory economic system and a new way of understanding and practising the economy (Felber, 2015). The ECG model was launched in 2010 and, later, in 2015, it was supported by the European Economic and Social Committee (EESC) that recommended to join this economic model because it is coherent with the Europe 2020 strategy. The ECG model has triggered a movement now supported by over 2000 organisations in 40 countries (EESC, 2015).

The ECG is a holistic model that combines several economic models favourable to human dignity and cooperation. It emphasizes social responsibility and ethics in organisations, as well as the transposition of values into practice, to promote greater participation in communal life (EESC, 2015).

The ECG model proposes five human values as a guide of market relations: human dignity, solidarity, social justice, environmental sustainability, and transparency and codetermination (Felber, 2015; ECG, 2017). To measure how much the common good is pursued, a Common Good Balance Sheet (CGBS; ECG, 2017) was developed, and it measures how much organisations cooperate with other organisations, have products and services that satisfy human needs and have humane working conditions (Felber, 2015). So, the CGBS measures how much organisations practise the key values.

The CGBS is built on a Common Good Matrix (ECG, 2017). This matrix considers a set of 17 measurable and easily understandable indicators that assess how much the five values mentioned above are implemented concerning five types of stakeholders. The matrix is the core element of the Common Good Report, a comprehensive evaluation of the

contribution of the organisation to the common good. The report includes a description of how the organisation's activities are related to the 17 indicators and has to be done approximately every two years. This information shows how developed each value is in the organisation and how each value applies to the relevant stakeholder.

The Decent Work (DW) concept was introduced by the International Labour Organisation (ILO) in 1999 to improve the situation of human beings in the world of work by promoting opportunities for workers to obtain decent and productive work (ILO, 1999). Eleven substantive elements (ILO, 2008b), and seven dimensions to summarise the elements (Ferraro, Pais, dos Santos and Moreira, 2018), have been proposed. In this study, we will use the DW as a framework to analyse the initiative and the actions undertaken by companies to pursue ECG values and mentioned in the ECG reports. This choice is based on two considerations: first, DW is the only concept with the statute of being the broad expression of people's aspirations for their working lives, and second, it expresses Human Rights in the labour field (dos Santos, 2019). We believe that the DW agenda and the ECG concept are two integrative movements aligned with the idea that labour market should be based on human values.

Based on the idea that the integrative power of DW (dos Santos, 2019) makes it a core concept of the field and can be used as an anchor in spreading ECG values (Pereira, dos Santos and Pais, 2019a), this paper pursues the following research questions: (1) Which are the (a) stakeholders, (b) values, (c) DW dimensions, most addressed in the actions mentioned in the common good reports? (2) What are the different patterns of actions allowing to design a typology? These research questions make a unique and valuable contribution towards understanding the actions taken by organisations to improve workers' and community's wellbeing, and also towards the integration of the ECG and DW concepts.

More specifically, this paper aims to describe the actions undertaken by a sample of Italian organisations belonging to the ECG movement and to determine to what extent these actions meet the DW dimensions. This paper also aims to design a typology that characterizes the actions organisations choose to undertake to implement the ECG values. This typology could help organisational leaders to introduce changes in their organisations according to the ECG and contribute to new research in the field.

In the following sections, the paper first provides an overview of the DW concept, focusing on the seven DW dimensions. A description of the ECG indicators follows, with special emphasis on the relationship with the DW dimensions. A qualitative content analysis of the common good reports of 14 organisations is then conducted. The actions taken by the

organisations on the 17 indicators were classified in subcategories for each indicator. Such subcategories are compared with the definition of the related DW dimensions. A clusters analysis of the common good reports was performed. Lastly, conceptual propositions and practical implications are introduced, highlighting the conceptual integration between ECG and DW, and encouraging future studies in the field.

DECENT WORK DIMENSIONS

The DW concept, that was proposed by the International Labour Organisation (ILO) in 1999, is the result of a long journey that began in 1919 with the Treaty of Versailles involving the ILO and the United Nations (Ferraro, et al., 2016; ILO, 1999; United Nations, 2000, 2015). The ILO's strategy for a DW approach "is about rights, dignity and a voice' and also 'it is about the economic, social and political empowerment of people" (ILO, 2003, p. 17). Four central values underlie ILO's action: freedom, equity, security and human dignity (ILO, 2008a, p. 2). These values are expressed through four strategic objectives: 1) standards and fundamental principles and rights at work; 2) employment; 3) social protection; and 4) social dialogue (ILO, 2008b).

Eleven substantive elements integrate the DW concept and were described in several public documents (e.g., ILO, 2008b, 2012, 2013). Empirical studies showed that these 11 components are structured in seven dimensions in workers' minds (dos Santos, 2019; Ferraro, Pais, dos Santos and Moreira, 2018; Pereira, dos Santos and Pais, 2019b); the seven dimensions have been defined in the following way: i) *Fundamental Principles and Values at Work* refers to essential values in workplaces, such as dignity, participation, freedom, non-discrimination, trust, and procedural and interactional justice; ii) *Adequate Working Time and Workload*, refers to a healthy working time and workload, work-life balance and adequate pace of work; iii) *Fulfilling and productive work* defines the perception that work contributes to the future of new generations, to professional development and fulfilment (personal and professional), and is seen as a true creation of value; iv) *Meaningful remuneration for the exercise of citizenship* refers to fair and sufficient benefits and earnings that allow workers and their families to play a role as citizens; v) *Social Protection* refers to the perceptions of being socially protected in case of illness or unemployment, for both workers and their families, through a system of social security and prospects of a decent retirement; vi) *Opportunities* focuses on the availability of alternative jobs which allows workers to have alternative job choices, as well as personal and professional progress (both

as an employee or entrepreneur); and vii) *Health and safety* focuses on health protection, safety and the comfort of the work context and environment.

Empirical research about DW makes relevant contributions to the betterment of workers' lives in the workplace, as well to organisational effectiveness, showing that the more DW conditions are achieved, the more workers are intrinsically motivated by their jobs (Ferraro et al., 2017). In summary, DW has an underlying conception of an inclusive society experiencing wellbeing and, at the same time, it emphasizes the existence of a social and economic context which, we argue, is compatible and synergistic with the ECG proposal (Pereira et al., 2019). In the next section we focus on the ECG model, describing the common good indicators and emphasizing their relationship with the DW dimensions.

ECONOMY FOR THE COMMON GOOD INDICATORS

Work values represent desired standards and goals in the organisational context, such as working conditions and accomplishments (Froese & Xiao, 2012). The scope of work values includes diverse items such as pay, achievement, enjoyment, and health conditions (Abdelmoteleb, 2020). Organisational psychology has been studying for a long time the influence of work values on attitudes and behavior (George & Jones, 2012). Restrictions and opportunities resulting from values originate a series of different employees' behaviors (Spector & Fox, 2002).

The ECG model considers five types of stakeholder (suppliers; investors; staff including owners; customers and business partners; and the community or the broader social environment) and devotes particular attention to assessing whether and how much they express the values proposed by the ECG model in their actions and decisions. The ECG matrix (see Table 4.1) is the tool which, considering at the same time stakeholders and values, highlights the multiple aspects of organisational life and suggests the indicators to assess whether organisation performance is coherent with ECG values. In the following, we describe the ECG indicators and their relationship with the DW dimensions described previously.

A) Suppliers

This category includes the whole supply chain. The indicator *A1: Ethical Supply Management*, consider the impact that goods and services provided by suppliers have on society; e.g., do not accept as suppliers' organisations that do not offer good working conditions. Transparency of information in the supply chain have to allow other stakeholders

to be identified: who produced which goods, and under what conditions. Also, the purchase of raw materials, products and services have to respect the environment and prevent environmental risks and impacts.

Fair and ethical working conditions, transparency and participation through dialogue are crucial in preserving DW and sustaining the *fundamental principles and values at work*. Moreover, concerns about the added value created through the supply chain and environmental risks and impacts are expected to be perceived by many workers as *fulfilling and productive work* and to contribute to DW.

Table 4.1 Common Good Matrix 4.1

VALUE STAKEHOLDER	Human Dignity	Solidarity	Environmental Sustainability	Social Justice	Codetermination and Transparency
A) Suppliers	A1: Ethical Supply Management				
B) Investors	B1: Ethical Financial Management				
C) Staff including Owners	C1: Workplace quality	C2: Fair Distribution of labour	C3: Promotion of the Environment	C4: Fair income distribution	C5: Corporate Democracy and Transparency
D) Customers/ Products/ Services/ Business Partners	D1: Ethical Customer Relations	D2: Cooperation in Business	D3: Ecological Design	D4: Socially Oriented	D5: Raising Social Ecological Awareness
E) Social Environment	E1: Value and social impact	E2: Contribution to Local Community	E3: Reduction of Environmental Impact	E4: Investing Profits	E5: Social Transparency and Co-determination

Source: Felber (2015)

B) Investors

Investors provide their own or borrowed capital. The indicator *B1: Ethical Financial Management* indicates that when dealing with money, respect for human dignity prevails over financial interest. Respect for the environment is also essential and requires considering environmental issues in all investments, in particular, the allocation of revenue into highly effective environmental investments. The vision of work as a means to create value is expected to be related to the idea of *fulfilling and productive work* and consequently to contribute to the perception of DW.

C) Staff and Owners

Stakeholder group C includes all people who perform essential tasks for the organisation, and are involved in its regional, organisational or social structures. It integrates

five indicators. Indicator *C1: Workplace Quality* suggests that human dignity is expressed in a corporate culture that respects and values people, with trust among workers being a fundamental value. All employees must have equal opportunities. The aim is to overcome social structures that discriminate against any individual, group or social category. Staff have a high degree of self-management and autonomy for what they do and find meaning in their work. Health promotion and occupational health and safety are rooted in the entire organisation and support the good health of employees. Indicator *C2: Fair Distribution of Labour* suggests that the way resources are structured and allocated (e.g., salary, time, security or work-life balance) has a significant impact on employees' motivation, sense of safety and wellbeing. A fair distribution of labour alongside extensive self-determination on the part of the employees is the stated objective. Indicator *C3: Promotion of Environmentally Friendly Behaviour Among Employees* means that organisations play a significant role in raising environmental awareness among their workers, in setting a good example and providing policies that promote environmental awareness and practice among employees. Indicator *C4: Fair Income Distribution* means that fair pay has a significant impact on an organisation's culture and development. Payment should be as transparent as possible, based on performance, responsibility, risk, and needs, as well as aligned to pay scales and incentive structures defined by the organisation. Indicator *C5: Corporate Democracy and Transparency* indicates that the organisation must be a place for active participation and involvement of all workers. They can contribute with their ideas, suggestions or inspirations, thereby assuming shared responsibility and contributing to the common good.

The presence of fairness in the workplace associated with feelings of dignity, fair treatment, acceptance (without discrimination), transparency, solidarity, freedom, participation and involvement of all workers can be considered as *fundamental principles and values at work*, and all together contribute to DW. The organisation's effort to promote environment-friendly behaviours is expected to be perceived, by workers, as *fulfilling and productive work*, as a creation of value for the future of new generations. An appropriate work effort and a right balance between working time, time for family and personal life are also components of DW, namely *adequate working time and workload*. Fair income distribution is necessary to allow workers to be full citizens who assume their role as a family member and as an independent person, providing, accordingly *meaningful remuneration for the exercise of citizenship*. The promotion of occupational *health and safety* increases workers' perception of being protected from risks to physical health and of having safe environmental conditions at the workplace, contributing to a feeling of DW.

D) Customers and Partners

Customers and partners are the target group for an organisation's products and services, and their contribution is assessed with five indicators. Indicator *D1: Ethical Customer Relations* suggests that customers should be respected as human beings with needs and desires, rather than being seen merely as potential sources of revenue. The aim is to fulfil customers' genuine needs in the best possible way. Indicator *D2: Cooperation with Business in the Same Field* indicates that cooperation and solidarity with other organisations implies working together as equals in a spirit of respect and partnership. Collaboration with business partners is expressed through a friendly, cooperative and fundamentally respectful attitude towards organisations operating in the same and different sectors. Cooperating organisations share common objectives and strive to achieve these and to create a win-win situation for all involved. Indicator *D3: Ecological Design of Products and Services* refers to the use and disposal of products and services whose negative impacts on the environment should be reduced as much as possible. Specifically, this applies to effects which occur through use by customers or consumers (energy consumption, emissions, etc.), recycling of the product and its ultimate disposal. Indicator *D4: Socially Oriented Design of Products and Services* means that an organisation sees other organisations operating in the same sector as a complement to the market, working together on solutions, products and services that recognize and meet the needs of customers. Indicator *D5: Raising Social and Ecological Standards* indicates that customer participation can provide useful input in potential socio-environmental and sustainable product improvements, product and service innovations and future development of the market. Customers can share their experiences directly with the organisation or communicate among themselves, thus increasing their influence. The provision of transparent information on the material composition of products and on how prices are set demonstrates the (higher) quality of products and services, allowing consumers to make informed decisions and positively influencing public opinion.

The concern about customer relations, the ecological and social relevance of products and services, help workers to consider their work as *fulfilling and productive work*. Also, *fundamental principles and values at work* is fostered by this way of doing business. Since both aspects are dimensions of DW, we expect customer and business partner relations to contribute to DW.

E) Social Environment

Stakeholders of the last group include all social groups which are indirectly affected by organisation's activities. Indicator *E1: Value and Social Impact of Products and Services* indicates products and services useful for a physically and mentally healthy way of life and that have been produced in a socially responsible and environmentally sustainable way. Indicator *E2: Contribution to the Local Community* suggests that every organisation operates within a community and is also dependent on (governmental and non-governmental) institutions that provide essential foundations for entrepreneurial activities. Therefore, society expects that organisations make an appropriate contribution to the maintenance and development of these structures. Indicator *E3: Reduction of Environmental Impact* means that all organisations must limit their environmental impact and curb excesses against our planet by changing their internal production, manufacturing and operation processes, thereby reducing their environmental impact. Indicator *E4: Investing Profits for the Common Good* means that every organisation benefit from society and its institutions through taxes and social contributions. ECG organisations are invited to make voluntary contributions that go beyond their statutory duties. For example, by donating financial or physical resources, or by using their position and contacts to support civil society initiatives and benefit society as a whole ('positive lobbying'). Indicator *E5: Social Transparency and Co-determination* indicates that the main aim of transparency and codetermination is to protect the general public from decisions based on insufficient information and lack of discussion or involvement. Relevant stakeholders include residents, local authorities, not-for-profit organisations, future generations and nature (the environment, animals, plants, biodiversity, land).

The value and social impact of products and services, the organisation's concern about contributing to the local community, and its effort to reduce environmental impacts is expected to make work perceived as *fulfilling and productive work* and thereby contributing to DW. Social concern also implies *fundamental principles and values at work* and contributes to a perception of DW by most workers.

To sum up, this paper aims to describe the actions undertaken by a sample of Italian organisations belonging to the ECG movement. Besides, because the values of the movement are in tune with most dimensions of DW, we expect that these actions contribute to the perception of DW dimensions. The ECG proposal does not directly address only the dimensions of opportunities and social protection. In the next section, the methodological procedures adopted in this study will be presented.

METHOD

DATA COLLECTION

All the common good reports that were available on the ECG website and released by Italian organisations by the end of 2017 ($n = 14$) were retrieved and examined, applying the exhaustivity criterion. These common good reports were the first reports made available and delivered online by the Italian organisations. The name of each organisation has been replaced by a code (from O01 to O14).

The 14 organisations are located in Northern Italy, and are small or medium-sized organisations, from two to 252 employees. Their economic activities have a regional scope, are in the services sector (tourism and hospitality, financial and architecture consultancy), primary sector (agriculture) and also manufacturing (electrical systems and automation, textile, energy and gas suppliers, and the production of ecological detergents).

DATA ANALYSIS

Common good reports include all the actions undertaken by organisations per each indicator. A qualitative content analysis of the common good reports was performed focused on the explicit and implicit meaning referred to in the indicators and values. Data were coded using QSR NVivo 12. In a first moment, nodes corresponding to the seventeen indicators were created, and the content of the reports was coded accordingly. Within each node, similarities and differences were checked, and then new categories were added. In the first round of analysis, two of the authors of the study tried to identify similarities and differences among the actions reported for each indicator. That process led to the creation of subcategories for each indicator, and differences were discussed until agreement was reached. Each action was classified only in one subcategory. The final version of the coding system is composed of 68 subcategories. Afterwards, in the second round of analysis, three authors compared actions taken by the organisations to the DW dimensions' definition and eventually agreed on how to code each action. That process identified whether the actions were within the scope of each DW dimension. Afterwards, the correlation of the frequencies of the actions in the different subcategories was compared using Pearson correlation coefficient in cluster analysis. The product was then displayed via a dendrogram.

In the next section, the actions reported by the 14 organisations concerning the 17 indicators and the corresponding subcategories are presented and compared with the related DW dimensions. Finally, the complete cluster analysis, which identifies the closest common good reports based on coding similarities, is also presented.

FINDINGS

In total, 1497 actions were reported by the organisations concerning the 17 indicators. Below, we describe the subcategories developed to classify the actions taken by ECG organisations and, at the same time, we also compare such subcategories with DW dimensions. Table 4.2 synthesises our analysis by reporting the total number of actions taken by organisations in each subcategory (the first number in each cell) and the number of organisations that said having taken that type of action (the second number in each cell). Additionally, a group of four clusters of the common good reports resulted from the analysis. Figure 1 illustrates the interrelationships among the common good reports analysed in this study.

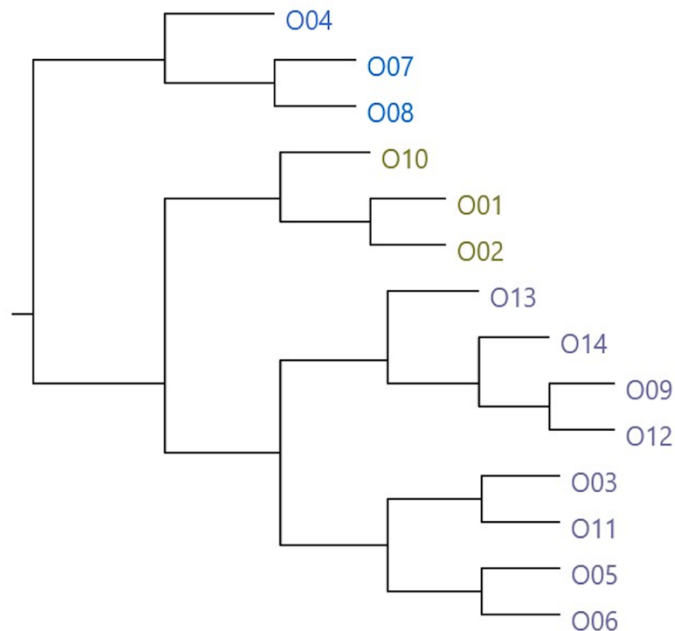


Figure 1. Organisations clustered by coding similarity

NODES

A) Suppliers

The 127 actions reported by organisations and concerning suppliers and the *A1: Ethical Supply Management* indicator, were coded into four subcategories. These subcategories mainly refer to the selection of suppliers that show interest for ecological and ethical production processes, that have transparent production processes or that help the organisation to improve quality of products or environmental sustainability (see Table 4.2). These actions, through a concern for environmental risks and impacts, justice, solidarity and

transparency, address the DW dimensions of *fulfilling and productive work* and *fundamental principles and values at work*.

B) Investors

The 91 actions reported regarding *B1: Ethical Financial Management* was coded into five subcategories, which concern the use of local or ethical banks, the reinvestment of profits in the organisation or the improvement of workplaces, and the increase of ecological or social sustainability (see Table 4.2). These actions are related to concerns for the future of coming generations and, thus, mainly address the *fulfilling and productive work* dimension. Additionally, although the subcategory *using the organisation capital in workplace improvements* falls into *fulfilling and productive work*, it is also related to the DW dimension of *health and safety*, through actions aiming to safe environmental conditions at the workplace.

C) Staff including Owners

The five indicators concerning staff and owners of the ECG matrix (C1 to C5), originated 23 subcategories resulting in 417 actions. If the two subcategories of *autonomy, participation and transparency in management* (81 actions), and *ecological practices* (73 actions) cover almost 35% of all the actions in this group, *flexibility of working hours* (30 actions, C1 indicator), *autonomy and flexibility in the distribution of work* (C2 indicator) and *autonomy and participation in the corporate democracy* (C5 indicator) cover another 20% of the actions of this indicator. Thus *C1: Workplace quality* (with a total of 183 actions) as well as *C3: Promotion of the environment* (89 actions), *C2: Fair distribution of work* (53 actions) and *C5: Democratic participation* (49 actions) are important aspects of ECG actions involving staff and owners.

These actions mainly address the following DW dimensions: *fundamental principles and values at work* (with a total of 214 actions), *adequate working time and workload* (142 actions), followed by the *meaningful remuneration for the exercise of citizenship* (33 actions), *health and safety* (26 actions) and finally *fulfilling and productive work* (two actions).

D) Customers and partners

One third of the 548 action reported by the organisations about customers and business partners stakeholders concern the first indicator of this group (*D1: Ethical Customer*

Relationships), with 179 actions about transparency or good quality of products and services, transparency of prices and the highlight of the mission of the organisation. This is followed by the indicator *D3: Ecological Design of Products and Services* (with 141 actions that aim to increase and to communicate the ecological aspects of products better, also taking care of customers' health) and *D2: Cooperation with Business Partners* (with 109 actions, for instance sharing workforce when needed or concretely supporting organisations of the same area). Such actions fall into two DW dimensions: *fundamental principles and values at work* and *fulfilling and productive work* (see Table 4.2).

E) Social Environment

The 314 actions reported by the organisations on the fifth stakeholder indicator, the social environment and social community, are especially focused on the subcategory *E1: Social Impact of Products/Services* (95 actions), followed by indicator *E2: Contribution to the Local Community* (79 actions) and *E3: Reduction of Environmental Impact* (75 actions). Such actions address the two DW dimensions of *fulfilling and productive work* (270 actions) and *fundamental principles and values at work* (44 actions). On the one hand, such actions aim to increase community and customer knowledge on the sustainability of products, eco-friendly practices and to support environmental, social and inclusive projects. On the other hand, such actions require internal planning and the implementation of organisational procedures that improve employees' sense of fulfilment and working in a productive organisation.

Table 4.2 Number of actions and, after the slash, organisations that implemented that type of actions, per Indicator, and DW dimension and, Clusters

Indicators / Categories	Subcategories	DW Dimensions					Total	Clusters			
		Fund p val work	Adeq w t work	Fulf prod work	Mean r exer citiz	Healta nd safet		1	2	3	4
A1: Ethical Supply Management	Improving ecological and environmental sustainability (e.g., "we also want packaging and labels to have the least possible impact on the environment")			68 /14			68	1	26	14	27
	Improving the quality of products and services (e.g., "products contain only environmentally friendly and bio-compatible raw materials")			44/13			44	1	7	12	24
	Selection of suppliers with ecological and ethical production processes (e.g., "suppliers are valued for their ecological and ethical aspects and production sites are monitored by both the company and an independent certifier")			10/5			10	0	5	4	1
	Transparency of the products and the prices (e.g., "the organisation maintains a fixed, transparent and constant list of sales prices agreed at the beginning of each year").	5/4					5	1	2	1	1
Sub-Total A1		5		122			127	3	40	31	53
B1: Ethical Financial Management	Investing in eco-sustainability and social- sustainability (e.g., "investment is expected to finance the expansion of the photovoltaic plant and the construction of a biomass plant")			32/ 10			32	0	12	2	18
	Using the organisation's capital in workplace improvements (e.g., "the profits are invested in the restructuring of local works)					21/7	21	0	5	1	2
	Using ethical banks (e.g., "I choose banks where money flows virtuously from the solidarity economy sector")			16/9			16	1	2	1	12
	Using local banks (e.g., "this year we have involved banks in our territory to facilitate the transition to ethical banks")			14/9			14	2	4	2	6
	Reinvestment of the profits (e.g., "all profits are reinvested in the organisation for the expansion of the production sector and the socio-ecological activities of the organisation")			8/5			8	1	0	0	20
Sub-Total B1				70		21	91	4	23	6	58

C1: Workpl Quality	Autonomy, participation, transparency in management and Employee empowerment (e.g., "In important decisions all employees are involved, and the work organisation is completely autonomous")	81/13					81	0	17	16	48
	The flexibility of working hours and Work/family balance ("the beginning and end of work is flexible, and absences are managed on their own concerning others and in transparency")		30/12				30	0	0	1	3
	Occupational health and safety (e.g., "I pay attention to the health of employees in the workplace through prevention tools (decent and friendly environment) and provide health insurance for each and every one of them")					26/11	26	0	2	4	17
	Equal treatment (e.g., "equal opportunities are guaranteed without any discrimination of gender, religion or sexual orien")	23/9					23	0	2	8	20
	Social inclusion (e.g., "we employ an immigrant lady with poor language skills to facilitate her integration and language learning").	12/7					12	0	4	5	17
	Positive working environment ("the relationship between the employees is very personal, and they live an intense cooperation based on mutual respect")	7/5					7	0	0	2	5
	Candid feedback (e.g., "work is valued through positive feedback shared at the collective meeting")	4/3					4	0	1	4	7
C2: Fair Distribution of labour	Autonomy, Participation and Flexibility (e.g., "my employees autonomously decide how to get the job done, are responsible and manage all customer situations entrusted to them")	31/10					31	0	4	2	25
	Equitable labour division (e.g., "the division of labour is fair even to the detriment of the owner")		11/6				11	1	5	0	5
	Overtime compensation with free time (e.g., "overtime is recovered with absence, and its management is at the discretion of employees themselves")		4/4				4	0	0	1	3
	Reduction of the workload/working time (e.g., "the owner is negotiating to reduce the manager's overtime to hire a new employee")		4/3				4	0	0	2	1
	Overtime compensation with payment (e.g., "overtime is remunerated on a paid basis")		3/3				3	0	3	0	1

C3: Promotion Environment	Ecological practices, defined as the practices guided by concern about ecological issues referring to both employees at work and production (e.g., "the organisation offers vegetarian food to sympathetic workers and chooses biological products in production over chemicals")		73/13				73	4	9	12	48
	Educational measures: ecological behaviour of society and workers (e.g., "organisation participates in green social services: street cooking-initiative to bring children closer to nature/public relations activities: spread sustainable lifestyle")		16/10				16	0	4	3	9
C4: Fair Income Distribution	Income equity (e.g., "the salary gap within the organisation is low and the director's salary is in the same category as the other employees")				15/13		15	0	5	1	8
	Decent income (e.g., "the lowest net income is 1200 euros, which is a decent salary given the current economic situation")				14/10		14	0	3	3	9
	Income transparency (e.g., "employee salaries are not published but each employee knows the other's salary, and everyone knows the director's salary")	10/8					10	0	4	1	5
	Reinvestment of profits in common good (e.g., "the organisation reinvests all profits without distributing dividends or salaries to the owner")			2/2			2	0	0	0	2
	Performance Bonus (e.g., "an annual performance bonus is paid according to the economic results obtained by the organisation during the year")				2/1		2	0	1	0	1
C5: Corporate Democracy/Trans	Autonomy, Participation and Empowerment (e.g., "employees are involved in the company's growth process, and each employee may be involved in the decision-making process")	28/10					28	0	0	9	19
	Transparency in information (e.g., "all of the organisation's databases are fully accessible to all employees")	18/9					18	0	0	0	1
	Remuneration benefits (e.g., "there is an agreement on the performance bonus that rewards employees based on the profits made by the organisation")				2/2		2	0	0	0	2
	Reinvestment of profits in the organisation (e.g., "profits are not distributed, profit investments are always made in the organisation itself")		1/1				1	0	0	3	15

Sub-Total C		214	142	2	33	26	417	5	64	77	271	
D1: Ethical Customer Relations	Transparency in products, services and processes (e.g., "all products are made in accordance with the ethical and strict guidelines of organic standards that are subject to the control of an external certification company")	50/13					50	0	1	3	1	
	Quality of products/services (e.g., "we are sensitive to the human needs of our guests")			49/9			49	1	4	4	26	
	Ethical participation of clients (e.g., "we take into consideration all customer feedback, evaluating and integrating in the next product planning and developments")	35/10					35	0	12	0	37	
	Transparency of price (e.g., "our price calculation is very transparent, and the price list is published well in advance on our website as well as in our brochures")	20/11					20	1	2	2	15	
	Social, cultural and ecological mission of the organisation (e.g., "respect for nature, people and animals is part of our philosophy of life and also involves a sincere, respectful and open attitude towards our customers")				20/9			20	3	3	14	30
	Ecological and social sustainability of the product (e.g., "only recycled containers are used for the product").				5/4			5	1	6	0	13
D2: Cooperation with Business in the same area	Cooperative participation in the market (e.g., "when we are full or unable to make a suitable offer to the guest, we refer them to our nearest neighbours")	62/13					62	0	10	8	44	
	Knowledge, ethical guidelines, and technology sharing (e.g., "we share with our colleagues, customers and suppliers, materials or technologies that we have tested positively")	25/12					25	0	0	1	0	
	Transparency of products and processes (e.g., "we publish information on the production model adopted, technologies developed and applied by the organisation, suppliers")	5/3					5	0	5	3	17	
	Positive cooperation (e.g., "our hotel delivers gluten free food to neighbouring hotels as this strengthens the spirit of cooperation among local hoteliers")	8/6					8	0	1	3	4	
	Workforce sharing (e.g., "we activate workforce sharing practices with partner organisations at harvest times")	2/2					2	0	1	0	4	

	Helping behaviour (e.g., "there is support between organisations in times of difficulty, either by absorbing staff or entire sectors of activity, or by financing at rates cheaper than those in the marketplace").	1/1					1	0	1	0	1
D3: Ecological Design of products and services	Ecological and organic quality of products/services (e.g., "all products are environmentally friendly and biocompatible and subject to the strictest detergent specification in Europe")			56/12			56	1	0	0	2
	Reduction of environmental, ecological and biological impact (e.g., "we have photovoltaic panels that provide 40% of the energy we need and thermal panels that produce hot water")			39/10			39	2	18	6	30
	Transparent communication with customers (e.g., "in the various stages of customer contact we always seek to communicate our corporate philosophy of environmental, economic and social sustainability, involving them in constant dialogue and requesting their feedback")	21/9					21	0	15	2	4
	Environmental education (e.g., "we engage our customers in the culture against food waste, so customers take home unfinished food or wine")			21/5			21	1	1	4	33
	Concern about the health and wellbeing of clients (e.g., "we offer our guests a healthy lifestyle by promoting biodiversity, growing organic produce and consciously renouncing Wi-Fi to reduce radiation exposure.")			3/2			3	0	4	6	11
D4: Socially Oriented design	Social and differentiated prices (e.g., "for direct purchases regular customer groups are offered different prices")	27/9					27	0	0	5	22
	Social and inclusive delivery of services/products (e.g., "we create and make free specific products available to allergy sufferers")	22/7					22	0	10	6	6
	Social and inclusive quality of services and information (e.g., "the hotel offers customers special products for people with health problems (e.g. lactose or gluten free food)").	15/8					15	0	0	3	12
D5: Raising Social and ecological	Active contribution to improve eco-social standards (e.g., "the organisation is strongly motivated and determined in increase the separate waste collection beyond the legal limit of 65%")			35/11			35	0	10	3	22
	Cooperation with partner organisations (e.g., "with some of our partner organisations and trade associations, we have organized	15/8					15	0	6	1	8

	several eco-social events and initiatives aimed at promoting and safeguarding our territory and rural tourism, as well as the genuineness and quality of local produce")										
	Promoting local and inclusive actions (e.g., "twice a year we organize initiatives aimed at the disadvantaged people of the region").	12/7					12	0	1	5	6
Sub-Total D		320		228			548	10	111	79	348
E1: Value and Social Impact of products/services	Environment and wellbeing (e.g., "our product is of prime necessity, amortizes the impact of civilization on the environment and actively protects the health of the person")			73/14			73	1	2	3	12
	Educational effectiveness of products and services (e.g., "through our multifunctional farm we sell organic agricultural products, rural tourism experiences, food and wine imbued with sustainability, typicality, culture and humanity")			18/8			18	1	9	15	48
	Social inclusion initiatives (e.g., "particular attention is paid in organizing activities for people with fragile conditions, encouraging their participation through reward mechanisms")	4/4					4	0	1	0	3
E2: Contribution to Local Community	Environmental and social common good, includes eco-friendly and social actions beyond the products and services delivered by the organisation, such as solidarity, social inclusion, volunteering and environment target initiatives (e.g., "we promote the creation and conservation of a vegetable garden with the help of farmers, involving elderly and unemployed")			69/11			69	0	16	7	46
	Wider product or service performance, refers to ethical and ecological performance and the impact on quality of life (e.g., "our commitment is to improve people's quality of life, raise awareness and sustainable culture, as well as health by offering fabrics and clothing that are completely free of chemical poisons and additives")			10/4			10	4	0	3	3
E3: Reduct. Environm.	Eco-friendly practice, which include the use of eco-sustainable raw materials and products and processes and reducing the environmental impact (e.g., "all raw materials come from renewable sources, i.e. plants")			68/11			68	7	27	5	29

	Innovation and certification, including actions focused on eco-friendly innovation and environmental certification (e.g., "the organisation is exploring the possibility of soil and water quality certification through the use of biomarkers")			7/2			7	0	7	0	0
E4: Investing Profits for the Common Good	Profits distribution, including actions of sharing profits among workers (e.g., "half of the profits are distributed to the workers, and the other half is invested in the organisation (more photovoltaic panels, organic certification, etc.)")			20/10			20	0	0	0	1
	Eco-investment and own capital, which includes investment of profits in strengthening own capital and eco-social projects (e.g., "the biggest investment is in the building with eco-sustainable renovations and the arboretum, considered as a key environmental eco-investment")			5/5			5	0	1	1	3
	Collective wellbeing target profits, which includes the investment of profits in promoting collective wellbeing (e.g., "community wellbeing is at the foundation's centre of interest, with profits fully invested in the development of activities that promote collective wellbeing")	1/1					1	0	5	5	10
	Corporate co-management with contact groups (e.g., "we seek dialogue with our neighbours, always listening to questions and complaints and reacting whenever possible")	20/8					20	1	0	1	1
E5: Social Transparency and Co-determination	Transparency of products and the organisation, which includes actions that provide clear and thoroughly accessible information regarding products and the organisation (e.g., "the production method and the content of the products evaluated according to ecological and biological criteria can be consulted on the organisation's website")	16/9					16	0	6	2	12
	Co-management of employees (e.g., "we believe that the energies emanating from a group of professionals working in harmony have a much greater impact on worker commitment")	3/3					3	1	7	2	6
Sub-Total E		44		270			314	15	81	44	174
Total actions	68 subcategories	583	142	692	33	47	1497	37	319	237	904

Table 4.3 summarises frequencies and percentages of the actions taken by organisations concerning each ECG stakeholder and value. For research question 1a, more than two-thirds of actions involved stakeholder *D: customers and business partners* (548 actions, 36.6 percent), followed by stakeholder *C: staff and owners* (417 actions, 27.8 percent). For research question 1b, the ECG values more impacted by the actions, considering only stakeholders C, D and E (because actions concerning stakeholder *A: suppliers*, and *B: investors*, are not differentiated across the five values; ECG, 2017), were human dignity (30.5 percent of actions) and environmental sustainability (20.3 percent of all actions).

Table 4.3 Frequency and percentages of actions distributed by indicators

VALUE STAKEHOLD	Human Dignity	Solidarity	Environ. Sustain.	Social Justice	Co-det. and Tra.	Total	Total %
A) Suppliers	A1: 127					127	8,5
B) Investors	B1: 91					91	6,1
C) Staff including Owners	C1: 183	C2: 53	C3: 89	C4: 43	C5: 49	417	27,8
D) Customers/ Prods/Servs/ Business Partners	D1: 179	D2: 103	D3: 140	D4: 64	D5: 62	548	36,6
E) Social Environment	E1: 95	E2: 79	E3: 75	E4: 26	E5: 39	314	21,0
Total C+D+E	457	235	304	133	150	Total column 1497	
Total %	30,5	15,7	20,3	8,9	10,0		100

For research question 1c, Table 4.4, summarising frequencies and percentages of actions in relation to DW dimensions, shows that the two DW dimensions of *fulfilling and productive work* (692 actions) and *fundamental principles and values at work* (583 actions) address almost 85 percent of actions reported by the ECG organisations. The DW dimensions of *adequate working time and workload* (142 actions), *health and safety* (47 actions) and *meaningful remuneration for the exercise of citizenship* (33 actions) are instead much fewer addresses by ECG organisations.

Table 4.4 Frequency and percentages of actions distributed by DW dimensions

VALUE STAKEHOLD	Fund princ values work	Adeq work time workl	Fulf and prod work	Mean remun exer citizen	Health and safety	Total	Total %
A) suppliers	5	0	122	0	0	127	8,5
B) Investors	0	0	70	0	21	91	6,1
C) Staff including Owners	214	142	2	33	26	417	27,8
D) Customers/ Prods/Servs/ Business Partners	320	0	228	0	0	548	36,6
E) Social Environment	44	0	270	0	0	314	21,0
Total	583	142	692	33	47	1497	
Total %	39,0	9,5	46,2	2,2	3,1		100

CLUSTER ANALYSIS

Concerning research question 2, cluster analyses based on the coding similarity were conducted to identify the relationships among the 14 common good reports. These analyses are depicted as dendrograms. Four different clusters illustrate the more proximal and distal common good reports (see figure 1). The common good reports on the right side of the page are clustered according to the coding similarity when all 14 common good reports were entered into the analysis. The most closely associated were O09 e O12. This pair was linked closely to O14 and O13. The report O03 was more closely linked to O11 and, O05 was linked closed to O06. The pair O01 and O02 were linked closely to O10. Reports O07 and O08 were linked but more distal. Finally, O04 wasn't in any association and is the more distal common good report.

CLUSTER-RELATED SUBCATEGORIES

Table 4.2 summarises frequencies of the actions per subcategories for each cluster. The most-reported actions in each cluster addressed the following nine subcategories: Autonomy, participation, transparency in management and employee empowerment (81 actions), Ecological practices (73 actions), Environmental and wellbeing (73 actions), Environmental and social common good (69 actions), Improving the ecological and environmental sustainability (68 actions), Eco-friendly practices (73 actions), Cooperative

participation in the market (62 actions), Ecological and organic quality of products and services (56 actions) and Transparency in products, services and processes (50 actions).

The first cluster (O01) showed Eco-friendly practices (E3), Ecological practices (C3) and, Transparency in products, services and processes (D1). This was categorised as "Led by Recognition". The organisational framework is intensive in environmental protection in the production of its products/services, as well as in transparency in the relationship with customers. The focus is external since the organisation emphasizes the connections with society and customers.

The second cluster (O07, O08) showed Eco-friendly practices (E3), Improving the ecological and environmental sustainability (A1), Ecological and organic quality of products and services (D3) and Autonomy, participation, transparency in management and employee empowerment (C1). This was categorised as "Critical Stakeholders". The organisational framework is aligned with environmental and social sustainability, as well as the importance of workers' role in the organisation, through autonomy, participation, transparency and empowerment of all workers. The focus is internal since the organisation emphasizes the relationship with their workers, being the critical stakeholders of the core business.

The third cluster (O01, O02, O10) showed Autonomy, participation, transparency in management and employee empowerment (C1), Environment and wellbeing (E1), Improving the ecological and environmental sustainability (A1) and Transparency in products, services and processes (D1). This was categorised as "Proximal Stakeholders". The organisations human resource management highlights the importance of workers participation, empowerment and autonomy aligned with environmental protection practices and transparency in the production of its products/services. The focus is both external and internal, since the organisation emphasizes the relationships with customers and workers. Customers and workers are the proximal stakeholders of the core business.

The fourth cluster (O03, O05, O06, O09, O12, O11, O13, O14) formed was categorised as "Common Good and Cooperation". This showed Autonomy, participation, transparency in management and employee empowerment (C1), Ecological practices (C3), Environment and wellbeing (E1), Environmental and social common good (E2) and Cooperative participation in the market (D2). The expected impact falls on social common good and cooperation with competitors. The focus is on the community vitality and social productivity.

In the following section, we discuss such results and develop five conceptual propositions, as well as practical implications and future research.

DISCUSSION

For what concerns our research question 1a (which stakeholders are most addressed in the actions mentioned in the common good reports), this sample of organisations has a more significant predominance in customers and workers, who are the most critical stakeholders in the organisation's immediate viability. Considering the aim of ECG (Felber, 2015), actions should be equally distributed among all stakeholders or, even better, should mainly address the social environment because it is the most comprehensive. One possible reason for this result is that those organisations are small or medium-sized and have a regional scope. Thus, they have daily personal contact with such stakeholders. The related proposition is the following:

Proposition 1: Different combinations of ECG actions correspond to different types and dimensions of organisations regardless of the common values they share in the ECG movement.

The practical implication is that organisations must adjust the actions taken within the ECG scope to their specific characteristics (dimension, sector, history, localization and culture).

Taking into account our research question 1b (which values are mostly addressed in the actions mentioned in the common good reports), Environmental Sustainability and Human Dignity are the most addressed values in the common good reports' actions. One possible explanation for the focus on the Environmental Sustainability is that respondents, and their organisations, live in northern Italy, in a very touristic and mountains area, with strong attention to Environmental Sustainability (Arbolino, Boffardi, Lanuzza, & Ioppolo, 2018; Buffa, Franch, Martini, & Tamanini, 2018). Therefore, in this region, organisations depend on environmental stability to carry out their activity successfully. Environmental concerns are a core requirement of the ecosystem in order organisations can develop and prosper. Human Dignity is the highest value of all human beings, and it is from the equal value of all human beings that our equality derives. The ECG movement tries to reach Human Dignity in society (ECG, 2017) and, therefore, ECG organisations try to pursue this core value.

Furthermore, the actions taken by ECG organisations, summarised in Table 4.2, suggest three main results: 1) ECG is a proposal that indicates how it can be implemented in organisations' everyday life. Second, all the stakeholders of the organisations were involved and impacted by the actions. Although it was easier to take initiatives to fulfil customers' or business partners' needs (548 actions) or to treat with respect and improve staff wellbeing (417 actions), initiatives were also taken in order to fit investors (91 actions) and suppliers

(127 actions) with the philosophy proposed by ECG. Third, actions were related to all five basic values promoted by the ECG perspective. Treating with dignity customers, partners and the wider community, and improving environmental sustainability are the two values that mostly support the actions, although solidarity, social justice and transparency were also vigorously pursued.

Our research question 1c concerned the most addressed DW dimensions in the actions mentioned in the common good reports. Results show that all the actions fit some DW dimension. Concerning the number of the actions reported by the organisations for each DW dimension, Table 4.4 summarises that the most included dimensions are *fulfilling and productive work* (692 actions) and secondly *fundamental principles and values at work* (583 actions). Thus, it seems that actions within the scope of ECG have an impact on DW mainly by increasing the meaning of work and therefore making it more fulfilling and productive. Regarding *fundamental principles and values at work*, ECG is related to DW through mechanisms for the expression of values in the workplace, such as trust, quality of treatment, participation and empowerment, to name but a few. In the *adequate working time and workload* dimension (142 actions), organisations report fewer actions because they are more limited by the type of activity which affects time and pace of work. However, organisations are seen to consider as very relevant the balance between work and family and promote actions that compensate for that limitation. The *health and safety* dimension (47 actions) also includes some actions. This DW dimension is highly regulated by law and also depends on the type of activity. Actions linked to *meaningful remuneration for the exercise of citizenship* (33 actions) are very few compared with the total. It can happen because organisations have little financial margin, but being a critical factor, once again, organisations try to compensate by taking other actions that benefit employees in different ways.

Our theoretical analysis examines relationships between ECG and DW suggested limited relationships between ECG model and the DW dimensions of *social protection* and *opportunities*. Also, our analysis of the ECG actions did not show any action related to these two dimensions. One possible explanation is due to cultural differences and, indirectly, to social and legislative ones. *Social protection* can be considered a responsibility of the state. Accordingly, organisations are not expected to be blamed if they do not pursue such an aspect. In Italy, as in many European countries, that perspective may be widely disseminated. These results are in line with the idea already presented by dos Santos (2019), that there are considerable differences in social security systems, which means that cultures

vary in the level of responsibility attributed to organisations regarding the *social protection* DW dimension. Regarding the *opportunities* dimension, it appears that there is a certain dismissal on the part of organisations to do something that favours the creation of job opportunities. One possible explanation is that in creating work alternatives, organisations are encouraging workers to leave their jobs. It seems that organisations do not play this role because in some culture's entrepreneurship is anchored on individual initiative while in others, it is more dependent on collective and institutional initiatives (dos Santos, 2019).

In general, the examined organisations took actions that are within the scope of the ECG movement and at the same time, contribute to a DW context. DW is an expression of human rights at work, and it conceives an inclusive society in which there are positive connections between social and economic contexts (dos Santos, 2019). As such, it is compatible and synergistic with ECG. If ECG pursues the common good through economic activities, DW pursues aspiration of those who contribute, with their work, to economic activities. Therefore, whereas DW is primarily targeted at workers, ECG is targeted directly at all stakeholders of economic arena (Pereira, dos Santos and Pais, 2019a). In this study, we observed that, although different, the two approaches are in tune with the creation of a value-based social system where the various social agents are concerned with the common good. In this line of reasoning, the actions taken by the Italian organisations address different stakeholders and fulfil some DW dimension. In other words, that actions addressed, for instance, to suppliers, customers or the social environment, concern some work-life improvement which reflect a DW value and dimension. Thus, ECG actions reinforce DW. Therefore, we posit that:

Proposition 2: DW is a formulation that fits the proposed guidelines to preserve and strengthen the values of ECG; consequently, the pursuit of DW reinforces the ECG managerial system implementation and vice-versa.

A practical implication of this proposition is that one way of reinforcing the adhesion, or participation, to the ECG movement, is to pursue the DW, and vice versa.

Additionally, the actions reported by the organisations demonstrate both a focus on what the organisation do for their employees and, to a lower degree, also what organisations do to help employees to express those same values in their daily practices. Employees are not only 'beneficiaries' of the efforts made by different stakeholders to assert the values of ECG. Still, they reciprocate such efforts by being active (and proactive) agents in expressing those same values in their practices. These results are in line with the idea that DW is

achieved through the actions of all social agents, and not just those who are informal positions of power (Ferraro, Pais and dos Santos, 2015). Thus, we posit that:

Proposition 3: the more the efforts are made by every internal organisational stakeholder, the more the ECG or DW concepts are put into practice.

Therefore, a practical implication is that interventions aiming to spread ECG and DW values should involve several stakeholders to be more effective (Pereira, dos Santos and Pais, 2019a).

Furthermore, when examining the actions taken by organisations, we noticed two different types of actions: actions aiming at directly benefitting some stakeholder (e.g., the flexibility of work schedules, assuring just incomes, transparency and fair price policy) and actions aiming at educating and encouraging stakeholders to implement ECG values in their daily actions (e.g., values-centred and environmental education or training actions). Our third proposition is the following:

Proposition 4: the introduction and development of ECG and DW must consider two types of actions: actions aiming at directly benefitting stakeholders and actions aiming at educating and encouraging stakeholders to implement those values in their daily actions.

A practical implication of this proposition is that actions aiming at the direct (proximal) benefit of a stakeholder must be complemented by actions aiming at its distal benefit, by contributing to the educational or knowledge development of the stakeholder.

Regarding our research question 2 (what are the different patterns of actions allowing to design a typology?), our cluster analysis identified four different types of clusters. We found a cross concern on environmental issues in all clusters. Moreover, the different clusters emphasise different additional dimensions. In general, organisations implement the actions that are accessible to them but prioritize those actions differently. Three drivers can be behind those differences: 1) Recognition, focus on customers; 2) Core business closeness, focus on workers; 3) Social common good impact, intensive in the motivation for the common good. The way these three drivers are configured determines the four types of approach to ECG adhesion. The related proposition is the following:

Proposition 5: different configurations of ECG actions correspond to different priorities which depend on (1) recognition, (2) core business closeness, and (3) social common good impact.

In the first cluster (one organisation), its driver is "Led by recognition". The success of the organisation activity depends entirely on the customers. Thus, the organisation undertakes actions that are value and recognize by them. There is an overlap between formal

power and workers. In the second cluster (two organisations) its driver is "Critical Stakeholders". The activity of organisations depends a lot on the knowledge and availability of workers. These knowledge workers are required to have a complex and high level of expertise, in terms of technical skills, and high availability for the core business. These are organisations very much focused on the critical factors of the core business. They include actions that are directed at the stakeholders that are at the core of the organisation's core business, the workers, as they are the immediate agents of the production process. In this cluster are the organisations with these characteristics, which fits this interpretation. In the third cluster (three organisations) its driver is "Proximal Stakeholders". Organisations' concern for customers and the organisation's activity depends a lot on the knowledge and availability of workers. They include actions that are directed at the proximal stakeholders of the core business, namely customers and workers. In the last cluster (eight organisations) its driver is "Common Good and Cooperation". Organisations cooperate with competitors, competitors who may not be in the ECG movement. This set of organisations has a motivation independent of the core business and concerned with taking actions that have an impact on the common good.

Additionally, these were the first reports prepared by the organisations and as such express the initial priorities of the first movements made. In later years, each organisation will be able to evolve to incorporate other drivers and therefore, to promote other actions based on the lessons learned during the adhesion to this model.

To sum up, the ECG movement is still taking the first steps in Italy. However, our study suggests that ECG contributes to the creation of DW content, conditions and context. One major implication of this is that the inclusion of DW in the analysis of ECG reveals that ECG actions can improve workers' wellbeing and performance. Furthermore, our typology reveals that organisations undertake actions that correspond to different priorities which depends on recognition, core business closeness, and social common good impact. Further studies, on Italian and other countries organisations, should better investigate the inter-relationships between ECG actions and DW dimensions, and the organisations' different priorities.

CONCLUSIONS AND SUGGESTIONS FOR FUTURE RESEARCH

In the present work, we undertook a documentary analysis of 14 common good reports provided by the Italian organisations that joined the ECG movement and, having completed the ECG balance, published their report. We found a rich variety of actions, taken to

implement ECG values and philosophy, and also that such actions, on the one hand, contribute to improving DW conditions, and on the other hand, correspond to different priorities of the organisations. Of the 1497 actions reported, most refer to the DW dimensions of *fulfilling and productive work* and *fundamental principles and values at work*. Actions addressing staff and owner's stakeholder involved all the five DW dimensions that we took into account. We think this is reasonable because DW is primarily targeted at workers compared to other stakeholders. The four clusters have a cross concern on environmental issues but prioritize differently the actions to be implemented, according to three drivers: Recognition, Core business closeness, and Social common good impact.

Our conceptual propositions highlight relevant aspects for analyzing actions taken by ECG organisations: the integrative power of the DW in the strengthening of the ECG values; the synergistic approach between ECG and DW; the responsibility shared across the various stakeholders; the need to take actions that benefit stakeholders directly and that promote ECG values in stakeholders and, finally the global scenario in which different combinations of ECG actions can correspond to other priorities. For organisational leaders who intend to adapt their organisations to ECG proposal, we suggested to reinforce the adhesion of ECG through DW and vice-versa; to involve all stakeholders interested in DW and ECG; to develop actions aiming to the proximal and distal benefit of stakeholders and to adjust ECG actions to their specific characteristics (dimension, sector, history, localization and culture), context and initial priorities.

Some limitations of this study relate to the sample. The study is based on the Italian organisations that posted their ECG report. Thus, the number of organisations is limited, and it is restricted by its national character, and both aspects limit the scope of the conclusions. Further research should therefore include more organisations, and also involve organisations from other countries. Considering that we did not clearly distinguish between actions aimed at the direct benefit of stakeholders and actions that increase educational or ECG knowledge in stakeholders (e.g. staff or the community), future studies will have to consider such distinction. This distinction is relevant between actions that seek to make stakeholders agents of social change, will spread ECG only if stakeholders use those learning and apply it in their daily lives.

The number of actions was unequally distributed across stakeholders, with more attention to customers and staff. We do not know if this is a first evolutionary step of ECG organisations, in which closer stakeholders are addressed before involving fewer close ones,

as investors or suppliers, or, if, instead, this is due to the national character of our sample. Future studies, involving other countries, could answer such a question.

The results presented here are helpful as inputs in designing intervention projects aiming to develop ECG values. Further studies on enablers and barriers to participating in the movement can help to understand the adoption process of ECG proposal. The assessment of DW conditions within ECG organisations would also provide a better comprehension of the consequences of DW for employees, customers, organisational and social wellbeing, efficiency, and social and economic development. We believe the integrative power of DW may contribute to build and spread a more comprehensive view of ECG values and proposal. Also, further studies can help to identify different drivers that make it possible to make conjectures about the actions to be undertaken.

CAPÍTULO V

THE ADHESION TO THE ECONOMY FOR THE COMMON GOOD: ALIGNING ORGANISATIONS WITH VALUES⁴

⁴ This chapter is published as:

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ABSTRACT

The Economy for the Common Good (ECG) proposes a more ethical and sustainable society and organisations based on the common good concept. The study investigates entrepreneurs' reasons for joining the ECG movement and organisational changes introduced following the implementation of the ECG managerial system. Semi-structured interviews were held with managers of nine Italian organisations belonging to the movement. Interviews were transcribed, and qualitative content analysis was performed using NVivo 12. Eleven nodes integrating 279 answer units were coded, addressing reasons for adhering, actions introduced, difficulties, overcoming strategies and enablers. The results suggest that ECG values, and particularly Environmental Sustainability and Human Dignity are two main reasons to join the movement; that a common good report is a valuable tool for the organisational analysis; that such analysis can be replicated with other ECG organisations; and that pursuing decent work conditions strengthens the adhesion to the ECG movement. The seven conceptual propositions highlight: the congruence between the value structure of the organisation and the values of the ECG; the congruence between the values held by proximal organisational stakeholders and the changes encouraged by ECG approach; and that rewards and recognition by the organisational stakeholders and society reinforce and maintain the adhesion path.

Keywords: economy for the common good, values, planned change, decent work, qualitative research

INTRODUCTION

In the professional-managerial sector, consultancy organisations and practitioners quite regularly launch new concepts, philosophies and tools, such as total quality management, six sigma or the use of dashboards (Salah et al., 2010). Such concepts, or management systems (Kaplan & Norton, 2008), suggest a new way of managing the organisation and promise to optimize and improve organisational performance. Managers who come into contact with those ideas have to choose if they adopt a new management system and involve workers in the new vision. In such cases, adopting a new management system typically drives planned changes within the organisation (Whelan-Berry & Somerville, 2010).

Sometimes managers adopt a new management system because it fits pre-existing views, and they want to check if it obtains the promised results. In this latter case, it is hard to say whether the new system will drive a discontinuous change or if, aligned with previous choices, it represents a way for the continuous improvement of a path already in progress.

One recent managerial concept and an economic model is the Economic for the Common Good (ECG), proposed in 2010 by the Austrian economist Christian Felber (2015). This approach points out that the common good and cooperation should replace profit and competition. The approach has been recommended by the European Economic and Social Committee (EESC, 2015) as an economic model that could move towards a more ethical and socially responsible economy. The idea developed in a present movement in many countries through the adhesion of very diverse organisations.

Examining the ECG concept, Pereira et al. (2019) analysed the conceptual congruence between that movement's values and the decent work concept. They found the two approaches are greatly congruent because both are values-centred and focused on what can be claimed to be universal values. The Decent Work (DW) concept, coined by the International Labour Organisation, translates people's aspiration for their working lives and meets the Universal Declaration of Human Rights (Carasco & Singh, 2008; dos Santos, 2019). Similarly, the ECG movement put a strong emphasis on work-related issues.

The present study aims to analyse the process of adhesion to the Economy for the Common Good by Italian organisations through the perspective of their leaders. In the following sections, we provide an overview of models on planned change, followed by a description of the ECG movement, emphasising the ECG values. The conceptual framework of the study is then proposed, followed by the research method. Results of the qualitative content analysis of the interviews conducted with managers of ECG organisations are

presented. The results are discussed, and conceptual propositions, limitations, significance and future implications of the study are included.

LITERATURE REVIEW

ORGANISATIONAL PLANNED CHANGE

Various management systems help managers and entrepreneurs to manage the long process that goes from the strategy to the implementation and the monitoring of the internal and external effects of the specific initiatives, to the decision to improve, modify or change the strategy (Kaplan & Norton, 2008). Examples of such systems are the quality management systems, as the ISO 9000, the Total Quality Management, or the Lean Six Sigma (Papadimitriou & Westerheijden, 2010; Salah et al., 2010), the knowledge management system (Maier & Hadrich, 2011), or the green and environmental management systems (Morrow & Rondinelli, 2002). The decision to adopt a management system is a complex process that typically has relevant effects on a large part of the organisation. It involves the efforts and time to learn about the new system, the need to identify practices, procedures and behaviours that have to be adapted to those suggested by the management system. Thus, in some sense, adopting and implementing one of those systems can be considered a planned organisational change (Cummings & Worley, 2009; Halila, 2007).

MODELS OF ORGANISATIONAL PLANNED CHANGE

Planned change is typically initiated by managers, often with some consultant's help, to solve some organisational problem, change internal shared perceptions, improve performance, or adapt to external changes (Cummings & Worley, 2009). A well-known model on planned change is the three-step model developed by Lewin (1951). Several scholars recognize the great value of that model and highlight its influence on 13 commonly used organisational planned change models (Rosenbaum, More, & Steane, 2018). Table 5.1 reports some of the most known and used change models. Some of them, derived from Lewin's model, focus on sequenced planned steps implemented by change actors to reach an end-result, and some focus on the sequence of internal, cognitive or emotional, processes that lead individuals to adhere and adopt a new idea.

Table 5.1 Organisational Planned Change Models

Author(s) (order by publication date)	Steps Process	Value of the model
Lewin, 1951	3 steps (unfreezing, moving, refreezing)	Views change as a movement from the pre-change, the change to the post-change; based on force-field analysis; it is valuable to analyze the process at the start of the initiative.
Kubler-Ross model (1969)	5 steps (Denial, Anger, Bargaining, Depression, Acceptance)	Recognizes emotional reactions to change feelings, concerns and needs.
Bridges (1991)	3 phases (ending, neutral zone, new beginning)	Differentiates the planned change and the psychological transition that employees have to do when facing inevitable changes.
Kotter (1996)	8 steps (Urgency, the formation of guiding coalition, vision, communicating the vision, empowerment, short-term wins, consolidation, institutionalization)	Developed from research in multiple organisations, converting lessons learned in a procedural approach to managing the change.
ADKAR Change management model (Love & Spencer, 2003)	5 aspects that facilitate the change (Awareness, Desire, Knowledge, Ability, Reinforcement)	Results-oriented change tool that focuses on gaps in the process so that effective activities are provided to employees.
Rogers (2005)	5 steps (awareness, interest, evaluation, trial, adoption)	Especially based when individuals are confronted with innovations that introduce some change in social habits and behaviours.
Cummings & Worley (2009)	4 steps (entering and contracting, diagnosis, planning and implementing, evaluation and institutionalization)	A process that involves external consultants working together with managers and entrepreneurs.

Another model on planned change, which deals with adopting an innovation, a new idea or a new practice, is Rogers' (2005) model. Halila (2007) used Roger's model as a departure point to describe nine Swedish small and medium organisations' decision to adopt and implement the environmental management system ISO 14001. Cummings and Worley (2009) suggest a general framework for planned change that includes four steps that practitioners and organisation members jointly carry out during an organisational change. In the first phase, "entering and contracting", managers enter in contact, through a consultant or other sources, with a new management idea and, in some moment, decide whether to engage with the new idea or the new system, and whether to invest resources in it. The second step, "diagnosis, " concerns the organisation's analysis and the strengths and

weaknesses that should be improved. The "planning and implementing" step involves implementing actions that aim to solve problems and reach the new vision or goals. Finally, the fourth step regards the "evaluation and institutionalisation" of successful change initiatives and the modification or quitting of those that did not obtain the expected results.

THE ECONOMY FOR THE COMMON GOOD MOVEMENT

The main idea of the ECG is that the economy should serve the common good and that money and financial capital are essential exchange and investment tools but never an end in themselves (European Economic and Social Committee - EESC, 2015). Felber (2015) describes the ECG as a way of understanding and practising economics in which the common good and cooperation should replace profit and competition. The ECG intends to be applied worldwide. The European Economic and Social Committee (EESC, 2015), in line with the Europe 2020 strategy, supports and recommends joining this economic model to move towards the European single market through a more ethical economy.

The ECG is a holistic model that emphasizes social responsibility and ethics within organisations and promotes economic, social and Environmental Sustainability. This model is based on six values recognized as universal ones, Human Dignity, Solidarity, Environmental Sustainability, Social Justice, Codetermination, and Transparency. Such values are expected to guide not only market relations but also the concrete organisational choices of entrepreneurs (ECG, 2017).

Human Dignity means that all human beings are valuable, unique and deserve protection, regardless of their origin, age, gender or other characteristics. Solidarity aims to ensure that everyone has the same fundamental equality of opportunity and cooperates voluntarily to help people in the vulnerable moments of their lives. Environmental Sustainability is concerned with meeting the needs of the present without compromising future generations' ability to meet their own needs concerning environmental preservation. Social Justice aims to achieve a fair distribution of goods, resources, power, opportunities, and obligations. It is an essential basis for peace and, therefore, a core aspect of social sustainability. Codetermination refers to stakeholders' participation in the decision-making process, mainly if the results directly affect them. It aims to reach better decisions by incorporating more social agents' contributions and making stakeholders more responsible for the designed solutions' success. Transparency concerns disclosing organisational information relevant to the common good, particularly critical data such as salaries, internal

cost accounting, and recruitment and dismissal procedures. Transparency is an essential condition for a healthy social fabric to reach a high level of trust among social agents.

The Common Good Matrix is a tool to monitor how much ECG values are translated into practice. It makes it easier to evaluate the common good generated by each organisation. The matrix includes the six values mentioned above (Codetermination and Transparency are considered together) and various stakeholders that participate at the organisational life, namely a) suppliers; b) owners, shareholders and providers of financial services; c) workers; d) customers and business partners; and e) the community. The combination of values and stakeholders gives rise to a set of 17 measurable indicators (see Table 5.2) which describe how much each value applies to each relevant stakeholder group.

Table 5.2 Common Good Matrix 4.1

VALUE	Human Dignity	Solidarity	Environmental Sustainability	Social Justice	Codetermination and Transparency
STAKEHOLDER					
A) Suppliers	A1: Ethical Supply Management				
B) Investors	B1: Ethical Financial Management				
C) Staff including Owners	C1: Workplace quality	C2: Fair Distribution of labour	C3: Promotion of the Environment	C4: Fair income distribution	C5: Corporate Democracy and Transparency
D) Customers/ Products/ Services/ Business Partners	D1: Ethical Customer Relations	D2: Cooperation in Business	D3: Ecological Design	D4: Socially Oriented	D5: Raising Social Ecological Awareness
E) Social Environment	E1: Value and social impact	E2: Contribution to Local Community	E3: Reduction of Environmental Impact	E4: Investing Profits	E5: Social Transparency and Co-determination

Source: Felber (2015)

The common good matrix is the central element of the common good report. Such a report typically describes how much arrangements and activities of the organisation fulfil the 17 common good indicators. It constitutes a comprehensive assessment of the organisation's contribution to the common good (ECG, 2017).

In a recent study, Pereira et al. (2019) relate both the ECG and the Decent Work concept and show how they are integrative and aligned with the idea that the economy and the labour market should be based on human values. The concept of DW has received several contributions through the International Labour Organisation's history and the United Nations action (dos Santos, 2019; Ferraro et al., 2016). The values proposed in the DW represent the

aspirations of people for their working life. They are fairness, human rights and dignity, voice (including freedom) and recognition, family stability (including security), personal development and gender equality (ILO, 1999). Employees represent a core element of the DW approach and are also one of the ECG management model stakeholders. Both models share a relevant focus on employees, which increases the congruence between them.

ITALIAN SMES ADHERENTS TO ECG MOVEMENT

The ECG is present in 40 countries, involving thousands of people, more than 100 regional groups active worldwide and transnational working groups (EESC, 2015). The largest number of participating organisations are Austrian and German, followed by Swiss, Italian and Spanish. For the first time in Italy, in 2012, the ECG was presented when Christian Felber was invited to speak about the ECG movement. After this, a total of 25, small or medium-sized, Italian organisations have joined the movement. Such organisations mainly have a regional scope from catering, hospitality, agriculture, consulting, health, education to energy suppliers, IT services, and industry.

Organisations that join the ECG movement are included in a list of ECG organisations available on the ECG website and are informed and socialized to the approach's values and methodological process. Afterwards, such organisations start to use the ECG matrix to analyse their organisational processes and subsystems and implement the changes that take the organisation closer to the movement's standards and values. This process was adopted by the Italian organisations examined in this study.

AIMS OF THE STUDY AND RESEARCH QUESTIONS

In this study, we consider both the change management approach and the decent work concept to examine some organisations that adhered to the ECG. Thus, this paper pursues the following research questions: (1) What are the reasons addressed by the organisations to adhere to the ECG movement? (2) The ECG movement is considered a new one or just a formalization of a previously adopted organisational philosophy? (3) What are the main actions (and allocated resources) reported by organisations that joined the ECG movement? (4) To what extent are those actions tuned with the decent work concept? (5) What are the barriers and overcoming strategies and enablers present in the adhesion process?

By finding responses to those research questions, this study intends to contribute to the literature in three ways. First, it elaborates on the reasons behind adopting the ECG managerial system and joining a group of other organisations that adopted the same

approach. We will also examine to what extent that managerial system is new for the organisation or just the deepening of a previously taken path. Therefore, we intend to clarify to what extent organisations adhere to the ECG through a planned change process (Burnes, 2004; By, 2005; Mitchell 2013) or deepen their existing organisational philosophy and practices.

Second, this research intends to verify the congruence between the concept of decent work and the actions reported by the interviewees undertaken within the ECG adhesion. Following Pereira et al. (2019), it is expected that all actions are tuned to the decent work concept or, at least, are not incompatible with it.

Third, considering the early stage of research on the ECG, this study is the first to examine the potential advantages and processes associated with the ECG. We hope results will help managers who intend to join this movement and scholars researching the ECG and DW concepts. Accordingly, this paper investigates some Italian entrepreneurs' decision to adhere to the ECG movement and their actions to make more concrete and visible the values and suggestions proposed by the ECG movement.

CONCEPTUAL FRAMEWORK OF THE STUDY

In a graphical representation of this study's aims, we present in Figure 2 the research model. As it shows, the model by Cumming and Worley (2009) suits this analysis as its four steps coincide with the adoption and implementation of the ECG management system. We consider these four steps useful to describe the choice to adhere to the ECG movement and implement corresponding changes tuned with its philosophy and management system.

In the present study, it is crucial to examine the decision to adhere to the ECG model. In this entry, step is fundamental to know how the organisations became aware of the ECG movement and the adhesion reasons. The diagnostic using the common good matrix allows the preparation of the common good report. Implementing actions that imply changes introduced and allocated resources to match organisational functioning and processes to common good values is key to understanding the adhesion process. The difficulties in participation, strategies to overcome them, and the facilitating conditions are present in every step. Finally, the future perspectives and usefulness of the ECG report and advice for future organisations allow evaluating the implemented actions and beliefs about how to go further.

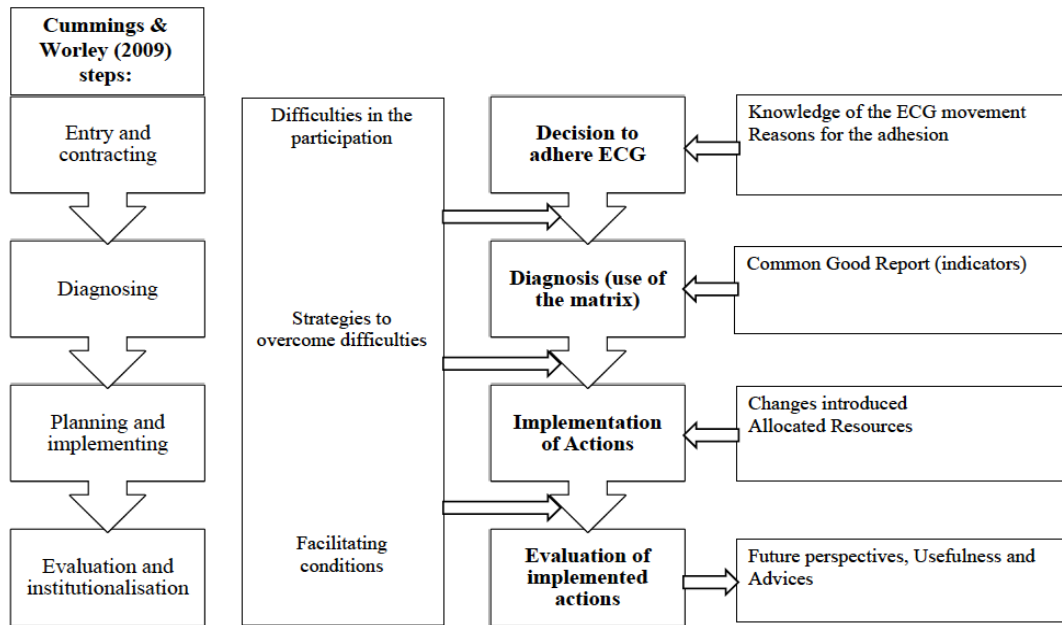


Figure 2. Research Model of the Study

RESEARCH METHOD

QUALITATIVE EXPLORATORY DESIGN

We used a descriptive and exploratory study design. Italian managers of organisations belonging to the ECG movement were interviewed about their choice to participate in the movement, adopt its values, and implement actions coherent with the values. To propose ECG organisations' managers to participate in our study, we accessed the ECG movement website and consulted the organisations that joined the Italy movement. In May 2018, all the twenty-five Italian organisations listed on the ECG website were invited to participate in the study using a standard letter sent by email, including information about the research and its ethical standards. Of the twenty-five contacted organisations, nine agreed to participate in the study, while the other sixteen organisations did not respond to the email. Then, a second invitation email was sent, and some managers replied, justifying the refuse of participation, primarily due to lack of time, while some others, once more, did not respond.

PARTICIPANTS

The nine organisations that accepted to participate in the study are small or medium-sized private organisations, with between 2 and 30 workers, a regional scope in their economic activity (local businesses) and located in Italy's northern part. Three organisations work in the hospitality sector (hotels and farmhouse). The others work in different sectors:

architectural consultancy, visual communication, IT services, mould construction, food and natural products retailer, and a chemical organisation producing ecological detergents. The nine managers were interviewed. Seven were males, and two were females, age ranged between 36 and 77 (average age of 52 years old). Almost all of the respondents had a university degree (see Table 5.3).

Table 5.3 Sociodemographic profile of the participants

Participant N°	Age	Gender	Education degree	Education Area	Years of Professional Experience	Function Exercised
I1	45	M	Degree	Natural Sciences	17-18	Founder/ CEO
I2	36	M	Degree	Design	12	Founder/ CEO
I3	54	M	High school	-	36	Co-Owner
I4	77	M	Degree	Sociology	58	Founder
I5	40	F	Degree	Economy and management of tourism services	18	Founder
I6	64	M	Master	Management	32	Founder
I7	51	M	Degree	Urban Development and Regional Development	23	Architect
I8	52	M	Degree	Mechanical Expertise	33	Owner/ CEO
I9	48	F	Degree	Food technology and food science	20	President

INTERVIEW INSTRUMENT

Semi-structured interviews were undertaken. The interview list of questions, developed by the research team, included questions reflecting the planned change sequence. The main areas covered are: (a) Reasons for the adhesion, (b) Knowledge of the ECG movement, (c) Common Good Report preparation, (d) Difficulties in the participation at the movement, (e) Strategies to overcome barriers, (f) Conditions facilitating participation, (g) Future perspectives related to participation at the ECG and usage of the system, (h) Usefulness and advantages of the Common Good Report, (i) Advice for organisations that would consider joining the ECG movement, (j) Actions in the scope of the movement and, (k) Allocated resources.

While eight interviewees focused on their own experience of enrolling in the ECG movement, one respondent focused on the experience of various ECG organisations and the ECG movement because he was the representative of the ECG movement in Italy at that

time. The interviews were conducted between June and September 2018. The first author and one of the co-authors conducted all interviews to enhance consistency. All the interviews ranged between 40 to 90 minutes and were done in the Italian language and recorded with the participant's permission.

CONTENT ANALYSIS

The interviews were transcribed verbatim, and the data stored with a password protected location. Interview data were coded using NVivo 12, a qualitative data management software. To analyse the content of the interviews, nodes corresponding to the main investigated areas were created, and then the content of the interviews was coded accordingly. Two of the research team members coded together around 20% of the data in the first round. Then, one of the researchers proceeded to code the remaining data. After completing the first round, three researchers discussed and checked the coded material until they reached an agreement. The analysis and interpretation of the data were carried out by investigating the reasons related to the decision of entrepreneurs to adopt the ECG system and participate in the ECG movement; and, on the other hand, the actions that were introduced to adapt and make the organisation more coherent to the values proposed by the ECG system. The developed coding system includes 11 main categories, each one composed of a different number of subcategories. Each specific content included in a subcategory is defined as an "answer unit". In the next section, we present, explain and exemplify the 11 categories and corresponding subcategories that constitute the analysis system. The frequency of coded data in each category is also presented.

DATA ANALYSIS AND FINDINGS

In total, 279 answer units were coded. Table 5.4 reports the total number of answer units in each category and subcategory, as well as the number of respondents/organisations whose responses are included in each subcategory. In Table 5.4 we define each subcategory by reporting an exemplary response.

Category (1) – Reasons for the Adhesion to the ECG movement

The reasons that triggered the adhesion to the ECG movement were coded in six subcategories. The first reason to adhere to the ECG movement, *Values centred reasons* (9 organisations), is to accept and pursue the two values *Environmental Sustainability* and *Human Dignity*. The second reason, *Stakeholders centred reasons* (4 organisations), concerns taking care and respect the wellbeing of two stakeholders: *Workers* and *Customers*.

The third reason concerns the opportunity to analyse and reflect on one's organisation (*Organisation self-reflection*; 4 Organisations). The fourth reason, *Sensemaking of the context* (3 organisations), concerns a deep understanding of the ECG adhesion context. The fifth reason embraces the intention of promoting the *Development of the organisation* (2 organisations). Finally, the last reason refers to the opportunity *To share one's concerns* (2 organisations) with other entrepreneurs and workers.

The *Reasons for the Adhesion* is a highly relevant category as it reflects the core driver why organisations decided to adhere to the ECG movement. The six types of reasons for joining the movement highlight the relevance that ECG gives to values and stakeholders, particularly workers and customers. Finally, other reasons address a developmental opportunity for the organisation, by reflecting on its strengths and weaknesses, the intention of development as a driver, by creating meaning and understanding the environment, and also by extending the social and professional connections with other organisations belonging to the ECG and sharing the same values.

Category (2) – Knowledge of the movement

The organisations became aware of the ECG movement mainly through consultants, conference/workshop and stakeholders (see Table 5.4). *Consultants* (5 organisations) refers to the direct contact and input from consultants, or consulting organisations, such as Terra Institute, an Italian consulting organisation that belongs to the movement. *Conference/Workshop* (3 organisations) refers to events organized by the ECG movement leaders or by the local group of ECG organisations to present the ECG movement and share their own experience. Finally, *Stakeholders* (2 organisations) refers to information on the ECG movement received by stakeholders, as clients or providers. Thus, the reasons to get to know the ECG movement seem to be very different, mainly due to consultants' active role.

Category (3) – Common Good Report preparation

An in-depth analysis of one's organisation is done using the common good matrix and filling in the common good report. It is the main activity resulting from the adhesion to the ECG movement. The Common Good Report preparation mainly occurs through peer-to-peer but also consultants (see Table 5.4). Filling in the common good report through *peer-to-peer* meetings means meeting with three to four representatives of other organisations so that everyone reflects, discuss and fill in its common good report. Each organisation describes how well its activities, processes, or outcomes reflect ECG values for each stakeholder and assign a score to each indicator. This process is done openly within this peer-to-peer group so that the others serve as independent and objective evaluators. Each person assesses their

organisation and helps to evaluate the other organisations. In the second case, filling in the common good report occurred with the collaboration of a consultant.

Table 5.4 shows that most answer units concern the peer-to-peer meetings. This type of procedure is financially convenient because the cost of the consultant is saved. Another reason to use this approach is learning from the experience of other managers. This approach offers the possibility to share one's own experiences and knowledge and listen to the experiences, strategies, and solutions adopted by other organisations that share the same values and principles. Constructing significant and trust relationships with other entrepreneurs is another relevant reason. Finally, because the common good report has to be done approximately every two years, some respondents mentioned having used the consultant the first time and the peer-to-peer meetings the second time.

Category (4) – Actions in the scope of the movement

This category refers to the actions, decisions, measures, or strategies implemented by the organisation due to their ECG system's adoption. The common good report showed areas in which the organisations' performance had to improve to better fulfil the ECG's values. So, the common good report required an action plan. Interviewees reported the actions they implemented, which we coded in nine subcategories (see Table 5.4). Fifty-one answer units were classified, with almost half of them concerning the *ecological practices* (8 organisations) that were introduced to reduce the environmental impact of the organisation or its workers. Being an *ECG promoter* (4 organisations) refers to being active to promote the dissemination of the ECG. Other actions mentioned the use and to become a client of an *Ethical Bank* (3 organisations) where money flows virtuously from the Solidarity economy sector. Other actions concern the *Transparency of products and services* (2 organisations) to be transparent and adequately inform customers and other stakeholders. The following five actions aim to increase workers' wellbeing, inclusion and positive performance: The *flexibility of working hours and work-family balance* (3 organisations); the *participation* of workers (2 organisations) in a variety of organisational processes and decision making; the efforts to facilitate *workers' social inclusion* (2 organisations); *promotion of positive personal and professional interaction among workers* (2 organisations), give evidence of intense attention to financial, family, interpersonal and personal aspects of internal human resources; and *performance bonus* (1 organisation) refers to additional compensation paid to workers as a reward for achieving specific goals or results.

Table 5.4 Number of answer units and organisations per category

Categories	Subcategories	Frequency of answer units/organisations
1. Reasons for the Adhesion	<i>Values centred reasons: (1) Environmental Sustainability</i> (e.g., "investment is expected to finance the expansion of the photovoltaic plant and the construction of a biomass plant); (2) <i>Human Dignity</i> (e.g., "If we think about the value of Human Dignity, then we can say that it benefits everyone around us")	28/9
	<i>Stakeholders centred reasons: (1) Workers</i> (e.g., "I know that a worker who is well physically and mentally, who feels valued, is the best worker you can have"); (2) <i>Customers</i> (e.g., "the most appropriate element was the need to provide better products to our customers and, for this, we decided to deepen and continue collaboration with the movement")	9/4
	<i>Organisational self-reflection reasons</i> (e.g., "is a process that will analyse the organisation in a very complete way, also discovering weaknesses").	6/4
	<i>Sensemaking of the context</i> (e.g., "we founded the organisation intending to make environmental issues the core of our founding myth").	4/3
	<i>Development reasons</i> (e.g., "in the end, what matters is the progression you want to make and the future improvements").	3/2
	<i>Sharing concerns reasons</i> (e.g., "it is very important for me to find other like-minded organisations, also to understand our concerns about the future").	3/2
	Sub-total	53
2. Knowledge of the movement	<i>Consultants</i> (e.g., "In 2013 a consultant from Terra Institute talked to me about common good movement)	6/5
	<i>Conference/Workshop</i> (e.g., "In 2011 there was a congress in which Christian Felber presented the ECG movement to a group of businessmen who joined the movement")	3/3
	<i>Stakeholders</i> (e.g., "three years ago we met the ECG movement through one of our clients who made us aware")	2/2
	Sub-total	11
3. Common Good Report Preparation	<i>Peer-to-peer</i> (e.g., "for three years we met systematically once a week, 4-5 hours; with this system it was very easy, even pleasant, because we understood each other, we understood the issues that other organisations were facing despite having very heterogeneous histories").	18/7
	<i>Consultant</i> (e.g., "we prepared the common good report with a consultant from the Terra Institute").	8/2
	Sub-total	26
4. Actions in the scope of	<i>Ecological practices</i> (e.g., "we pay 100% of workers' expenses to come to work if they use train or bus")	24/8
	<i>ECG promoter</i> (e.g., "we also sponsor the common good economy website in Italy")	5/4

the movement	<i>Workers participation</i> (e.g., "when we make purchases, workers give their opinion on the product purchased")	5/2
	<i>Ethical Bank</i> (e.g., "about finance, we decided to collaborate with Padua banking ethics")	4/3
	<i>Promotion of personal and professional interaction among workers</i> (e.g., "there is a bar where we take a break at 10 am, it is a moment of personal and professional exchange out of context that is very important for us.")	4/2
	<i>The flexibility of working hours and work-Family balance</i> (e.g., "our workers work a bit longer from Monday to Thursday, with Friday free, so that the weekend is longer")	3/3
	<i>Transparency of products and services</i> (e.g., "we try to follow the utility aspect for the customer: I try to sell something that the customer needs")	3/2
	<i>Workers social inclusion</i> (e.g., "the important thing is that workers integrate with our philosophy, regardless of sexual or religious orientation")	2/2
	<i>Performance bonus</i> (e.g., "performance bonus is paid according to the production results")	1/1
	Sub-total	51
5. Difficulties in progressing and/or participation	<i>Time difficulties</i> (e.g., "the problem was the time, in fact, of those who started, few ended")	12/6
	<i>Change management</i> (e.g., "the ECG system is probably very complete, and it is difficult to accept this approach fully")	10/5
	<i>Lack of External recognition</i> (e.g., if an organisation needs a loan from the bank, being an ECG organisation does not give you any additional recognition; being an ECG organisation is an aspect that the institutions still do not take into account...)	6/4
	<i>Language difficulties</i> (e.g., Germans and Austrians do not speak English and translation from German is an obstacle)	5/4
	<i>Money difficulties</i> (e.g., "we didn't have the opportunity to implement some actions because they needed financial resources we could not invest").	3/3
	Sub-total	36
6. Strategies to overcome difficulties	<i>In-depth knowledge of the common good</i> (e.g., we spent a year in activities studying the system and five years working together to increase the common good)	7/5
	<i>Workers' contribution to the common good</i> (e.g., for each worker, we have a work model and flexible hours, to motivate them to contribute to the common good).	4/4
	Sub-total	11
7. Facilitating conditions	<i>Organisation's internal environment</i> (e.g., "we are all friends and, therefore, there is no distinction between boss and worker, there is mutual respect")	11/7
	<i>Social environment</i> (e.g., "the social aspect is beneficial, we live in the middle of nature and we are very active in social life")	3/3
	Sub-total	14

8. Allocated Resources	<i>Time</i> (e.g., "time is needed and then a lot of effort, both in creating the site, but especially in these workshops where at least two people always stay in the afternoon")	18/9
	<i>Money</i> (e.g., the cost of the consultant and the certification fee)	11/7
	<i>Sub-total</i>	29
9. Future perspectives	<i>Future perspectives</i> (e.g., "at the moment I want to see what comes out of this process and then try to improve")	9/9
	<i>Sub-total</i>	9
10. Usefulness and advantages of the common good report	<i>Organisational internal analysis</i> (e.g., "I'm glad I did that, it forced us to think about things we normally didn't consider and that, in the process, we were confronted with").	16/8
	<i>Improvement in worker's participation</i> (e.g., "the relationship with workers has become flatter and the sense and desire to participate for workers has become stronger")	7/4
	<i>Networking</i> (e.g., "the possibility to meet other organisations");	3/3
	<i>Organisation's image</i> (e.g., "we use it to increase our reputation towards suppliers because when they read our common report believe that are in good hands and see us as a good customer").	2/2
	<i>Sub-total</i>	28
11. Advices for future organisations	<i>Improvement tool</i> (e.g., "the ECG system is a very effective tool to improve, there are many models of business evaluation and development, but the beauty of this model is that it is based on what is really important to people").	5/5
	<i>Networking</i> (e.g., "should find a group of organisations with the same interests").	4/3
	<i>Dedication and consistency</i> (e.g., "we must be consistent because if we adhere and say that we will follow these principles, we must respect it").	2/2
	<i>Sub-total</i>	11
Total	39 subcategories	279 answer units

Category (5) – Difficulties in participating and/or progressing in the ECG movement

The difficulties in progressing in the ECG movement refer to the problems and obstacles organisations encountered when introducing the planned changes. The *Time difficulties* category (6 organisations) refers to the lack of time to dedicate to the common good report's internal analysis and the improvements resulting from such analysis. *Change management* (5 organisations) refers to the difficulty in introducing all the planned changes in the organisation, because they may involve many aspects of the organisational functioning and, in some cases, also impact results and interpersonal relationships. The *Lack of External recognition* (4 organisations) of the ECG movement, for instance, by public institutions, banks or other stakeholders, constitutes a significant difficulty. *Language difficulties* (4 organisations) refer to using different languages within the movement (a core group of consultants is German-speaking, and documentation and technical support in the Italian language, or in English, was not readily available). The *Money difficulties* (3 organisations) refers to the lack of financial resources necessary to implement some actions.

Category (6) – Strategies to overcome difficulties

Respondents reported two main strategies to overcome difficulties and obstacles related to ECG participation. *In-depth knowledge of the common good* refers to the experience and knowledge gained during the involvement that allows the organisation to increase the common good. *Workers' contribution to the common good* concerns the organisation's efforts to motivate workers to increase the common good. These subcategories represent necessary support to face and cope with the difficulties highlighted in the previous category.

Category (7) – Facilitating conditions

The conditions that facilitated the participation in the movement and the ECG managerial system's adoption are divided into two subcategories. The first one, *Organisation's internal environment*, suggests that the ECG's adoption was facilitated by being a small and medium organisation, with equality relationships between entrepreneurs and staff and workers sharing the same environmental and innovation values proposed by the ECG. The second category, *Social environment*, refers to the geographical place where the organisation is located and the social environment in which it is inserted. Most of the respondents and their organisation were in small towns, some close to the mountains, in a touristic area where social life is very active, and attention to the physical environment is relevant.

In an oversimplified way, the two subcategories cover an open-system perspective's main aspects: the internal and the external environment (Anderson, 2017; Burke-Litwin, 1992). Adoption and participation at the ECG movement are facilitated if the internal system

(workers and management share the same values and trust each other), the external environment and stakeholders (customers, suppliers, institutions, other organisations, share the same basic values of the organization) are well integrated with the organization.

Category (8) – Allocated resources

Respondents reported that the main resources allocated to adopt the ECG managerial system mainly concern time and money. Time is mentioned with reference, first, to the need to undertake the common good report and then implement the corresponding actions. Money is necessary to cover, where applicable, the consultant's cost to coordinate the common good report, implement the actions, and cover the membership fee to the movement.

Category (9) – Future perspectives resulting from participation

The answers about the future results that entrepreneurs expect from their participation in the movement suggest that such effects are still unclear and vague. Respondents are still uncertain about what to expect from their participation in the ECG, the implementation of the actions, and waiting to observe outcomes of their actions and decisions (9 organisations).

Category (10) – Usefulness and advantages of the Common Good Report

The usefulness and advantages of the Common Good Report were coded in four subcategories. The first one, *Organisational internal analysis* (8 organisations), refers to reviewing the work environment, HR practices, and the organisation's internal operations. The second category concerns the *Improvement in worker's participation* (4 organisations) in many aspects of organisational functioning, such as in the decision-making process. The other two advantages of the common good report concern the opportunity to expand external connections. In one case, this refers to an increase in "*networking*" (3 organisations) with other organisations and the other to a rise of the "*organisation's image*" (2 organisations), defined as the opportunity to improve the attractiveness of the organisation.

The Common Good Report is the core element of the ECG managerial system. Interestingly, many comments refer both to the organisation's rigorous internal analysis as a valuable way to increase internal functioning and involvement of workers and the external connection with other organisations and potential customers.

Category (11) – Advice for future organisations

Respondents' advice to organisations that would like to join the ECG movement is based on the following three reasons or subcategories: It would be good to adopt the ECG system because it is a useful "*Improvement tool*" to identify opportunities for improvements in the work process. The second reason is that it favours "*Networking*" because it facilitates *establishing* a social network with other organisations and entrepreneurs of the movement.

Finally, "*Dedication and consistency*" is the advice to complete the report, implement the actions, and review and update the report.

To sum up, Table 5.4 shows that the most reported reasons for the adhesion are the *Values Centred* (Environmental Sustainability and Human Dignity) and *Stakeholders Centred Reasons* (Workers and Customers). The entrepreneurs became aware of the movement, mainly through *Consultants* or *Conference/Workshop*. *Peer-to-peer* meetings are often referred to as the system to address the Common Good Report's preparation. The *ecological concerns* are the most reported drivers for actions in the ECG movement's scope, followed by the actions related to workers' wellbeing. *Time difficulties*, *Change management* and *Lack of external recognition* are identified as the main difficulties in participation and/or progress in the movement. The most-reported strategy to overcome the mentioned difficulties is the *In-depth knowledge of the common good*. Two facilitating conditions bring together the interviewees' consensus, the *Organisation's internal environment* and *Social environment*. *Time* and *money* are the primary resources allocated in the adhesion. *The interviewees point out organisational internal analysis* as the biggest advantage of the common good report. Finally, the advice most mentioned by interviewees for future organisations that want to join the movement is that the ECG Report is an *Improvement tool* and that *Networking* is an essential aspect of this adhesion process.

DISCUSSION

REASONS FOR ADHESION TO THE ECG (FIRST RESEARCH QUESTION)

For what concerns our first research question, results show that values represent the most frequent reason to adhere to the ECG, suggesting that the effect of values on adopting a management system is quite pronounced. Moreover, all nine organisations mentioned the *Values centred Reasons*. Thus, although an external impetus is usually necessary for change to begin (Amis, Slack, & Hinings, 2002), how the environment affects the organisation depends on the values scheme. In other words, this type of management decisions seems to be based not on short-term performance but also personal reasons. The values of managers and individuals holding top positions are typically promoted and perpetuated throughout the organisation (Schein 2017). Espousing the ECG approach because of its values can be considered an identification with the proposed values. Moreover, it is also an opportunity to manage one's own company based on some values (Jaakson, 2010) and develop oneself and

the company and other managers and organisations that identify with those same values. The proposition arising from this analysis is that:

Proposition 1: The decision to adhere to the ECG management system: (a) is adopted based on the similarity of values between ECG and the entrepreneurs; (b) strengthens entrepreneurs' values by increasing the feeling of belongingness to a community of organisations that share the same values.

Furthermore, Environmental Sustainability and Human Dignity are the two values that mainly support joining the movement. One possible explanation for the focus on Environmental Sustainability is that organisations are in northern Italy, in a very touristic and mountains area, intensely focus on Environmental Sustainability (Arbolino et al., 2018; Buffa et al., 2018). In this region, organisations depend on environmental sustainability to successfully develop and prosper their activity. Human Dignity is the maximum expression of human value for all human beings, and it is from the equal value of all human beings that our equality emerges (Carasco & Singh, 2008; Goodpaster, 2017). The ECG organizations try to pursue Human Dignity, as it is a core value for the society that the movement tries to reach (ECG, 2017).

The second group of reasons reported by the interviewed managers, to adhere to the ECG movement concerns *stakeholders*, particularly workers and customers. One possible reason for the focus on workers and customers is that respondents belong to small or medium-sized organisations with a regional scope in their economic activity. Thus, having daily personal contact with such stakeholders is an incentive to listening and taking care of their needs (and ideas). Customers and workers are the proximal stakeholders of the core activity of the organisation. Workers are those who take care of the value delivery, and customers are those who receive that value directly. Taking care of these two groups of stakeholders means pursuing the ECG management system's inclusive values and, consequently, strengthening organisational health and sustainability. Besides, managers know that values have to be shared within the company; thus, taking care of core stakeholders is a way to show that those values are an end-goal to be reached. As Burner and Jackson (2011) suggested, changes are more successful when there is alignment between the values of the organisation, the end values proposed by the management system, and the values reflected in the process to reach such goals. Thus, we propose that:

Proposition 2: The inclusive values concerned with the proximal stakeholders (customers and workers) of the organisational core activity strengthen the ECG adhesion.

Proposition 3: The congruence between workers' and the organisation's dominant values structure strengthens the ECG adhesion process.

Multiple subcategories reveal that one good reason to adhere to the ECG movement is to offer valuable tools to conduct an in-depth analysis of the organisation and identify organisational weaknesses and areas to be improved. Eight organisations mentioned the *Organisations internal analysis* (in category 10), four referred to the *self-reflection reason* (in category 1), and five mentioned the *Improvement tool* (in category 11) reasons. Therefore, the organisations who enrol in the ECG movement find it helpful to access instruments suitable to stimulate and structure their developmental paths. They consider themselves to be in a continuous developmental process and find it beneficial to have instruments and processes to undertake intentional changes. This result is coherent with the literature suggesting the lack of practical self-assessment tools that can support small and medium enterprises in identifying their main performance weaknesses and taking corrective measures (Cocca & Alberti, 2010). Therefore, the following proposition can be stated:

Proposition 4: The adhesion to the ECG movement provides tools that facilitate self-reflection, self-awareness, and the organisation's intentional development.

Besides, the ECG movement meets the human need of belongingness to a community and share the difficulties and the success of the change with similar people. *Sharing concerns suggest that one driver to adhere to the ECG movement is sharing ideas and concerns with other organisations with the same values.* Additionally, the peer-to-peer meetings to *produce the common good report* with other ECG organisations represent a concrete situation in which the need to share is met. In those meeting, the participants can share their concerns, hear from the others how they dealt with difficulties, and feel supported by their pairs. Moreover, seven organisations reported having used peer-to-peer meetings. Although unusual for small and medium organisations, being part of a network greatly facilitates the adoption of managerial systems that are usually too complex for small and medium enterprises (Halila, 2007). A statement can be proposed:

Proposition 5: The adhesion to the ECG provides processes suitable to meet the members' needs of belongingness and strengthens the feeling of sharing with other organisations a common cause.

Additionally, results suggest that multiple reasons support the choice to join the ECG movement, and it is interesting that none of them concerns directly with economic aspects. The reasons reported are strongly aligned with the ECG values, which contributes to reinforcing the idea that the ECG, as a management system, is a change process based on

values. Amis et al. (2002) proposed seven conceptual propositions on change processes based on values, although six of them refer to incongruence between previous values and prescribed changes. In our study, all nine interviewees reported the total agreement between ECG values and the organisation's values before the adhesion to the ECG movement. Therefore, one interpretation is that organisational changes that fit ECG guidelines are coherent with and strengthen the existing set of organisation's values.

ECG MOVEMENT AS A NEW OR A PREVIOUSLY ADOPTED ORGANISATIONAL PHILOSOPHY (SECOND RESEARCH QUESTION)

Considering the ECG movement's adhesion process, the interviewees' responses are coherent with a typical sequence of planned organisational change steps (Cummings & Worley, 2009). The sequence shows that entrepreneurs become aware of the ECG through consultants and/or seminars and events in which consultants and other ECG organisations present the ECG system and share their experience with it. Considering our second research question, the responses show that the ECG approach is considered a deepening of a previously adopted organisational path. The organisations used the common good report as a management tool to detect organisational practices and processes that should be examined and improved according to ECG values and standards. According to the common good report's requirement, the entrepreneurs also developed an action plan to introduce the improvements that have to be implemented and institutionalized in two years. After two years, a new report is expected, and the process of introducing improvements continues. Therefore, the ECG through a coherent value structure seems to represent a valid driver of a planned improvement process.

MAIN IMPLEMENTED ACTIONS AND RESOURCES (THIRD RESEARCH QUESTION)

Regarding our third research question, results suggest three main points: first, actions were related to all five basic values promoted by the ECG movement. Treating workers with Dignity and improving Environmental Sustainability are the two values that mainly support the actions, although Solidarity, Social Justice and Transparency were also pursued. Second, although all the organisations' stakeholders were involved and impacted by the actions, the increase of workers' wellbeing, inclusion and positive performance is seen as the primary concern for the management. Third, time and money are essential resources to undertake the changes in organisations. Therefore, the organisation's social and economic context influence how the changes can be put into practice.

IMPLEMENTED ACTIONS AND DW CONCEPT (FOURTH RESEARCH QUESTION)

The adhesion to the ECG movement includes a strong emphasis on work-related issues. Concerning our fourth research question, we observed that the ECG scope's actions primarily address working hours' flexibility, work-family balance, workers participation, workers social inclusion, performance bonus, and promotion of positive personal and professional interaction among workers. These actions are coherent and with the values proposed by the DW concept (ILO, 2008): promotion of rights at work, workers' dignity, equality and fair labour practices.

Another important aspect is that none of the Italian organisations' actions is opposed to the DW concept, and instead, all actions are aligned with its promotion. Thus, we argue that the DW concept falls within ECG guidelines and strengthens ECG values (Pereira, dos Santos & Pais, 2019a). Therefore, we can propose that:

Proposition 6: Emphasizing DW in the adhesion to the ECG movement strengthens the adhesion process, because the organisation, in its daily activities, takes care of workers.

BARRIERS, STRATEGIES AND ENABLERS OF THE ADHESION PROCESS (FIFTH RESEARCH QUESTION)

Regarding our fifth research question, most organisations, except for language difficulties, did not find problems expressly related to the ECG movement or system. Additionally, the experience gained during the participation and the organisation's efforts to motivate workers to increase the common good is considered strategies to overcome difficulties. The internal and external environment and stakeholders also enable adhesion when they share the organisation's basic values. Therefore, a change process is especially enabled when values held by proximal stakeholders (workers and customers) are consistent with the movement's prescribed changes. Our findings confirm the theoretical proposition of Amis et al. (2002) and the results of Burnes and Jackson (2011), suggesting that the greater the congruence between the values held by the organisational members and the prescribed changes, the faster the acceptance of change occurs.

Although reasons to adhere to the ECG movement mainly include other values but economic, the lack of external recognition of the entrepreneurs' efforts is considered a difficulty. The European Economic and Social Committee (EESC, 2015) states that the common good economy model corresponds to the conventional proposals for corporate social responsibility regarding values but goes further in terms of objectives and methods. The EESC urges the European Commission to make a qualitative leap and reward

organisations that give higher ethical performance evidence. The EESC suggests, for instance, that organisations that contribute to the common good might be entitled to more favourable government treatment, such as lower taxes, better banks loans conditions, priority in public procurements, support and research cooperation with public universities (EESC, 2015). These proposals are far from being adopted by public institutions, and interviewees perceive the lack of recognition for their efforts as a difficulty. The absence of rewards and recognition represents a barrier to continue to operate for the common good. Therefore, our following proposition is:

Proposition 7: Rewards and recognition by organisational stakeholders and society regarding the adhesion and implementation of actions within the ECG managerial system reinforce the adhesion and increase the likelihood of maintaining that path.

The ECG seems to be a comprehensive management system based on a well-articulated value system that progressively involves more social agents (entrepreneurs, workers, providers, customers, and the wider community) to pursue the common good. The ECG ingredients are key values that guide organisational stakeholders to make financial and non-financial choices aligned with common good. Our study shows the ECG approach's influence in promoting socially responsible and inclusive organisations and strengthening their existing organisational philosophy and practices.

CONCLUSION

In the present work, we undertook a qualitative content analysis of nine interviews with entrepreneurs and managers of a sample of small and medium organisations in the northern part of Italy that joined the ECG movement. Our study built on sequential planned change (Cumming & Worley, 2009), value alignment (Burnes & Jackson, 2011; Jaakson, 2010) and participation in networks (Halila, 2007) approaches. The results suggest ECG values, and particularly Environmental Sustainability and Human Dignity, constitute the main reasons to join the movement; a common good report is a valuable tool for the organisational analysis of one's own company; and such analysis can be conducted with other ECG organisations, reflecting on previously adopted organisational practices and reciprocal learning. Additionally, we found that actions that implement ECG values and philosophy also match many aspects of the DW proposal, suggesting a synergistic approach between ECG and DW. We also developed seven conceptual propositions underlining relevant aspects that managers intending to adhere to the ECG movement must keep in mind.

LIMITATIONS, SIGNIFICANCE AND FUTURE IMPLICATIONS OF THE STUDY

This study has some limitations. The first one concerns the sample: a low number of ECG organisations was reached, which restricts the conclusions' scope. Further research should, therefore, test our results on a more significant number of ECG organisations. Studies conducted with organisations based in other countries and other geographical areas will verify to what extent there may be cultural and social differences.

A second limitation considers the method we used. Face to face interviews may have influenced respondents' answers to give more socially desirable responses, for instance, by decreasing the relevance of economic reasons for the adhesion to the ECG movement. Future studies should better investigate the weight of economic reasons for joining the ECG.

This paper is a first step in uncovering the triggering effect of ECG values on organisations. The utility of this study lies in directly relating the impact of different values to the change process. It brings a longitudinal perspective that provides valuable insight into what is a dynamic change process.

The results presented here reports on change in Italian organisations helping design intervention projects aligned with the ECG values. Additionally, values play an essential role in determining the outcome of the change process. Further studies on organisational change can help to disseminate the ECG values behind this movement. An assessment of the reasons for the adhesion in organisations that seek to strengthen ECG values would provide a better understanding of the benefits of the ECG as an improvement tool. Furthermore, when joining ECG, organisations seem to be simultaneously joining the DW concept, which is the eighth sustainable developmental goal of the United Nations 2030 Sustainable Development Agenda.

CAPÍTULO VI

DECENT WORK AND THE IMPACT OF COVID-19 PANDEMIC: A TWO-WAVE STUDY⁵

⁵ This chapter has been submitted for publication as:

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ABSTRACT

The world is going through a challenging historical moment, with the COVID-19 pandemic affecting billions of lives and communities worldwide. Building on the widespread negative impact of this pandemic on the socio-economics context, and consequently, on the labour market, this study aimed to analyse the effect of the COVID-19 pandemic on decent work in a sample of workers of seven Portuguese organisations. The Decent Work Questionnaire was administered to 243 workers in two time points (before and during the pandemic). Results revealed a positive and significant effect of COVID-19 pandemic context on six out of seven dimensions of decent work, particularly those related to *Fundamental Principles and Values at Work* and *Health and Safety*. This positive effect may be related to the fact that all participants of these organisations kept their jobs. Moreover, recognising organisational efforts to assure workers' health and safety may have increased their perception of protection against the additional objective risk.

Keywords: COVID-19 pandemic, decent work, two-wave study, work

INTRODUCTION

The World Health Organisation (WHO) has officially named the novel coronavirus disease of Corona Virus Disease 2019 (COVID-19) and declared it as a public emergency of international concern (WHO, 2020). This new reality is widespread worldwide and caused drastic and dramatic changes in the economic, social and work areas (Pfefferbaum & North, 2020). Several factors such as social distancing, prophylactic self-isolation, travel restrictions, and quarantine have led to a reduced workforce across most economic sectors and, consequently, rising unemployment (International Labour Office, 2021; International Labour Organisation [ILO], 2021; Nicola et al., 2020). The coronavirus pandemic's impact on the labour sphere is highlighted in the reports by the ILO and other international organisations. The COVID-19 resulted in the most severe crisis for the world of work since the Great Depression of the 1930s (ILO, 2021). It can result in extreme operating environments due to organisations difficulty operating in high levels of uncertainty (Cruz et al., 2016).

From the perspective of people at work, this ongoing pandemic has posed unprecedented challenges to the organisations, revealing a profound and wide range of job stress on workers' lives. Recent studies showed that job stress increased due to the risk of personal infection, the fear of contaminating other people, including their own family, and the lack of knowledge about the disease (Aghili & Arbabi, 2020; Finell & Vainio, 2020). Specifically, 54,9% of Portuguese individuals believed there was a high-risk perception of becoming infected (Peres, 2020). Consequently, a higher perceived risk of COVID-19 infection at work is associated with increased symptoms of stress (Finell & Vainio, 2020). The evidence also showed that job stress negatively affects workers' well-being (Li et al., 2021; Smith et al., 2020). Quite understandably, from an organisational perspective, keeping adequate working conditions to promote and sustain workers' motivation and well-being can be highly demanding. Such an endeavour requires workers' confidence in organisations through protective measures (Preti et al., 2020). These protective measures are mandatory currently.

In this broad context, the concept of decent work is of utmost prominence. Eleven substantive elements integrate that concept, and the last one is the economic and social context (Ferraro et al., 2015; ILO, 2008). That last element influences the way workers perceive their decent work level since it establishes comparison terms adjusted to that specific context. Additionally, the working conditions can be objectively affected by the socio-economic context (Giménez-Espert et al., 2020), mainly when events affect the entire

population. Consequently, the social and economic context affects how decent work can be put into practice (Simonova et al., 2021) and probably how workers assess their own work's content, conditions and context.

The present study aimed to analyse the impact of the COVID-19 pandemic context on workers' perception of decent work in seven small and medium-size Portuguese organisations in a two-wave approach (before and during the COVID-19 pandemic). While the current theoretical and empirical knowledge about decent work provided a comprehensible roadmap of workers' experiences regarding their work under typical circumstances, these changes have not been examined under pandemic conditions. Therefore, a more refined understanding of these changes will be a timely and unique challenge within the existing knowledge.

DECENT WORK CONCEPT

According to the ILO, decent work is the sum of people's "aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality" (ILO, 1999, p. 3). The decent work concept expresses the Human Rights Declaration in the labour sphere, and its integrative characteristics highlight the strength of this concept for intervention (dos Santos, 2019). The proposition of the concept of decent work is aligned with other United Nations (UN) initiatives, such as the UN Global Compact (UN, 2000a) and the Millennium Goals (UN, 2000b). All of these initiatives proposed values to be shared by all stakeholders. Multi-stakeholder approaches could address issues associated with human rights abuses (Chowdhury, 2021). Moreover, these initiatives represent an effort to address the gaps of governments in developing countries (Olsen et al., 2021).

As assessed by workers, decent work comprises seven psychological dimensions (Ferraro, Pais, et al., 2018). In brief, those seven dimensions express the way decent work is configured in workers' minds: (1) *Fundamental Principles and Values at Work*, which refers to essential values in the work context; (2) *Adequate Working Time and Workload*, which refers to a healthy working time and workload, work-life balance and adequate pace of work; (3) *Fulfilling and Productive Work*, which defines the perception that work contributes to the future of new generations, and professional development and fulfilment; (4) *Meaningful Remuneration for the Exercise of Citizenship*, which refers to the benefits and earnings perceived as fair and sufficient to allow workers and their families to play a role as full citizens; (5) *Social Protection*, which denotes the perceptions of being socially protected in

case of illness, unemployment or retirement; (6) *Opportunities*, which focuses on the availability of alternative jobs choices; and (7) *Health and Safety*, which focuses on health protection, safety and the comfort of the work environment.

A compelling body of evidence suggests that decent work contributes significantly to improve workers' lives and experiences in their workplaces (Ferreira et al., 2020). Thus, the more decent work conditions are achieved, the more workers are intrinsically motivated by their jobs (Ferraro, Moreira, et al., 2018). By strengthening decent work, workers' psychological capital and life and job satisfaction will improve (Chen et al., 2020; Ferraro, Moreira, et al., 2018). Accordingly, as the socio-economic transformation in all countries worldwide, in the broad pandemic context, directly influences decent work (Simonova et al., 2021), this contribution became even more relevant. The International Labour Office (2021) reported, in the fourth quarter of 2020, a decline in global working hours of 4.6%, equivalent to 130 million full-time jobs. The same report stated that the working-hour losses in 2020 were approximately four times greater than during the global financial crisis in 2009. At the same time, there was a significant increase in unemployment (Nicola et al., 2020; ILO, 2021), specifically in the most touristic regions of Portugal (ILO, 2020). This impact on unemployment and working hours increased the lack of job *Opportunities* due to the insecurity of the current labour market (Ferreira et al., 2020). Additionally, the government's financial support focused on keeping big corporations afloat than protecting and creating jobs (ILO, 2021).

In Portugal, many workers have suffered from adverse changes in their remuneration (*Meaningful Remuneration for the Exercise of Citizenship*), primarily due to increased unemployment (Ferreira et al., 2020) and significant reductions in income from work (Almeida & Santos, 2020; ILO, 2021). Portuguese workers also needed to leave work to support their families after schools, kindergartens, and other services closed, losing a third of their salary (ILO, 2020). However, these data do not allow a complete picture of the remuneration reduction in Portugal, as the pandemic affected most sectors of activity, but some more (e.g., hotels, restaurants) than others (telecommunications services; ILO, 2020). Furthermore, as work activity and jobs in many organisations remained in previously existing conditions during the crisis, we propose that the workers' perception of the remuneration in these organisations was not significantly impacted. Moreover, many sectors could not allow workers to perform their jobs remotely and required their physical presence. According to the ILO (2020), Portuguese employers did not take all the recommended actions to minimise the risk of infection. As a result, a significant worsening of worker's

Health and Safety at presential work occurs (Finell & Vainio, 2020; Meseguer de Pedro et al., 2021), mainly due to the lack of protective measures (ILO, 2021).

In addition to the virus-related health risks, Portuguese women are generally burdened with unpaid care work concerning older family members (for whom social services have become less available during confinement) and children supporting distance learning (ILO, 2020). Portuguese women represent more than 80 per cent of the total beneficiaries of exceptional family support for parents who need to stay at home to care for children under the age of 12 due to school closures. The total workload of employed women reached levels that make it hard to sustain a decent work-life balance (*Adequate Working Time and Workload*; İlkaracan & Memiş, 2020), suggesting that women's human rights received little attention (Kilgour, 2012; Miles et al., 2021).

Governments worldwide have varied in how they have supported unemployed workers (Bergström & Styhre, 2021). Portugal passed several relief packages, which included a set of extraordinary and temporary measures aimed at supporting workers, families and employers affected by the pandemic (National Human Rights Committee [NHRC], 2020). While this aid was essential and has provided some short-term relief, in many countries, including Portugal, the measures did not fully provide the proper *Social Protection* to all workers from such large-scale job and income loss (Ferreira et al., 2020; ILO, 2021; Sprague et al., 2020). Furthermore, the losses in social protection during the pandemic were relatively more considerable for young workers and women, among others (Heymann et al., 2020; Molina & Ortiz-Juarez, 2020; ILO 2020). This inadequate support both worsened existing disparities, disrespecting the *Fundamental Principles and Values at Work* and fueled the pandemic itself by reducing people's right to stay home when sick (Sprague et al., 2020). These data do not provide a complete picture of the Fundamental Principles and Values at Work (no discrimination) and Social Protection. As mentioned above, many Portuguese organisations remained open during the pandemic and did not implement lay offs (ILO, 2020). We propose that the perceived Fundamental Principles and Values at Work (no discrimination) and Social Protection were not significantly impacted in these organisations.

Across multiple contexts, many individuals are also concerned about the future (Ogisi & Begho, 2021; Smith et al., 2020), affecting their ability to work at their full capacity. In a survey conducted by the ILO Bureau for Workers' Activities (ILO-ACTRAV; ILO, 2021), respondents believe the world was not on track to achieve full and productive work. The situation has deteriorated further in the pandemic, and this new reality poses a

risk to an individual's *Fulfilling and Productive Work*. Based on the literature review showing that the socio-economic context influences the working conditions, content and context, we hypothesised that:

Hypothesis 1a: In organisations that maintained the regular activity during the pandemic, the pandemic context would have a negative effect on the workers' assessment of the level of decent work in the dimensions: *Fulfilling and Productive Work, Adequate Working Time and Workload, Opportunities, and Health and Safety*;

Hypothesis 1b: In organisations that maintained the regular activity during the pandemic, the pandemic context would not have a significant effect on the workers' perception of decent work in the dimensions: *Fundamental Principles and Values at Work, Meaningful Remuneration for the Exercise of Citizenship, and Social Protection*.

METHOD

PARTICIPANTS AND PROCEDURE

This study is part of a broader research project aimed at promoting the alignment of seven small or medium-sized Portuguese organisations with values. Those organisations belong to the construction sector, engineering services, agriculture, food products, and industry. The current pandemic unexpectedly implied an additional moment of data collection. We report here the differences between the workers' perception of decent work at the first assessment (Time 1, September-October 2019) and the second assessment (Time 2), which took place one year later (September-October 2020). This two-wave design allows comparing workers' perceptions in a pre-pandemic context with the current pandemic context. Ethical approval was obtained from the Ethics Committee of the hosting institution. The study was also approved by the seven organisations involved in data collection. An exhaustive sampling technique was applied to guarantee the participation of all workers of the seven Portuguese organisations involved in the project. All participants were fully informed about the study and provided a written informed consent, which included detailed information about the project's aim, participants' rights, voluntariness, the anonymity of individual responses, and the roles and obligations of the research team.

Only participants who responded to both assessment moments were included in this study. Of the 243 employees who completed the questionnaires at Time 1 and Time 2, 50.2% were of the female gender, 59.2% were aged between 36 and 55 years, 44.9% were married, 39.9% had a secondary school, and 83.5% reported a permanent job contract. Most participants worked in the organisation and the current job function for under five years (see

Table 6.1). During the COVID-19 pandemic, the contract situation in the organisation remained equal for 236 participants (97.1%) and the job function for 224 participants (92.2%). Thirteen employees (5.2%) reported working from home in Time 2.

Table 6.1 Demographic and work-related characteristics of the sample

	<i>n</i>	%
Gender		
Female	122	50.2
Male	121	49.8
Age		
18-25	24	9.9
26-35	49	20.2
36-45	79	32.5
46-55	65	26.7
+ 55	26	10.7
Education		
Basic school	45	18.5
Secondary school	97	39.9
Professional studies	29	11.9
University studies	72	29.7
Marital status		
Single	77	31.7
Married	109	44.9
<i>De facto</i> union	24	9.9
Divorced	25	10.3
Widowed	8	3.3
Type of contract		
Permanent	203	83.5
Fixed-term	38	15.6
Training	2	0.8
Seniority in the organisation (years)		
0-5	105	43.2
6-10	29	11.9
11-15	41	16.9
16-20	28	11.5
+ 21	40	16.5
Seniority in the job function (years)		
0-5	119	49.0
6-10	31	12.8
11-15	30	12.3
16-20	32	13.2
+ 21	31	12.8

MEASURES

Decent Work Questionnaire. The Decent Work Questionnaire (DWQ) was developed to measure the decent work conditions from workers' perceptions (Ferraro, Pais, et al., 2018). The DWQ is a 31-item questionnaire that provides both a global decent work score and seven subscale scores: (1) *Fundamental Principles and Values at Work* (6 items;

e.g., 'I am free to think and express my opinions about my work'); (2) *Adequate Working Time and Workload* (4 items; e.g., 'I consider adequate / appropriate the average number of hours that I work per day'); (3) *Fulfilling and Productive Work* (5 items; e.g., 'I consider the work I do as dignifying'); (4) *Meaningful Remuneration for the Exercise of Citizenship* (4 items; e.g., 'What I get through my work allows me to live with dignity and autonomy'); (5) *Social Protection* (4 items; e.g., 'I feel that I am protected if I become unemployed (social benefits, social programs, etc)'); (6) *Opportunities* (4 items; e.g., 'Currently, I think there are work/job opportunities for a professional like me'); and (7) *Health and Safety* (4 items; e.g., 'In general, I have safe environmental conditions in my work (temperature, noise, humidity, etc.)). Each item is answered on a 5-point response scale, ranging from 1 = "I do not agree at all" to 5 = "I completely agree". In the present study, the Cronbach alpha of the total score was .96 at Time 1 and .95 at Time 2. Reliabilities of the subscales ranged between .79 (*Opportunities*, Time 1) and .93 (*Meaningful Remuneration for the Exercise of Citizenship*, Time 1).

DATA ANALYSIS

Descriptive statistics were used for the demographic and work-related characteristics of the sample. Repeated-measures univariate and multivariate analyses of variance (ANOVA and MANOVA) were used to examine differences in decent work between Time 1 and Time 2 scores. Analyses were conducted using IBM SPSS Statistics (Version 25). For all analyses, a p -value $< .05$ was set as a criterion of statistically significant difference.

RESULTS

DECENT WORK BEFORE AND DURING THE COVID-19 PANDEMIC

In both Time 1 and Time 2, the decent work dimension that presented the highest score was *Fulfilling and Productive Work*. The dimension that presented the lowest score was *Meaningful Remuneration for the Exercise of Citizenship*.

Table 6.2 shows mean differences (and standard deviations) over time in the seven dimensions of decent work and the total score. The results revealed a significant multivariate effect of time [Pillai's Trace = .09, $F(7,236) = 3.17$; $p = .003$, $\eta_p^2 = .09$]. Subsequent univariate tests indicated significant increases in all dimensions of decent work, apart from the dimension *Opportunities*. A significant increase in the overall score of decent work was also found. Therefore, our Hypotheses were not supported.

Table 6.2 Comparison of decent work dimensions before and during COVID-19 pandemic

	<i>Before</i>	<i>During</i>	<i>F</i>	η_p^2
	<i>COVID-19</i>	<i>COVID-19</i>		
	<i>M (SD)</i>	<i>M (SD)</i>		
Fundamental Principles and Values at Work	3.42 (0.86)	3.55 (0.93)	5.31*	.02
Working time and Workload	3.16 (0.88)	3.35 (0.86)	8.98**	.04
Fulfilling and Productive Work	3.59 (0.83)	3.77 (0.72)	11.65**	.05
Meaning Remum. for the exercise of Citizens.	2.74 (1.04)	2.97 (1.01)	14.39***	.06
Social Protection	2.91 (0.94)	3.04 (0.88)	4.18*	.02
Opportunities	3.29 (0.92)	3.37 (0.91)	2.11	.01
Health and Safety	3.46 (1.08)	3.65 (0.94)	10.89**	.04
Total Decent Work	3.24 (0.76)	3.41 (0.73)	12.84***	.05

* $p < .05$; ** $p < .01$; *** $p < .001$

DISCUSSION AND CONCLUSION

This global outbreak has placed unprecedented challenges in the various areas of individuals' lives. Understanding the consequences of the COVID-19 pandemic in the work context is currently an essentially private and public issue. The growing number of cases and deaths caused by COVID-19, the mental and physical health problems experienced by workers across the world, and the impact of the potentially highly intrusive on working conditions, create a compelling case for research. Additionally, the fact that the work context has drastically changed made it imperative to understand how it affects decent work and to help pinpoint what resources are needed to support workers.

To our knowledge, this is the first study examining the impact of the COVID-19 pandemic on the different dimensions of decent work among Portuguese workers. Contrary to what was hypothesised, our main findings demonstrate a significant improvement in the workers' perception of decent work from Time 1 to Time 2. We verified that the pandemic context did not have a negative effect on the workers' assessment in *Fulfilling and Productive Work*, *Adequate Working Time and Workload*, *Opportunities*, and *Health and Safety*. Therefore, H1 was not supported. Additionally, the pandemic context had a significant positive effect on workers' perception in the *Fundamental Principles and Values at Work*, *Meaningful Remuneration for the Exercise of Citizenship*, and *Social Protection* (H2 was not supported). Moreover, a positive effect of the pandemic context was obtained even in almost all the dimensions which we predicted to be undermined (*Fulfilling and Productive Work*, *Adequate Working Time and Workload*, and *Health and Safety*).

Opportunities is the only dimension we predicted to decrease but had no changes from Time 1 to Time 2.

A possible explanation for the significant increase in five out of six DW dimensions may be grounded on social comparison theory (Festinger, 1954) and equity theory (Adams, 1965). The central explanatory idea of these theories is that individuals assess their work by comparing their jobs with others' jobs. The societal context six months after the onset of the pandemic was stressful, with many job losses, numerous organisations stopped activity, fear of contamination from a little-known disease, and mobility restraints. However, because our sample includes only organisations where the work activity remained the same, and the great majority of employees maintained their jobs in previously existing conditions, it is plausible that their perceptions of decent work may be positively impacted.

The social comparison theory argues that people use social reality to adapt their behaviours or opinions and assess themselves through comparison with others (Festinger, 1954). Consequently, by comparing their employment conditions with those who lost their jobs (temporarily or permanently), our workers evaluate their work situation more positively. The equity theory proposes that workers observe what they own in the organisation (e.g., benefits) with their skills, compare themselves with workers who perform the same or similar function, and evaluate through this comparison if they consider it fair (Adams, 1965). Therefore, considering that our participants saw around many workers financially fragile, the balance between contribution and remuneration became more favourable to those who maintained their employment conditions. Overall, considering that the work conditions, content, and context remained the same for most of our sample, the workers' assessment of their decent work significantly increased during the pandemic.

Regarding the dimension *Fundamental Principles and Values at Work*, we observe a significant increase from Time 1 to Time 2. A possible explanation can be that people joined forces to fight the pandemic, as they share the same common goal. This union allowed, on the one hand, the creation of bonds of trust (Lewin, 1951; Qian et al., 2020), and on the other, a sense of social identity, having in view its defence against the invisible enemy (Tajfel & Turner, 1979; Toprakkiran & Gordils, 2021). This union makes people assess more positively the essential values in the work context (e.g., justice, dignity, freedom, fair treatment at work, non-discrimination). In a pandemic context, this dimension of decent work may also depend on the organisational capacity to effectively respond to an expected or unexpected crisis. This effective response depends on corporate social responsibility (Mahmud et al., 2021) and the organisational essential values and principles (Correia et al.,

2020) and may reflect new protective measures to keep adequate working conditions. Thus, when the implemented organisational measures increase the worker's trust (Preti et al., 2020), they may perceive work as an expression of their personal values and beliefs (Crayne, 2020), having a feeling of justice and dignity, and at the same time, the feeling of safety at work. This feeling of safety also applies to health issues. Indeed, in the present study, the significant increase in the dimension of *Health and Safety* may be explained by the rapid Portuguese government response in managing the COVID-19 pandemic (Fernandes, 2020), which may have influenced the prompt implementation of proper organisational protective measures.

Additionally, the worker's compliance with health and safety procedures underpins the management safety practices and organisational crisis strategies (Hu et al., 2021) by increasing their perception of protection against the additional objective risk. Moreover, recognising organisational efforts to assure workers' health and safety may have increased their perception of protection against the additional objective risk. Meanwhile, the preventive measures and all the allocated resources and protocols that were mandatory across multiple contexts allowed work to be performed while preserving the workers physical and psychological health (Ferreira et al., 2020).

The significant increase during the pandemic in the dimension *Adequate Working Time and Workload* may suggest that workers' flexibilisation of time management during this period was appropriate. A possible explanation is that workers perception of their flexibility at work facilitates the work-life balance (Blair-Loy, 2009) and help strengthen trust within the organisation (Yunus & Mostafa, 2021). Despite the restrictions of the coronavirus context, the social isolation possibly helped workers rediscover family values and relationships by valuing more unity and time with family (Adisa et al., 2021). In addition, family closeness increases emotional and psychological well-being among people (Stieger & Lewetz, 2016), engendering a better rebuilding of their personal resources, which can help deal with work demands, such as the workload (Tušl et al., 2021).

Under the negative consequences of the COVID-19 in the labour market, our organisations assured their balanced dynamics and work structure. The workers may have perceived that their ability to work at total capacity was not affected. Aside from the utilitarian aspect of a job, workers may derive a significant meaning and value to their work (Rosso et al., 2010). The workplace is seen as a community, and workers use that community for psychological support and create a sense of meaning (Pratt & Ashforth, 2003), especially in a pandemic context. As work is experienced as a source of motivation and reflection of

values (Crayne, 2020), these workers who keep working may perceive more clearly the importance of their work and contribute to the health of the social and economic system, and consequently, for future generations. This may explain the workers' increased perception of having *Fulfilling and Productive Work*.

Concerning the significant increase in the dimension *Meaningful Remuneration for the Exercise of Citizenship*, a possible explanation may also rely on social comparison theory (Festinger, 1954), particularly the notion that workers tend to compare their work situation with other workers who are unemployed and lost income. By comparing their job situation with those who experienced a strong diminishing of earnings, they may have positively assessed their work situation. Furthermore, the guarantees of having socially protected employment include remuneration and a social protection system. Indeed, the significant increase in the dimension of *Social Protection* may be explained by the implementation of a set of exceptional measures by the Portuguese government to support workers and families affected by the pandemic (NHRC, 2020).

In this study, the pandemic context did not significantly affect the workers' assessment of the dimension *Opportunities*. These results differ from our expectations, which could be explained by the fact that despite the pandemic context in Portugal affected most sectors of activity, with a substantial reduction in consumption (due to high uncertainty and destruction of jobs; ILO, 2020), the work activity remained the same in this sample. Thus, the worker's perception of the availability of alternative jobs choices was not affected.

The findings of this study contribute to the existing literature by extending the research of the interdependence between events that affect the entire population and their different impacts on decent work. This study attempts to take the first steps in understanding the effects of the COVID-19 pandemic in the different decent work dimensions, enriching the concept's nomological network. As the decent work concept is evolving (Ferraro et al., 2015), the assessment made by workers regarding their decent work in a pandemic context brings new knowledge that allows the reinterpretation of the decent work dimensions. In addition to its theoretical contributions, this study has significant practical implications.

The study has implications for the organisational leaders working in extreme operating environments, such as a pandemic. Sharing organisational values by vital stakeholders is fundamental in the combat against COVID-19. Our results show that managing a crisis implies a reflection of personal values, which might be considered as critical factors to implement and coordinate strategies that keep adequate working conditions and at the same time contribute to the recovery from the pandemic crisis.

The majority of COVID-19 pandemic research that supported our hypotheses focused on the negative changes in the socio-economic context. However, our subjective measure shows that the positive effect of the social comparison processes (Adams, 1965; Festinger, 1954) and common social identity (Tajfel & Turner, 1979) is stronger than the negative effect of the adverse socio-economic context. Faced with the COVID-19 pandemic, workers may have compared their work situation with the situation of other workers, activating an increase in their subjective perception about the value of their current reality. Although workers are officially at higher risk of infection, if organisational efforts to assure workers' health and safety are recognised, the result of this recognition outweighs the additional risk derived from the virus. Consequently, workers feel that they are better able than they were before to protect themselves. Additionally, being part of a community that experiences the same threatening pandemic context makes salient a common identity that improves workers' perception of their work.

Our results also reinforce the idea that a component of decent work depends on the socio-economic context and must be seen in the framework of global interdependence regarding the social, economic and environmental issues. While Human Rights and ILO standards of decent work can be considered linked to universal values, our results reinforce the idea that decent work perception (at least in some dimensions) also depends on the socio-economic context. Therefore, the design of interventions to foster decent work must consider both the contextual and universal values, as proposed by dos Santos (2019).

This study also contributes to business and society by emphasising that the pandemic is a challenge that mobilises workers to find their own resources to cope with the stressor context since unexpected changes occur. Workers seem to reframe the way they see the conditions, context and content of their work. While some positive impacts occur, no negative ones happen. In economic and social crisis contexts, social responsibility represents an overcoming factor due to the evolution of organisational activities contribution to achieve social, economic and environmental activity (Ibarnia et al., 2020). Our research also highlights that facing such a complex scenario must coordinate between stakeholders and the government. First, political decision-makers create a set of exceptional support measures for families, workers and organisations affected by the pandemic and rules to prevent workers' health risks. Second, business leaders who put them into practice establishing protective measures to create a safe working environment and an organisational context that allows performance from workers in a challenging context for organisations to operate due to high levels of uncertainty. Finally, workers must comply with defined procedures and

rules to prevent risk through their performance in the workplace and their behaviour in the community.

Our findings contribute to the national and international policies. The positive impact on workers' perception of decent work in organisations where the work activity remained equal highlights the importance of the rapid governments response to manage the COVID-19 pandemic through a robust national plan for crisis management. This reinforces the perspective that the quick and effective government action was positive (Correia et al., 2020). According to the International Labour Organisation (ILO, 2021), the pandemic demonstrates the need for design policies to rapidly allocate resources to the most affected organisations to assure workers' jobs. This study suggests the need for further research to analyse the level of access to state-controlled resources and financing available to the activity sectors affected by the COVID-19 pandemic. Furthermore, after approving the government's financial support, politicians must control if organisations maintain the commitments to create jobs and prevent workers' health risks.

As with all research, this study is not without limitations. First, although our sample consists of participants identified as full-time dedication workers, the DWQ covers all employment relationships. Future studies must consider the entire employment situation, both formal and informal work. Second, using an intentional sample of organisations adhering to a change process guided by values limits the findings' generalizability. This study took place in a unique historical moment, and, as such, the possibility of replication is nil. It could be interesting to study workers from different sectors of activity as they could express different perceptions. Notwithstanding the preceding limitation, our findings deepen our understanding of this topic by underlining that in adverse moments, the decent work concept may be the key to enabling recovery from and building resilience to crises (ILO, 2017, 2021).

Conclusively, this study emphasises the active role that organisations may play to help communities and even governments in facing pandemic contexts that lead to extreme operating environments. In this case, the recognition of organisations' efforts contributes to maintaining workers' quality of life in the organisation and consequently in their community. By effectively implementing protective measures to respond to the pandemic, these organisations highlighted the crucial role of social responsibility, facilitating access to proper working conditions.

CAPÍTULO VII

THE IMPACT OF COVID-19 PANDEMIC CONTEXT ON WORK MOTIVATION: A TWO-WAVE STUDY⁶

⁶ This chapter has been submitted for publication as:
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ABSTRACT

During the COVID-19 pandemic, organisations worldwide entered into an emergency model, thoroughly transforming the labour market. Given these emergent changes, this study analysed the impact of the COVID-19 pandemic context on the assessment made by employees regarding the different states of work motivation according to the framework proposed by the Self-Determination Theory. A sample consisting of 243 Portuguese employees completed the Multidimensional Work Motivation Scale in two-time points (before and during the pandemic). The results indicated a positive and significant effect of the COVID-19 pandemic context on the more autonomous states of work motivation, i.e., Identified Regulation and Intrinsic Motivation, and those related to the controlled states of motivation, mainly Extrinsic Material Regulation and Introjected Regulation. This positive effect can be related to the changes in the psychological perception of work due to the pandemic context. These findings highlight the importance of considering the meaning of the broad context in designing interventions focused on autonomous work motivation, which may provide a practical basis for leveraging individuals' psychological health and well-being.

Keywords: COVID-19 pandemic; pandemic context; work motivation; self-determination theory

INTRODUCTION

The COVID-19 pandemic changed the nature of the world of work and consequently has unhinged the employees' lives across the globe, affecting the psychological, economic and social areas (Meseguer de Pedro et al., 2021; Pfefferbaum & North, 2020; Rivera Rivera et al., 2021; Vieira et al., 2021). From an economic viewpoint, there is a visible impact on the increase in unemployment (Nicola et al., 2020) and financial hardship of many economic sectors. Physical distancing measures had an immediate impact on demand in the tourism sector of Portugal (ILO, 2020). Uncertainty, fear and lack of confidence have led to a prolonged crisis in the sector. The unemployment was substantial in manufacturing industries such as "textile, clothing and leather", "basic metallurgical industry and manufacture of metallic products", "transport equipment", "petroleum products, chemicals, pharmaceuticals, rubber and plastic" as well as in "transport and warehousing" services (Ferreira et al., 2020). The construction industry maintained an activity level with few limitations. The agri-food and agricultural sectors were only moderately affected, and the production of cheese, milk, plants, flowers and small fruits, and other tourism activities (such as wine and rural tourism) and aimed at foreign markets were most significantly affected (ILO, 2020). In Portuguese families, employees needed to leave work to support family members after schools, kindergartens, and other services closed, losing a third of their salary (ILO, 2020). It is not easy to estimate the economic impact of this pandemic, but the economic slowdown was evident in almost all countries (Codagnone et al., 2020; Zhang, 2020). From a psychological viewpoint, while it is too early to robustly understand the impact of this pandemic on long-term psychological outcomes, the economic and social burden had significantly posed unprecedented challenges to the organisations, revealing a profound and wide range of psychological effects (Talevi et al., 2020). Recent studies showed an increase in job stress, mainly due to the perceived risk of COVID-19 infection (Aghili & Arbabi, 2020; Finell & Vainio, 2020), depression symptoms (Rivera Rivera et al., 2021), worse mental health (O'Connor et al., 2021; Shi et al., 2021) increases in mental distress (Pierce et al., 2020), anxiety and depression (Kwong et al., 2020; Brooks et al., 2020). As for social aspects, quarantine and social isolation, as well as financial uncertainty, encompassed tremendous costs on employees' well-being (Brooks et al., 2020; Finell & Vainio, 2020), psychological capital (Meseguer de Pedro et al., 2021), and motivation (Weinstein & Nguyen, 2021). Maintaining a positive work environment and motivating employees has become more significant and challenging (Ifalih, 2021). Quite

understandably, from an organisational perspective, keeping adequate working conditions to promote and sustain employees' motivation became demanding.

Work motivation is the force that drives the direction, intensity, and persistence of employee behaviour (Choi et al., 2020). It is an important determinant of job performance, organisational commitment and contributes to employee well-being (Shigemura et al., 2020; Trougakos et al., 2020). In addition, work motivation is seen as one of the most compelling and enduring concepts in work and organisational psychology (Trougakos et al., 2020). The Self-Determination Theory (SDT) presents one of the most comprehensive perspectives on the complexities of human motivation (Kanfer et al., 2017). As such, work motivation is crucial to the organisation's success, and understanding how the COVID-19 pandemic affects the different states of work motivation is of utmost importance. Therefore, the present study aimed to analyse the impact of the COVID-19 pandemic context on the assessment made by employees regarding the different states of work motivation proposed by SDT in seven Portuguese organisations in a two-wave approach (before and during the COVID-19 pandemic).

Work Motivation: Self-Determination Theory (SDT)

The Self-Determination Theory (SDT) is a macro theory of human motivation that emphasises the conditions that facilitate self-motivation and optimal psychological development (Deci & Ryan, 2000; Deci et al., 2017). The SDT suggest that human beings have an evolved tendency to master challenges, pursue growth and integrate new experiences with the self (Ryan & Deci, 2017; Slemp et al., 2021). The theory assumes that this tendency manifest when people fulfil their basic psychological needs for autonomy, competence, and relatedness (Slemp et al., 2021; Deci & Ryan, 2014; Ju, 2020). The need for autonomy required the inner endorsement of behaviour and experience a sense of volition, congruency, and integration (Ryan & Deci, 2017). Competence requires an individual's feeling of effective control and a sense of mastery (Ryan & Deci, 2002). Finally, relatedness involves a secure sense of mutual connection, belonging and feeling reciprocal (Ryan & Deci, 2002).

The SDT argue that the three psychological needs provide an essential precursor for employee motivation, well-being, and performance (Deci et al., 2017; Slemp et al., 2018; Van den Broeck et al., 2016). In addition, the theory specifies that high-quality motivation (autonomous) can be encouraged by providing opportunities for people to fulfil their basic psychological needs for autonomy, competence, and relatedness (Slemp et al., 2021; Deci &

Ryan, 2014; Ju, 2020). The self-determination approach argues that work motivation covers different but complementary forms of behavioural regulation that can coexist within individual employees (Ryan & Deci, 2000). These regulations are proposed to follow a self-determination continuum, ranging from more autonomous states of motivation (activity engagement by pleasure and choice) to more controlled states of motivation (activity engagement by internal or external pressures) (Rigby & Ryan, 2018).

According to SDT, employees can be motivated for various reasons (Gillet & Morin, 2020). *Intrinsic motivation* represents volitional engagement in an activity for the inherent interest or pleasure (Deci & Ryan, 2000; Gagné & Deci, 2005). *Identified regulation* refers to engagement in an activity to identify perceived personal meaning or value (Kanfer et al., 2017). *Intrinsic motivation* and *Identified regulation* are conceptualised as autonomous forms of motivation. *Introjected regulation* refers to engagement in an activity driven by internal pressures forces, that is, when one aims to obtain positive feelings such as pride and avoid negative ones such as guilt or shame (Kanfer et al., 2017). External regulation refers to engagement in an activity controlled by external pressures solely to obtain rewards or avoid punishments from others. These external contingencies can be material, *Extrinsic Material Regulation*, or social in nature, *Extrinsic Social Regulation* (Deci & Ryan, 2000; Gagné & Deci, 2005). Introjected and external regulations are conceptualised as controlled forms of behavioural regulation. Finally, *Amotivation* refers to the lack of motivation or intention to engage in a behaviour (Deci & Ryan, 2000; Gagné & Deci, 2005).

Internalisation is a crucial factor in the SDT framework because it suggests that if the social context supports basic psychological needs, employees can begin to internalise the value of their behaviour and transform the controlled motivations into more autonomous ones (Slemp et al., 2021). Thus, the social-contextual supports for autonomy, competence, and relatedness needs allow employees to more freely and competently engage in behaviours that support their psychological needs (Deci et al., 2017; Yu et al., 2018). Consequently, need supports act as social-contextual motivational antecedents to employee need satisfaction. As employee basic needs satisfaction triggers value and enjoyment for the work itself, the need satisfaction is central to a fuller internalisation and, in turn, to autonomous motivation (Deci et al., 2017). Thus, the basic need satisfaction is seen as an antecedent, rather than an outcome, of autonomous motivation (Deci et al., 2017; Ryan & Deci, 2017). In increasingly autonomous forms of motivation (i.e., from amotivation to external to intrinsic motivation), employees are more likely to manifest increased psychological health (Dagenais-Desmarais et al., 2018; Ntoumanis et al., 2021), psychological well-being (Tang

et al., 2021), job stability (Purohit & Bandyopadhyay, 2014) and job satisfaction (Millette & Gagné, 2008).

Basic psychological needs evolved as an integral part of human nature and became an inherent part of individuals' functioning (Vansteenkiste et al., 2020). As such, behaviours associated with these psychological needs satisfaction tend to provide adaptive advantages (Ryan & Deci, 2017) that seem essential for individuals' well-being across ages, contexts, and cultures (Vansteenkiste et al., 2020). In addition, the organismic view that underpins SDT argues that human beings naturally develop in the direction of increasing adaptation and integration, and the psychological needs support such development tendencies (Ryan & Deci, 2017).

In the organisational context, a key focus is the contextual factors that support employees' self-determination and basic psychological needs (Slemp et al., 2018; Van den Broeck et al., 2016). Job autonomy, defined as the degree to which employees can self-manage how and when they perform the various job tasks (Slemp et al., 2018; Van den Broeck et al., 2016), is often identified as a contextual antecedent of self-determination in the workplace (Ryan & Deci, 2017). In addition, the perceived autonomy may result from interpersonal characteristics such as the leader's motivating style, which can range from highly supportive to highly controlling (Gagné et al., 2018).

Several pandemic external pressures (e.g., physical distancing, prophylactic self-isolation and quarantine) have deprived the need for autonomy, competence, and relatedness (Trougakos et al., 2020). These needs are energising forces within human nature that foster psychological growth and proactivity (Vansteenkiste et al., 2020). In addition, psychological needs are inherent and universally applicable (Ryan & Deci, 2017), essential for individuals regardless of their demographic characteristics and personality (Henning et al., 2019; Mabbe et al., 2016). As such, we predicted that during the pandemic, the employees' assessment regarding their autonomous forms of motivation (i.e. Intrinsic Motivation and Identified Regulation) would decrease (H1a).

The rapid proliferation of COVID-19 throughout the world changed the dominant modes of social life and communication (Dagenais-Desmarais et al., 2018). Quarantine and social distance restrictions had increased loneliness (Ntoumanis et al., 2021) which may have led to the basic psychological need frustration (Tang et al., 2021). Evidence indicated that the frustration of the psychological need for autonomy, competence, and relatedness is related positively to amotivation, reflecting discouragement and helplessness (Bartholomew

et al., 2011; Haerens et al., 2015; Jang et al., 2016). Therefore, we predicted that during the pandemic, the employees' assessment regarding their Amotivation would increase (H1b).

The frustration of psychological needs may also prompt employees to pursuit need substitutes (Vansteenkiste et al., 2020). In this context, employees seek extrinsic goals, including materialism or popularity (Kasser & Ryan, 1996). This pursuit decreases needs satisfaction and increase need frustration, which explains their harmful effects on well-being (Hope et al., 2019; Leung & Law, 2019).

During an economic crisis, the external factors relating to the relationships (e.g., good work team, the atmosphere in the workplace, supervisor's approach and communication) diminish (Závadský et al., 2015). Moreover, social isolation decreased the social dimensions of work, namely the engagement with other people and the amount of feedback received from others (Kulikowski et al., 2020; Russo et al., 2021). The confinement and social and physical isolation in significant health crises caused boredom, frustration, depression and a sense of isolation from friends and family (Brooks et al., 2020; Russo et al., 2021). Motivation factors such as the stability of the work position, basic salary and fringe benefits became more critical (Závadský et al., 2015; Hitka et al., 2021). The financial difficulties may be a source of pressure and interpersonal tension. The fear of losing a job comes with a high cost because job insecurity impairs satisfaction of basic psychological needs (Vander Elst et al., 2012). Thus, the instrumental value of the work done was also more acute with the ongoing pandemic context. Employees who embrace extrinsic goals can lose touch with what is genuinely growth-enhancing (Sheldon & Corcordan, 2019). Therefore, we predicted that the employees' assessment of their controlled forms of motivation (i.e. introjected and external regulations) would increase (H1c) during the pandemic.

Methods

Participants and Procedure

This study was part of a broader research project aimed at promoting the alignment of small or medium-sized Portuguese organisations with values through organisational values-based interventions. The seven Portuguese organisations belonged to (1) construction industry (2) manufacture and selling of handmade chocolates, (3) industry of manufacturing plastic packaging, (4) wines production, (5) production, trade, import and export of horticultural plants, (6) production and wholesale of dietary and medicinal products, (7) manufacture of metallic products. Therefore, all of them belong to the primary or secondary economic sectors.

The pandemic context implied an additional moment of data collection during the COVID-19 pandemic; specifically, participants were assessed in the pre-pandemic context (Time 1, September-October 2019) and during the current pandemic context (Time 2, September-October 2020). Ethical approval was obtained from the Ethics Committee of the hosting institution. The study was also approved by all organisations involved in data collection. The technique of exhaustive sampling was applied to guarantee the participation of all employees of the seven Portuguese organisations. The employees that participated were informed about the study and provided written informed consent, which included detailed information about the project's aim, participants' rights, voluntariness, the anonymity of individual responses, as well as the commitment of the research team.

Only participants who responded to both assessment moments were included in this study. Of the 243 participants who completed the questionnaires at both assessment times, 50.2% were female, 59.2% were aged between 36 and 55 years, 54.8% were in a relationship, 39.9% had a secondary school, and 83.5% reported a permanent job contract. Most participants worked in the organisation and the current job function for under five years. During the pandemic, the contract situation in the organisation remained equal for 236 participants (97.1%) and the job function for 224 participants (92.2%). Thirteen employees (5.2%) reported working from home in Time 2.

Measures

Multidimensional Work Motivation Scale. The MWMS (Gagné et al., 2015; dos Santos et al., 2020) is a measure that assesses different types of work motivation according to the self-determination theory. This questionnaire consists of 19 items that assess six dimensions: *Amotivation* (3 items; e.g., 'I do little because I don't think this work is worth putting efforts into'); *Extrinsic Social Regulation* [3 items; e.g., 'To get others' approval (e.g., supervisor, colleagues, family, clients, ...)']; *Extrinsic Material Regulation* [3 items; e.g., 'Because others will reward me financially only if I put effort into my job (e.g., employer, supervisor, ...)']; *Introjected Regulation* (4 items; e.g., 'Because I have to prove to myself that I can'); *Identified Regulation* (3 items; e.g., 'Because I personally consider it important to put efforts into this job'); and *Intrinsic Motivation* (3 items; e.g., 'Because the work I do is interesting). Response options are on a 7-point Likert-type scale from 1 = 'not at all' to 7 = 'completely'. In this sample, the Cronbach alphas ranged between .78 (Extrinsic Material Regulation, Time 2) and .96 (Amotivation, Time 2).

Results

Work motivation before and during the pandemic

Both in Time 1 (before COVID-19) and Time 2 (during COVID-19 pandemic), the dimension of work motivation that presented the highest score was *Identified Regulation*, and the dimension that presented the lowest score was *Amotivation*. Table 7.1 shows mean differences (and standard deviations) over time in the dimensions of work motivation. The results of the repeated-measures multivariate analysis of variance (MANOVA) revealed a significant multivariate effect of time [Pillai's Trace = .21, $F(6, 237) = 10.26$; $p < .001$, $\eta_p^2 = .21$]. Subsequent univariate tests indicated significant increases in the dimensions *Extrinsic Material Regulation* ($p = .004$), *Introjected Regulation* ($p < .001$), *Identified Regulation* ($p < .001$), and particularly *Intrinsic Motivation* ($p < .001$). No significant changes were obtained both in *Amotivation* and *Extrinsic Social Regulation*. Therefore, 1a is not corroborated since the more autonomous states of motivation (*Identified Regulation* and *Intrinsic Motivation*) present a statistically significant increase. Hypothesis 1b is not corroborated since the *Amotivation* does not show a statistically significant impact. Hypothesis 1c is partially corroborated for our sample since the *Introjected Regulation* and *Extrinsic Material Regulation* presents a statistically significant increase.

Table 7.1 Comparison of work motivation before and during COVID-19 pandemic

	Before COVID-19	During COVID-19	F	η_p^2
	M (SD)	M (SD)		
Motivation				
Amotivation	1.49 (1.07)	1.62 (1.29)	1.53	.01
Extrinsic Social Regulation	2.81 (1.57)	2.71 (1.67)	0.57	.00
Extrinsic Material Regulation	3.69 (1.69)	4.06 (1.64)	8.39**	.03
Introjected Regulation	4.37 (1.64)	4.95 (1.65)	22.75***	.09
Identified Regulation	5.11 (1.68)	5.67 (1.45)	25.15***	.09
Intrinsic Motivation	4.30 (1.60)	4.99 (1.52)	37.04***	.13

** $p < .01$; *** $p < .001$

Discussion

Work motivation is critical for employees and employers (Kanfer et al., 2017). The SDT has become increasingly popular in organisational psychology, and it is essential to understand how the pandemic drastic change in the work context affects work motivation. This helps us pinpoint what resources are needed to support employees and identify avenues for future research.

To our knowledge, this is the first study of its kind to examine the impact of the COVID-19 pandemic context on the assessment made by Portuguese employees regarding the different states of work motivation proposed by the SDT. The study allows us to examine the variations in the work motivation states along time with an assessment before and during the COVID-19 pandemic, thus addressing a unique historical moment.

Our primary and novel findings, contrary to our expectations, show a significant increase during the COVID-19 pandemic in the more autonomous motivation states (*Intrinsic Motivation* and *Identified Regulation*). Therefore, H1a is not supported. Despite the pandemic context, the work activity remained the same in the studied organisations, and 92.2% of employees maintained their jobs in previously existing conditions. The findings suggest that even when the objective work conditions remain the same, the changes in the broader context determine the employees' psychological perception regarding work representation to the satisfaction of the needs.

A possible explanation for this significant increase can be understood within the social comparison theory (Festinger, 1954) and equity theory (Adams, 1965) mainly due to the explanatory potential that these two approaches represent for interpreting social comparison processes. Specifically, faced with the COVID-19 pandemic, employees may have compared their work situation with the situation of other organisational employees of their knowledge (or disseminated by the media), instigating a change in their subjective perception about the value of their current reality.

The increase in *Identified Regulation* can also be explained by the fact that these organisations assured the same objective work conditions for the employees within a reality that caused drastic changes in the economic and work broad context. Therefore, these employees may start to appreciate and value their jobs more and feel more identified with their work (Finell & Vainio, 2020). Finally, by keeping their jobs, employees can also feel that they are contributing to the health of the social system and at the same time creating value (for multiple stakeholders). Thus, employees can feel motivated for doing meaningful work for a community experiencing a health emergency (Bendassolli et al., 2015). Employees can also feel that their contribution allows them to enjoy more their jobs, which may explain their increased *Intrinsic Motivation*.

Our results also show a significant increase in *Introjected Regulation* and *Extrinsic Material Regulation*. Therefore, H1c is partially supported. A possible explanation may be employees' gratitude for keeping their jobs in previously existing conditions, inspiring a desire to reciprocate (Ford et al., 2018). The significant increase in *Extrinsic Material*

Regulation (e.g., money) supports the idea that in case of events that negatively impact the socio-economics context and the labour market, such as that caused by COVID-19 (Pfefferbaum & North, 2020) the aspects related to financial earnings become more important for employees (Leung & Law, 2019). As such, financial security may create the possibility for employees to pursue their interests and connect with others (Vansteenkiste et al., 2020), especially in situations where contextual autonomy supports seems to be crucial.

In this study, the pandemic context did not significantly affect the employees' assessment of their *Amotivation* and *External Social Regulation*. Therefore, H1b is not supported, and H1c is partially supported. These results differ from our expectations, which could be explained by the fact that despite the pandemic social restrictions diminished the employees' opportunities to engage with others (e.g., supervisor, colleagues, friends) (Závadský et al., 2015; Kulikowski et al., 2020), as the work activity remained the same, their expectation of having external social reward (e.g., compliments) was not affected. Moreover, our results are not in line with previous studies (Desclaux et al., 2017) that suggest that during the pandemic context, relationship factors such as good working team, communication in the workplace, and atmosphere in the workplace are ceasing to be important. Moreover, although those social restrictions may arouse feelings of loneliness (Enea et al., 2020), as they maintained their work situation, their *Amotivation* remained similar.

These findings contribute to the literature by deepening the significant role that basic psychological needs play within SDT, theoretically and empirically, in a pandemic context. Second, as a psychological theory, self-determination focuses on needs that are psychological in nature (Vansteenkiste et al., 2020). It is essential to consider the broad context's perception as a lens that determines the work motivation assessment.

In addition to its theoretical contributions, this research has significant practical implications. Given that the pandemic context has positively influenced the more autonomous states of motivation, these findings suggest that the pandemic context act as a psychological determinant regarding work representation to the satisfaction of the needs. On the one hand, this context directs and shapes employees' feelings, thereby spurring the pro-active search for psychological events, even when the objective work conditions remain equal (e.g., work situation and contract situation). On the other hand, a basic need helps explain the variations in social contexts. The internal forces that constitute the employees' basic psychological needs are influenced by the perception of the organisational situation concerning the broader context. Finally, basic psychological needs are context-responsive

constructs (Prentice et al., 2019), and this study systematically shows employees perception variability as a function of contextual variations.

Furthermore, the autonomous motivations increased in our study is considered distal because it does not correspond to the immediate change in objective work content and conditions but instead in a change of the broad context. The covid-19 context emerges in our study as a distal determinant of work motivation. Therefore, organisational interventions should consider this broad context and its effect on the employees' assessment of their work motivation.

A limitation of this study is the use of an intentional sample of organisations adhering to a change process guided by values because it limits the generalizability of the findings reported herein. This study took place in a unique historical moment, and, as such, the possibility of replication is nil. It could be interesting to study employees from different sectors of activity as they could express different perceptions.

Notwithstanding the previous limitation, this study extends previous work motivation research by serving as an initial investigation into the nature of the basic psychological needs over a pandemic context. Findings from this study deepen our understanding by underlining that the pandemic context act as a distal psychological determinant of work motivation. These results collectively provide a foundation for future organisational interventions. They should help researchers and practitioners design interventions focused on employees' basic needs, which may provide a practical basis for leveraging individuals' psychological health and well-being in case of health emergencies, such as that caused by COVID-19.

CAPÍTULO VIII

ORGANISATIONAL VALUES-BASED INTERVENTION AND COMMON GOOD: A MULTIPLE CASE STUDY⁷

⁷ This chapter has been submitted for publication as:
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ABSTRACT

Organisational values-based interventions are intentional changing processes guided by values. This study aimed to describe and evaluate three organisational values-based interventions designed to improve worker-related common good indicators. The interventions were undertaken from July 2020 to August 2021. The research design consisted of a longitudinal mixed-methods and multiple case study of three Portuguese organisations. We collected quantitative data (Decent Work Questionnaire and Multidimensional Work Motivation Scale) and qualitative data (Common Good Matrix Indicators, interviews, focus groups). Quantitative results showed significant improvements in all decent work dimensions, in Intrinsic Motivation, and a significant decrease in Extrinsic Social Regulation and Extrinsic Material Regulation, but only in one organisation. The other two organisations did not reach any significant outcome. The qualitative data of both significant and non-significant results revealed that management commitment, employee participation, and intervention-fit are crucial to the intervention success. Furthermore, the results highlighted that the intervention-fit includes a required minimum difference between starting scores-desirable scores of the criterion variables.

Keywords: values-based intervention, common good, decent work, work motivation

INTRODUCTION

Organisations are social systems through which values are pursued and put into practice. As ideals about what is desirable, values provide a frame of reference for selecting and evaluating behaviour inside organisations (Bourne & Jenkins, 2013). Various organisational elements, such as design, identity, culture, and organisational practices, are infused with values, pointing to the critical role values play during organisational change (Klein, 2021).

In an increasingly complex and dynamic business environment, organisations continually adapt and change their practices to the evolving context (Errida & Lotf, 2021). Change is inarguably inherent to an organisational intervention process. Interventions at the workplace consist of changing how work is designed, organised, and managed to achieve the intended outcomes (Von Thiele Schwarz et al., 2021; Nielsen, 2013). Organisational values-based interventions express the importance of the values approaches in making lasting changes suitable to the substantial changes in the work context.

The Economy for the Common Good (ECG) and Decent Work are two values-centred approaches focused on what can be claimed to be universal values, which considers the social system as a whole (Pereira et al., 2019). Both models share a relevant focus on employees, which increases their congruence (Pereira, dos Santos et al., 2020; Pereira, Zapallà et al., 2020). Therefore, intervention projects aiming to develop ECG values (concerning employees as stakeholders) are much more powerful and relevant when attention is given to the various dimensions of the decent work concept.

The ECG proposes a sustainable model focused on the common good and that market relations should be guided by human values such as human dignity, solidarity, environmental sustainability, social justice, codetermination, and transparency (ECG, 2017; Felber, 2015). This cooperative model aims to create a resilient, sustainable and inclusive social and economic system, avoiding unexpected social crises (European Economic and Social Committee [EESC], 2015). The recommendation to adhere to this model, in line with the Europe 2020 Strategy, emerges from the EESC (2015). Although there are no organisational interventions focused on this model in the literature, recent studies have found a wide variety of actions and changes taken by organisations during the implementation of the ECG values (Pereira, dos Santos et al., 2020; Pereira, Zapallà et al., 2020). The same studies suggested that such implemented actions improved the decent work dimensions, creating a decent work-friendly context.

The fundamental aim of the International Labour Organisation (ILO, 2008: 2) is the achievement of ‘decent work and productive work for women and men in conditions of

freedom, equity, security and human dignity'. The decent work concept expresses the Human Rights Declaration in the labour sphere, and its integrative characteristics highlight the strength of this concept for intervention in Work, Organisational and Personnel Psychology (Ferraro, Pais et al., 2018). Some studies evidenced that the more decent work conditions are achieved, the more employees are intrinsically motivated by their jobs (Ferraro, Moreira, et al., 2018; Ferraro et al., 2020).

Ferraro, Moreira, et al. (2018) showed that decent work is strongly related to the higher types of work motivation, namely those of the autonomous regulation. Being work motivation the force that drives the direction, intensity, and persistence of employee behaviour at work (Van den Broeck et al., 2021), any intentional change has to consider that human behaviour determinant. As values provide a sense of direction and are viewed as essential predictors and drivers of individuals behaviour (Bourne & Jenkins, 2013), work motivation is a compelling topic to the ECG values-based interventions.

The Self-Determination Theory (SDT) is a macro theory of human motivation that emphasises the evolved tendency of human beings to master challenges, pursue growth and integrate new experiences with the self (Ryan & Deci, 2017). The theory assumes that this tendency manifest when people fulfil their basic psychological needs for autonomy, competence, and relatedness (Slemp et al., 2021). In addition, the theory specifies that autonomous motivation (i.e., Intrinsic Motivation and Identified Regulation) can be encouraged by providing opportunities for people to fulfil these basic psychological needs (Deci & Ryan, 2014). Employees with high motivation levels were less likely to resist change (Wright et al., 2013). Furthermore, authors emphasise the importance of employees' motivation to be an active part of organisational change for a change project to be successful (Errida & Lofti, 2021).

Considering the closeness of work motivation and decent work to ECG values related to the employees as stakeholders, in this study, we used those concepts as criteria to evaluate the actions undertaken by the organisations to pursue the ECG Values. The overall aim of this study was to analyse how and to what extent actions within an organisational values-based intervention impact common good, decent work and work motivation and to shed light on the implementation factors that shape the success of such actions. More specifically, this study aimed: (1) to design intervention actions within the principles and guidelines of participatory intervention fostering the ECG values related to employees; (2) to implement those interventions; (3) to analyse the extent to which the intervention impacts the dimensions of decent work and work motivation as perceived by employees; (4) to analyse

the extent to which the intervention impacts the organisations' fulfilment of the employees' common good indicators; and (5) to characterise the determinants and barriers of success intervention. This study reports on a mix-methods multiple case study research design to meet these aims. Such research design has the advantage of allowing the evaluation of the intervention impact and the explanation why changes did or did not occur and detecting different contrast or variance patterns across cases (Sørensen & Holman, 2014; Von Thiele Schwarz et al., 2021).

Organisational values-based intervention

The intervention framework was based on the foundation of the ECG values. These values and the various stakeholders, namely: a) suppliers; b) the owners, shareholders and providers of financial services; c) employees; d) customers and business partners; and e) the community, are the focus of the common good matrix (see Annex A). Combining the different values and stakeholders leads to 20 measurable and easy-to-understand indicators adaptable to each organisation. Each indicator describes how each specific value applies to each relevant stakeholder group. The present study focused on employees' common good indicators (C1, C2, C3, C4).

Our role consisted of coordinating the intervention actions sequence according to the five critical phases suggested by Nielson et al. (2010). These were (1) preparation: setting up the project steps in detail and securing support; (2) screening: diagnosis; (3) action planning: determining the appropriate actions and designing the implementation, defining the support elements; (4) implementation: executing plans and involving competent people, and (5) evaluation: evaluate the impact of the intervention. This sequence of activities was thought to be necessary to achieve the desired outcomes (Nielsen & Miraglia, 2017).

To achieve a successful outcome, our intervention was based on two key principles: (1) To consider that organisational interventions are complex, dynamic and involve multiple components; (2) usually embedded in an organisational context (Nielsen & Abildgaard, 2013; Nielsen et al., 2017; von Thiele Schwarz et al., 2021); These principles apply across the five phases mentioned above. The first principle involved the active participation and engagement of key stakeholders, who play an essential role in determining the intervention process (Nielsen, 2013; Nielsen & Randall, 2012) and the intervention evaluation (Cedstrand et al., 2021). It has been argued that employee participation and line managers' support impact the intervention outcomes (Nielsen, 2013; Tafvelin et al., 2019). There is a rich understanding of the contribution and effectiveness of the initiatives in each workplace to

improve working conditions from the perspectives of these active agents (Nielsen & Randall, 2012; Von Thiele Schwarz et al., 2021). This active form of participation also involves organisational stakeholders, including employees, working closely with researchers as co-design partners (Von Thiele Schwarz et al., 2021). Nurturing close collaboration and building trust, being essential in participatory approaches, are now more challenging within the ongoing physical distanced pandemic context (Hall et al., 2021).

The second principle considers the understanding of the organisational context. Understanding the current situation helps ensure a successful intervention outcome by tailoring or fitting the intervention to the organisational context. This refers to tailoring the intervention to fit existing procedures and existing working conditions and individuals in the organisation (Nielsen & Randall, 2015). On the one hand, poor pre-intervention working conditions and well-being have been shown to limit implementation processes (Nielsen & Randall, 2015). On the other hand, organisations with good working conditions prior to the intervention reported few improvements post-intervention (Nielsen et al., 2006). This reinforces the idea that the intervention activities need to fit the organisational context.

Knowledge about the organisational context can also uncover organisational factors that can act as barriers or facilitators of the implementation. Several studies highlighted that most organisational change initiatives fail (Jones et al., 2018). Factors at the intra-organizational level (e.g., financial constraints, staff turnover) and the extra-organisational level (e.g. economic recession) can impact the intervention outcomes negatively (Nielsen & Miragliaia, 2017). Significant turbulence and uncertainty can occur in the intervention, mainly when change proposals compete with these factors (Vardaman et al., 2021). Errida and Lofti (2021) identified several facilitators that affect organisational change management success, including a clear and shared vision and strategy of change, change readiness and capacity for change, motivation of employees and change agents, effective communication, among others. Understanding contextual barriers and facilitators are crucial to effective interventions (Coles et al., 2017; Johannessen et al., 2021). In summary, we argue that it is crucial to understand and build upon knowledge about those intra and extra-organisational aspects when planning interventions.

Method

Case selection

In order to promote participation in this research project, the researchers held three seminars, in the north and centre of Portugal, in cooperation with Portuguese business and professional

associations to reach the most significant number of organisational leaders. These seminars aimed to share knowledge regarding the experience of membership and participation of other European organisations in the ECG movement and to invite them to undertake an organisational intervention with the research team. The eligibility criteria defined by the research team for participating were: a) expression of interest; b) organisational philosophy matching ECG values; c) availability to allocate resources (e.g., time); d) availability to allow data collection; e) interest in developing the intervention targeting the common good indicators; and f) permission for the publication of results, with anonymity guaranteed. The present study reports the change process undertaken by three participant organisations. The three cases allowed us to analyse differences and similarities between the organisations and approach the data both within and across organisations.

Sample and procedure

The participant organisations belonged to the construction sector (OA), manufacturing and selling of handmade chocolates (OB), and the industry of manufacturing plastic packaging (OC). Ethical approval was obtained from the Ethics Committee of the hosting research institution. All employees of the three organisations were invited to participate in the survey and were fully informed about the study. On this occasion, employees were asked to complete the pre-intervention questionnaire (T1, September-October 2020) after signing the informed consent. The post-intervention questionnaire took place 10 months later (T2, July-August 2021). The survey was administered by an element of the research team (first author). The organisations provided a room exclusive for the period of data collection to assure the employees' physical distance as determined by health authorities. For this study, only participants who responded to both assessment moments were included.

In OA, 26 employees completed the questionnaires at Time 1 and Time 2 (26 out of 30 employees; response rate = 86.7%). Overall, participants were of male gender (92.3%), aged above 46 years (61.6%), married (61.5%), had a primary school (42.3%), and reported a permanent job contract (50%). Concerning how long they work in the organisation, 73.1% reported five years and 46.2% reported the same job position also in the last five years. In OB, all seven employees completed the set of questionnaires at both assessment times (response rate = 100%). This case consisted of five women and two men, aged between 18 and 25 years (four employees), mostly single (five employees), who do not have a college degree (four employees), and who reported a permanent employment contract (five employees). Most participants (six employees) worked in the organisation and the current

job function for under five years. In OC, of the 80 employees who completed the questionnaires at Time 1 and Time 2 (80 out of 85 employees; response rate = 94,1%), 68.8% were male, 40% between 46 and 55 years old, 47.5% married, 52.5% had a secondary school, 91.3% reported a permanent employment contract, 36.3% worked in the organisation for above 21 years, and 41.3% worked in the current job position for under five years.

Intervention design

The entire intervention lasted for 14 months (from July 2020 to August 2021) and had five substantive phases (Nielsen et al., 2010): preparation, screening, action planning, implementation and evaluation (see details in Table 8.1).

In the preparation phase, the research team conducted one workshop with the leaders in each organisation. This was followed by a screening phase that included an interview with each of the three organisational leaders concerning the characteristics of the organisational context and the four common good indicators evaluation (C1, C2, C3, C4). In addition, the first application of the survey (T1) took place. The next phase was dedicated to action planning, which included two meetings to consolidate and validate the design of the intervention. Each organisation developed actions plans for each proposed change initiative based on the T1 results analysis. This involved the researchers working closely with the project leaders. The action plans contained initiatives of two main types. We label the first type ‘induced actions’ referred to the researchers’ suggestions based on the workplace initiatives of other European organisations that joined the ECG movement. We name the second type, the strengthened actions referred to actions suggested by the organisational leaders focusing on the project aim. Concerning the induced actions, the researchers monitored and advised in each implementation phase and noted the employees’ inputs throughout the implementation. In strengthened actions, the study researchers only monitored the execution of the action and noted the employees' inputs at the end of the implementation. In both induced and strengthened actions, the researchers assessed their effectiveness and checked in the focus groups to what extent they influenced improvements on intended aspects. The three organisations implemented both induced and strengthened actions (see details in Table 8.2).

Table 8.1 Intervention phases in the three organisations (Nielsen et al., 2010)

Intervention phases	Phase time	Aim	Actions
Preparation	1 month	Researchers confirming organisations' eligibility for the research project according to the inclusion criteria Informing the organisations' leaders about the intervention project steps in further detail	Workshop with organisational leaders
Screening	4 months	Qualitative evaluation of the employees' common good indicators with organisational leaders (C1, C2, C3, C4) Characterisation of the organisational context Analysis of the employee's perception regarding decent work and work motivation	Interviews with organisational leaders Application of a quantitative survey (T1)
Action planning	3 months	Development of workplace initiatives Definition of the project directors (describing their roles and functions) in each organisation Consolidate and validate the design of the intervention	Meetings with the project leaders to define and refine the initiatives and coordinate and drive the subsequent implementation process.
Implementation	4 months	Implementing changes by the project leaders Discussing and assessing the progress of initiatives with the researchers Observe the organisational leader's commitment and the employee's involvement Observe the contextual challenges	Dialogue workshop, meetings and weekly feedback with project directors about the advances related to the implemented process
Evaluation	2 months	Qualitative evaluation of the employees' common good indicators (C1, C2, C3, C4) Analysis of the employee's perception regarding decent work and work motivation Qualitative analysis of participants' perception of the quantitative results and the implemented actions	Interviews with organisational leaders Application of a quantitative survey (T2) Focus group with employees

Table 8.2 Implemented workplace actions

Case	Common good indicators	Themes	Actions	Major objective	Action type	Target audience
OA	C1	Worker-focused organisational culture	Develop and implement a welcome manual/good conduct code	Explain the duty of all employees to promote equal treatment and health and safety	Induced Action	All employees
		Physical and mental health promotion	Improved lunches on December 31st, with fewer employees in all construction sites (due to pandemic restrictions)	Promoting coexistence and sharing among employees	Strengthened action	All employees
		Equal opportunities	Christmas hampers improved for all organisational employees (regardless of work position) Seniority Awards (3, 5, 10, 15, 20, 25, 30, 35 e 40 years)	Promoting the welfare of employees and equal treatment	Strengthened action	All employees
	C2	Pay structure	Individual Meetings with the Management	Promotion of job satisfaction, talent retention, justice and social inclusion	Induced Action	All employees
		Work/life balance	Salary increase between 2-10% depending on the performance	Promote employee's involvement, commitment and professional development	Strengthened action	All employees
	C3	Environmentally friendly approach	Rest days on Christmas Eve, Carnival, New Year's Eve, close to the holidays.	Reduce the pay gap and reward performance	Strengthened action	All employees
			Replacement of plastic bottles with individual reusable bottles Provision of a water supply machine	Work-family balance	Strengthened action	All employees
	C4	Transparency within the organisation	Weekly internal communication of the data/critical in all work sites	Promote sustainable behaviours in employees at work and home	Induced Action Induced Action	Staff employees Staff employees
				Transparency in the communication of essential data and employee participation	Strengthened action	All employees

OB	C1	Physical and mental health promotion	Health insurance	Promoting the welfare of employees	Strengthened action	All employees
			Monthly meditation session with Tibetan bowls		Strengthened action	All employees
	C2	Pay structure	Increase in the food allowance	Increase 'living wage' relative to the local cost of living	Strengthened action	All employees
	C3	Environmentally friendly approach	Replacement of plastic bottles with individual reusable bottles	Promote sustainable behaviours in employees at work and home	Induced Action	All employees
			Provision of a water supply machine		Induced Action	All employees
	C4	Transparency within the organisation Legitimation of the management	Display of the survey's results and all relevant information	Transparency in the communication of essential data	Induced Action	All employees
			Monthly meeting to share suggestions and new ideas	Promote organisational involvement and commitment	Strengthened action	All employees
	OC	C1	Worker-focused organisational culture	Develop and implement a good conduct code	Explain the duty of all employees to promote equal treatment	Induced Action
Salary increase				Increase 'living wage' relative to the local cost of living	Strengthened action	All employees
C2		Pay structure Work/life balance	Birthday at home	Work-family balance	Induced Action	All employees
			Delivery of waste separation kits for household use	Promote sustainable behaviours in employees	Strengthened action	All employees
C3		Environmentally friendly approach	Display of all relevant information	Transparency in the communication of essential data	Strengthened action	All employees
C4		Transparency within the organisation				

The implementation phase started with a dialogue workshop with the project leaders focused on action planning and included a weekly report by email and two progress meetings. This close and continuous monitoring of the intervention progress allowed us to observe the managers commitment, the employees' involvement in the implementation process, and the main contextual challenges. Finally, the evaluation phase included an interview with the three organisational leaders to compile the four indicators of the common good matrix (C1, C2, C3, C4) with the implemented actions. The qualitative evaluation of the actions implemented was carried out jointly by the research team. After this intervention, it was performed the second administration of the set of questionnaires (T2). In addition, the research team conducted a focus group with organisational stakeholders to discuss the participants' interpretation of the quantitative results and the implemented actions. This mixed-methods approach had the advantage of providing an overview of the change initiatives developed in the intervention and assessing how the intervention process and context shaped the employees' perception of the decent work and work motivation dimensions.

Qualitative data

The qualitative data was used in this study to allow a detailed understanding of the intervention impact. A further aim was to understand the contextual factors (e.g., organisational context, managers commitment, employees' involvement, workplace challenges) that might have shaped the intervention and its outcomes. The results of the qualitative data were also used to evaluate the common good indicators and to enlighten the quantitative results.

We conducted two semi-structured interviews with each of the organisational leaders before and after the intervention in each organisation. In these interviews, they assessed the organisations' policy and practices and their impact on employees' common good indicators (before the intervention) and evaluated the impact of the new implemented actions on the four common good indicators (after the intervention). The common good matrix was used to perform those evaluations. We also used 18 workshops and meetings conducted before (three in each organisation) and during the intervention (three in each organisation). After the intervention, we also conducted four focus groups (one in OA, one in OB, and two in OC). The focus group list of questions, developed by the research team, included questions reflecting the employee's perception of the intervention and the corresponding consequences. The main areas covered were: (a) Questionnaires results, (b) Contribution of

implemented actions, (c) Effectiveness of implemented actions, and (d) Future improvement actions.

Considering the total number of employees in OA, the research team and the project leaders decided to conduct one focus group with seven participants representing all the organisational departments. The focus group involved construction workers and directors, managers and administrative staff. This heterogeneous constitution intended to foster new answers and original ideas. As OB had only seven employees (six workers and one manager), the focus group questions were discussed by all elements of the organisation. At OC, to allow an overview of the 85 employees, the research team and the project leaders decided to conduct two focus groups. The first one encompassed production workers, and the second included a manager and administrative staff, each consisting of five participants. The homogeneous participants in each group facilitated communication among members and allowed us to compare the two groups' different perspectives. The same moderator conducted all the focus groups to enhance consistency despite previously discussing the questions and way of conducting within the research team. All the focus groups (60 to 90 minutes) were recorded with the participant's permission. Data from focus groups were coded using QSR NVivo 12. We created nodes corresponding to the main questions and coded the content accordingly.

Quantitative data

The quantitative methods were used to verify to what extent the implemented intervention had influenced employees' perceptions of decent work and work motivation. The outcome variables were the seven decent work dimensions of the Decent Work Questionnaire (Ferraro, Pais et al., 2018), described below, and the six work motivation dimensions of the Multidimensional Work Motivation Scale (Gagné et al., 2015; dos Santos et al., 2020), also described below. We applied both instruments at two-time points, during the screening phase (T1) and the evaluation phase (T2).

Qualitative measures

Common good matrix. An organisations activity and its possible impact on the common good are described comprehensively in the matrix under levels of evaluation (ECG, 2017). In an evaluation, levels are allocated following an assessment scale: Baseline, 0; Getting started: 1; Advanced: 2-3; Experienced: 4-6, and Exemplary: 7-10. Each evaluation level score depends on the extent to which criteria is met. In addition, a baseline is given for

all indicators, which describes the minimum level required for an ECG-driven organisation.

Quantitative measures

Decent Work Questionnaire. The DWQ was developed to measure the decent work conditions from employees' perceptions (Ferraro, Pais, et al., 2018). The DWQ is a 31-item questionnaire that provides both a global decent work score and seven subscale scores: (1) *Fundamental Principles and Values at Work* (6 items); (2) *Adequate Working Time and Workload* (4 items); (3) *Fulfilling and Productive Work* (5 items); (4) *Meaningful Remuneration for the Exercise of Citizenship* (4 items); (5) *Social Protection* (4 items); (6) *Opportunities* (4 items); and (7) *Health and Safety* (4 items). Each item is answered on a 5-point response scale, ranging from 1 = "I do not agree at all" to 5 = "I completely agree". In the present study, the Cronbach alphas in each organisation were $> .70$.

Multidimensional Work Motivation Scale. The MWMS (Gagné et al., 2015; Portuguese version by dos Santos et al., 2020) is a measure that assesses different types of work motivation according to the self-determination theory. This questionnaire consists of 19 items that assess six dimensions: *Amotivation* (3 items); *Extrinsic Social Regulation* (3 items); *Extrinsic Material Regulation* (3 items); *Introjected Regulation* (4 items); *Identified Regulation* (3 items); and *Intrinsic Motivation* (3 items). Response options are on a 7-point Likert-type scale from 1 = 'not at all' to 7 = 'completely'. In this sample, the Cronbach alphas in each organisation were $> .70$.

Data analyses

Descriptive statistics were used for the sociodemographic and work-related characteristics of the sample. Repeated-measures univariate and multivariate analyses of variance (ANOVA and MANOVA) were used to examine differences in decent work and work motivation scores between Time 1 and Time 2 in OC. In OA and OB, given the sample size, we used the two-related samples test (Wilcoxon) to analyse whether the intervention produced significant differences in decent work and work motivation. Analyses were conducted using IBM SPSS Statistics (Version 25). For all analyses, a p -value $< .05$ was set as a criterion of statistically significant difference.

Results

Qualitative assessment

Considering the four common good indicators related to employees, the OA

implemented 10 actions. OB designed and implemented seven actions. The OC designed and implemented four actions (see details in Table 8.2). Together with the organisational leaders, the researchers carried out the qualitative evaluation of the employees' common good indicators (see details in Table 8.3). The highest impact of the implemented actions occurred in OA, placed in the Experienced level at C1 and C2, and Advanced level at C3 and C4. In OB, the indicator C1 scored in Experienced level and C2, C3 and C4 in Advanced level. The OC scored in Advanced level in C1 and Getting Started in C2, C3 and C4.

The workshops, meetings and weekly reports analysis conducted in each organisation allowed the researchers to understand the different aspects of the interventions, namely the organisational context, management commitment and employees' involvement. Table 8.4 presents an overview of the implementation process in each organisation. Two categories emerged from the analysis: (1) management commitment as the main contributor to the implementation process, and (2) the importance of employees' involvement for the effectiveness of the implemented actions.

Table 8.3 Level of evaluation of the common good indicators (ECG, 2017)

Case	CGI	Score	T1 Level of evaluation	Score	T2 Level of evaluation
OA	C1	3	<i>Advanced:</i> Initial measures to improve employee-focused organisational culture, occupational health and safety, diversity and equal opportunities have been implemented.	6	<i>Experienced:</i> Measures to improve employee-focused organisational culture, health in the workplace and occupational safety, and equal treatment have been widely implemented.
	C2	2	<i>Advanced:</i> Measures have been taken to ensure a ‘living wage’ and to establish a suitable treatment of employees in terms of work hours and overtime practices.	4	<i>Experienced:</i> The working week can be adapted to the organisation's needs with the appropriate approval of all its employees.
	C3	1	<i>Getting started:</i> An organisational van is used daily to transport employees. The organisation recommends environmentally friendly practices.	2	<i>Advanced:</i> The office department has a clear commitment to adopt sustainable habits (significantly reduced use of plastic).
	C4	1	<i>Getting started:</i> There are concrete plans to increase transparency and employee participation.	3	<i>Advanced:</i> Essential data are prepared in a transparent and accessible. Employees participate in essential topics and decisions.
OB	C1	3	<i>Advanced:</i> Initial measures to improve employee-focused organisational culture, occupational health and safety, diversity and equal opportunities have been implemented.	4	<i>Experienced:</i> Measures to improve health in the workplace and occupational safety have been widely implemented.
	C2	1	<i>Getting started:</i> There are regular analyses and discussions on a fair pay structure, and a fair distribution of workload/working time is regularly examined and discussed.	2	<i>Advanced:</i> Measures have been taken to ensure a ‘living wage’ (keeping with the cost of living in the local area).
	C3	1	<i>Getting started:</i> Bicycle storage facilities are available. The organisation recommends environmentally friendly practices.	3	<i>Advanced:</i> All the organisation departments have a clear commitment to adopt sustainable habits (significantly reduced use of plastic).
	C4	1	<i>Getting started:</i> There are concrete plans to increase transparency and employee participation.	3	<i>Advanced:</i> Essential data are prepared in a transparent and accessible. Employees participate in essential topics and decisions.
OC	C1	2	<i>Advanced:</i> Initial measures to improve occupational health and safety, diversity and equal opportunities have been implemented.	2	<i>Advanced:</i> Initial measures to improve employee-focused organisational culture have been implemented.
	C2	1	<i>Getting started:</i> There are regular analyses and discussions on a fair pay structure.	1	<i>Getting started:</i> Measures taken do not ensure a ‘living wage’ (keeping with the cost of living in the local area).
	C3	1	<i>Getting started:</i> The organisation recommends environmentally friendly practices.	1	<i>Getting started:</i> The organisation recommends environmentally friendly practices.
	C4	1	<i>Getting started:</i> The issue of transparency and employee participation is in discussion.	1	<i>Getting started:</i> Essential data is transparent but not easily and understandably.

Table 8.4. Implementation process in the three organisations

Aspect of the intervention process	OA	OB	OC
Characteristics of the organisational context	Located in a small municipality Strong and established management team Construction workers rotativity as their primary challenge Construction workers play a crucial role A constant concern for the safety, health and well-being of all employees Strengthening team spirit during the intervention	Small and family organisation within a large municipality Strong and established management team All workers play a crucial role Stable and cohesive work team Concern for health and well-being of all employees Strengthening team spirit during the intervention	Large industry within a large municipality Established management team Heavily industrialised municipality Municipality with a shortage of specialised labour Municipality with a solid union centre and conflict between generations as their main challenges Shop floor workers with demanding jobs
Management commitment	Solid and responsible management structure during the intervention Established commitment by the management Actions implemented in daily practice The intervention led to better oversight of the working conditions Feedback on action implementation progress	Solid and responsible management structure during the intervention Established commitment by the management Actions implemented in daily practice The intervention led to better oversight of the employee's well-being Feedback on action implementation progress	Inconsistent management structure during the intervention Failure in the commitment established by the management Lack of feedback on action implementation progress Few implemented actions and in a poorly structured way
Composition of Project direction	General director, construction director	Manager	General director, HR Manager
Employees involvement	Employees involved and committed in the implementation Valuing the inputs received by employees during the implementation Validation of actions implemented by employees	Employees involved and committed in the implementation Valuing the inputs received by employees during the implementation Validation of actions implemented by employees	Employees not involved in the implementation process Employees not aware of the implemented actions
Main contextual challenges	The pandemic has restricted the range of some actions (e.g. salary increase, seniority awards) and social dynamics	The pandemic led to the restructuring of several organisational dynamics that were in place (e.g. team buildings, hiking and rafting)	The pandemic made it impossible to promote social activities among employees and reduced economic activity with a consequent decrease in sales volume.

Focus groups

The results of the focus group demonstrated the employees' perception of the intervention in four categories. In Table 8.5, we defined each subcategory and provided an example. The interpretation of the questionnaire results in OA was coded in three subcategories. These subcategories reflected improved working conditions through the organisation's increased concern with the employees' health, safety and well-being. In OB, the employee's interpretation was coded in one subcategory since they all agreed that the working conditions and motivation were always excellent. The employee's interpretation of the results in OC was coded in three subcategories, at the focus group 1. They reflected the employees' negative view of the organisational context and the remuneration. The employee's perception at focus group 2 was also coded in three subcategories and highlighted that the production workers' dissatisfaction was due to the remuneration gap between generations.

The contribution of the implemented actions in OA was coded in five subcategories. These subcategories reflected the awareness that the intervention actions resulted in essential improvements for the employees working conditions. In OB, the implemented actions contribution was coded in two subcategories, reflecting the positive effects of the intervention initiatives in the working conditions. In OC, the two subcategories at focus groups 1 and 2 expressed the employees' dissatisfaction with the implemented actions. The effectiveness of the implemented actions was perceived as fulfilling by the employees at OA and OB. In OC, the results indicated that the salary increase should have considered the worker's speciality and seniority in the job position (focus group 1), and the actions implemented should have been the target of better communication (focus group 2).

The participants' suggestions regarding the development of future actions mainly addressed improving employees' conditions and well-being. The employees in OA suggested actions to promote employee's interaction and professional recognition. At OB, employees highlighted the need to adjust the timetable according to the customers' flow. Finally, the employees of OC suggested initiatives to reduce workload, value employees (focus group 1), and improve employee interaction and participation (focus group 2).

Table 8.5 Focus group categories

Case	OA Focus Group 1	OB Focus Group 1	Focus Group 1	OC Focus Group 2
Categories	Subcategories			
Perception of questionnaires results	<p>Increased interaction: "the employees feel motivated to work as a team."</p> <p>Increased health and safety: "employees understand the need to protect themselves, which makes them feel more secure", "Time is invested in training and awareness-raising actions for all workers on the use of protective equipment"</p> <p>Increased well-being: "the organisation concern with providing richer food to workers, so that they are well fed", "they end up creating a family within the organisation, and this feeling is carried over to work"</p>	<p>Good working conditions and motivation: "they were already great, and it would be difficult to improve."</p>	<p>Decreased working conditions: "high workload"; "unfair wage increases"</p> <p>Employees' dissatisfaction: "good work is not valued"</p> <p>Professional devaluation: "employees resent the lack of value, namely the salary"</p>	<p>Employees' dissatisfaction: "production employees have a perception that they should have more rights"</p> <p>Professional devaluation: "production employees think they should earn more because they have a repetitive job that requires some physical effort"</p> <p>Generation gap: "production employees have identical works and remuneration, with very different generations"</p>
Contribution of implemented actions	<p>Improve employee's awareness: "the welcome manual promotes positive behaviours to health and equality"</p> <p>Improve employee's motivation: "rest days are a gratifying and motivating benefit for everyone."</p> <p>Improves employee's satisfaction: "the water supply machine is an asset"; "the Christmas Hampers"</p>	<p>Improve employee's health and well-being: "Health insurance ensures a safer personal life, and I feel more protected"; "water supply machine and reusable bottles are a great asset; "meditation session allowed us to relax and released emotions"</p>	<p>Increased wage inequality: "wage increases created wage disparities between employees with different seniorities in the same function"; "employees who have the expertise and greater capacity for work and development should earn more"; "unfair wage gap between sections"</p>	<p>Increased wage inequality: "the increases in existing wages is smaller than the increases in the minimum wage, resulting in minimal differences between wages. This causes irresponsibility for new employees that have minimum wage guaranteed, and for those who are already here, it causes demotivation as they"</p>

	were designed for the whole family” Improve employee’s participation and commitment: “The weekly internal meeting is a very enriching sharing moment”	Improve employee’s participation and commitment: “being monthly, the meeting it is good to bring the whole team together and share ideas and strategies”; “Display of relevant information is excellent and also circulates”		continue to earn the same amount that is close to the minimum wage”
	Improve employee’s equality: “the fact that everyone, regardless of position, receives the same Christmas Hamper is important for equality”		Communication failure: “the information is barely readable”	Generation discrimination: “older people have more responsibilities than younger people, and then they earn the same”
Effectiveness of implemented actions	Positive effects: “I think all actions were implemented as far as possible and had positive effects”	Positive effects: “All the actions were excellent and had positive effects for the employees”	Effective increase in salaries: "Increase in salaries by seniority and by speciality"	Communication failure: "the actions should have been more publicised, especially the birthday, to generate a positive dynamic among employees"
Future improvement actions	"Employees’ day": “event to promote group interaction and thank employees for a job well done.”	Summer timetable/winter timetable: “we should have a winter timetable and a summer timetable, according to the flow of customers”	Reduced workload: “more production assistants and more electricians to arrange work equipment”	Increased conviviality moments: “Events such as the organisations Christmas dinner and birthday promote team spirit and a sense of belonging”
			Valuing employees: “valuing the employees' experience, commitment and responsibility”	Increased employees’ participation: “Give employees a voice in a more formal way and hold quarterly meetings to discuss employees' ideas”

Quantitative assessment

Decent work and work motivation before and after the intervention

Table 8.6 shows mean differences (and standard deviations) over time in the seven dimensions of decent work and total score and the six dimensions of work motivation. At the OA, the results revealed a significant increase in all decent work dimensions ($p < .05$ and $p < .01$) as well as in the overall score of decent work ($p < .01$). Regarding work motivation, a significant increase in the dimension *Intrinsic Motivation* ($p = .003$) and a significant decrease in *Extrinsic Social Regulation* ($p = .011$) and *Extrinsic Material Regulation* ($p = .001$) also occurred. At the OB, the results were not significant in any dimension of decent work and work motivation. In the OC, the results of the repeated-measures MANOVA revealed a significant multivariate effect of time on decent work dimensions [Pillai's Trace = .19, $F(7, 73) = 2.44$; $p = .027$, $\eta^2 = .19$]. Subsequent univariate tests indicated a significant increase only in the dimension *Opportunities* ($p = .006$). There were no significant changes in the dimensions of work motivation.

Table 8.6 Dimensions of decent work and work motivation before and after intervention

Case	OA			OB			OC		
	Before Interv.	After Interv.	z	Before Interv.	After Interv.	z	Before Interv.	After Interv.	F
	M (SD)	M (SD)		M (SD)	M (SD)		M (SD)	M (SD)	
Decent Work									
Fund Principles Values Work	4.39 (0.43)	4.62 (0.43)	-2.28*	4.74 (0.44)	4.40 (0.64)	-2.03	3.03 (0.77)	3.16 (0.86)	1.57
Adeq Work Time Workload	4.06 (0.61)	4.37 (0.51)	-2.50*	4.50 (0.66)	4.39 (0.64)	-3.78	3.18 (0.68)	3.23 (0.88)	0.26
Fulfilling Productive Work	4.24 (0.48)	4.58 (0.37)	-2.63**	4.51 (0.49)	4.26 (0.61)	-1,81	3.41 (0.67)	3.50 (0.76)	0.72
Mean Rem Exerc Citizenship	4.00 (0.61)	4.43 (0.56)	-2.99**	4.29 (0.71)	4.14 (0.56)	-5,41	2.35 (0.90)	2.39 (1.10)	0.13
Social Protection	3.70 (0.86)	4.36 (0.65)	-3.42**	3.32 (1.22)	3.60 (0.92)	-1.11	2.75 (0.80)	2.88 (0.92)	1.18
Opportunities	4.04 (0.61)	4.45 (0.54)	-2.50*	4.36 (0.64)	4.04 (0.78)	-1.81	2.84 (0.81)	3.17 (0.91)	7.88**
Health and Safety	4.34 (0.55)	4.73 (0.27)	-2.94**	4.46 (0.78)	4.14 (0.86)	-1.60	3.02 (0.89)	2.99 (1.01)	0.07
Total Decent work	4.13 (0.51)	4.52 (0.40)	-3.03**	4.35 (0.54)	4.16 (0.57)	-1.27	2.96 (0.62)	3.07 (0.75)	1,46
Motivation									
Amotivation	1.62 (0.94)	1.28 (0.44)	-1.79	1.00 (0.00)	1.00 (0.00)	0.00	1.93 (1.48)	2.18 (1.63)	1.42
Extrinsic social regulation	2.83 (1.48)	1.82 (0.99)	-2.54*	3.19 (2.32)	2.67 (1.77)	-0.42	2.64 (1.47)	2.81 (1.64)	0.45
Extrinsic material regulation	4.79 (1.56)	3.20 (1.50)	-3.40**	3.10 (1.76)	2.52 (1.12)	-0.53	3.92 (1.61)	3.58 (1.88)	1.72
Introjected Regulation	4.85 (1.45)	4.75 (1.20)	-0.19	5.04 (1.92)	5.50 (1.08)	-0.60	4.57 (1.83)	4.45 (1.72)	0.19
Identified Regulation	5.79 (1.30)	6.04 (1.06)	-0.92	6.57 (0.66)	6.24 (1.17)	-0.73	5.19 (1.75)	5.15 (1.69)	0.03
Intrinsic Motivation	5.58 (1.11)	6.45 (0.80)	-2.98**	6.14 (0.86)	6.14 (1.12)	0.00	4.36 (1.76)	4.50 (1.79)	0.26

Note. z, Wilcoxon Test; F, Repeated-measures MANOVA. * $p < .05$; ** $p < .01$; *** $p < .001$

Discussion

On the one hand, this study aimed to understand how organisational values-based intervention initiatives can benefit the organisations' contribution to employees' common good indicators and increase decent work and work motivation perceived by employees. On the other hand, to shed light on the contextual factors that shape the success of failure of such initiatives. These were examined both qualitatively and quantitatively in a multiple case study design. This research makes several and important contributions to our understanding of these issues. First, our analysis indicates that implemented actions key focus is the common good indicator C1 (8 actions), which also has the highest level of evaluation. This is followed by indicators C2 (5 actions), C3 (5 actions) and C4 (4 actions). In particular, actions concern themes about worker-focused organisational culture, physical and mental health promotion, equal opportunities, pay structure, work/life balance, environmentally friendly approach, transparency within the organisation, and legitimation of the management. In addition, these actions are indicated mainly by the organisational leaders (strengthened actions). Our findings suggest that positive changes in the workplace and work environment through values-based interventions may be most beneficial if focused on actions that support adequate working conditions, fair employment contracts, employee participation (proximal impact), and environmentally beneficial practices (distal impact). These results confirm the proposition by Pereira, dos Santos et al. (2020), stating that the development of ECG and decent work must consider two types of actions: (1) aiming at directly benefitting stakeholders and (2) aiming at educating and encouraging stakeholders to implement those values in their daily actions. Our results give rise to a new and more specific conceptual proposition:

Proposition 1: Organisational values-based interventions are more effective if focus both on the proximal and distal impacts.

A practical implication of this proposition is that actions aiming at employees' proximal benefit must be complemented by actions aiming at its distal benefit by contributing to the spread of the ECG values in their daily actions.

Second, the influence of the organisational values-based intervention on common good, decent work and work motivation varies among the organisations in our study. OA shows the highest impact of the implemented actions on the employees' common good indicators and is the only organisation with significant improvements in decent work and work motivation. Our analysis indicates that at OA, the significant increase in all decent work dimensions and *Intrinsic Motivation* is seen by employees as a result of the

organisation increased concern with the employees' health, safety and well-being. In particular, the significant rise in *Fundamental Principles and Values at Work* can be explained by the implemented actions (C1 and C4). These actions are related to decent work through mechanisms for the expression of values at work, such as equal treatment, dignity, non-discrimination, social inclusion, participation and transparency (Pereira, dos Santos et al., 2020; Pereira, Zapallà et al., 2020). The significant increase in *Opportunities* can be explained by the individual meetings implemented (C1) that represent an opportunity to discuss the employees' performance and prospects to improve remuneration and professional development. The significant increase in the dimension *Health and Safety* may be explained by the welcome manual and code of conduct implemented (C1), which focuses on health protection and safety, among other subjects. Indeed, considering the specific sector of activity, the awareness that all construction workers must wear protective equipment promotes positive behaviour in workers because they understand the need to protect themselves, making them feel more secure. The significant increase in the dimension *Social Protection* may be explained by the seniority awards implemented (C1), suggesting that this action can improve talent retention, justice, and social inclusion. Employees can feel more secure in their jobs, as suggested by Ferraro, Moreira, et al. (2018).

These results partially confirm the first conceptual proposition of Pereira et al. (2019): The improvement of *Fundamental Principles and Values at Work*, *Opportunities*, *Health and Safety* and *Social Protection* contribute to the human dignity indicators in the ECG matrix. Furthermore, our results give rise to a new and more focused conceptual proposition:

Proposition 2: Through values-based interventions, positive and significant changes in the Fundamental Principles and Values at Work, Opportunities, Health and Safety and Social Protection, are most beneficial if focused on actions developed in the common good indicator C1.

In addition, our results partially confirm the fourth conceptual proposition of Pereira et al. (2019), suggesting that the improvement of *Fundamental Principles* contribute to the Transparency and Codetermination indicators in the ECG matrix. Furthermore, our results give rise to a new and more specific conceptual proposition:

Proposition 3: The positive and significant changes in the Fundamental Principles and Values at Work, through values-based interventions, are most beneficial if focused on actions developed in the common good indicator C4.

The significant increase in the dimension *Adequate Working Time and Workload*

suggests that OA considers the balance between work and family important (Pereira, dos Santos et al., 2020; Pereira, Zapallà et al., 2020). This concern is present in the implemented Rest days (C2). The significant increase in *Meaningful Remuneration for the Exercise of Citizenship* may be related to the salary increase (C2), suggesting that this action reduce the pay gap and reward performance (Pereira, Zapallà et al., 2020). Our results partially confirm the second conceptual proposition of Pereira et al. (2019), suggesting that the achievement of *Adequate Working Time and Workload and Meaningful Remuneration for the Exercise of Citizenship* contribute to the human dignity solidarity and social justice indicators in the ECG matrix. Furthermore, our results give rise to a new and more specific conceptual proposition:

Proposition 4: The positive and significant changes in the Adequate Working Time and Workload and Meaningful Remuneration for the Exercise of Citizenship, through values-based interventions, are most beneficial if focused on actions developed in the common good indicator C2.

Regarding the dimension *Fulfilling and Productive Work*, the significant increase can be explained by the implemented actions concerning C3, which contributes to the future of new generations by promoting sustainable behaviours in employees at work and home. Actions within the scope of ECG impact decent work mainly by increasing the meaning of work and thus making it more fulfilling and productive (Pereira, dos Santos et al., 2020). These results confirm the third conceptual proposition of Pereira et al. (2019), suggesting that the improvement of *Fulfilling and Productive Work* is positively related to the environmental sustainability indicators in the ECG matrix. Furthermore, our results give rise to a new and more specific conceptual proposition:

Proposition 5: The positive and significant changes in the Adequate Working Time and Workload, through values-based interventions, are most beneficial if focused on actions developed on the common good indicator C3.

Therefore, our findings suggest that values-based interventions to significantly increase all decent work dimensions must focus on actions within the common good indicators. The effectiveness and quality of the implemented actions increased the evaluation level of the employees' common good indicators. These results reinforce the second conceptual proposition of Pereira, dos Santos et al. (2020), suggesting that the pursuit of ECG values reinforces decent work. Moreover, our results give rise to a new and more specific conceptual proposition:

Proposition 6: Through values-based interventions, positive and significant changes in

decent work are most beneficial if focused on effective and quality actions implemented in the employees' common good indicators.

The significant increase in Intrinsic Motivation at OA can be explained by the increase in decent work (Ferraro, Moreira et al., 2018; Ferraro et al., 2020) and by the positive impact of the implemented actions on the employees' common good indicators. In a pandemic context, the organisation widely implemented measures to improve employee-focused organisational culture, health at workplace, occupational safety, and equal treatment. The employees' basic psychological needs satisfaction might be influenced by the perception of the organisational situation concerning the broader context. The employees who enjoy greater social protection might see and feel social protection as a holding environment that allows them to relax over striving for better earnings, which may explain the significant decrease in *Extrinsic Material Regulation*. The significant decreased in *Extrinsic Social Regulation* may be understood in the pandemic context. Social isolation decreased the engagement with other people outside work (Kulikowski et al., 2020) and made feedback received from others less critical (Russo et al., 2021). Therefore, workers can strive less to get recognition and value from others' appraisals.

In OB, the implemented actions did not significantly affect the workers' assessment of the decent work and work motivation. According to the employees, despite all the excellent and positive effects of the actions, the working conditions and motivation were already adequate and hard to improve in tough times as the pandemic context. Indeed, on average, the scores in the different dimensions were already quite high on T1. The implemented actions increased the evaluation level of the employees' common good indicators since they focused on physical and mental health promotion, fair remuneration, environmentally friendly practices, and employee involvement. Our results highlight that organisations with good working conditions prior to the intervention reported few improvements post-intervention (Nielsen et al., 2006).

The only significant increase in OC was in the dimension *Opportunities*. Employees feel dissatisfied and undervalued, mainly due to increased generation gap on remunerations, and so they focus on alternative jobs to improve remuneration and professional development. In addition, OC is located in a highly industrialised area, and employees believe that alternative jobs are available. The implemented actions did not contribute to the employees' common good indicators. Despite the salary increase in T2, the employees argue it enhances wage inequality and generation discrimination. In addition, the other implemented actions that focus on work-family balance, sustainable behaviours by employees and transparency

in communication should be the target for more publicised and so did not generate a positive dynamic among employees. These results reinforce the idea that poor pre-intervention working conditions and well-being limit the implementation processes, therefore negatively influencing the intervention outcomes (Taris et al., 2003).

A further contribution of this study is that it provides insight into the implementation mechanisms that influence the success or failure of the values-based intervention. From the analysis of the different intervention outcomes (see Tables 8.3, 8.5, 8.6) and the components of the intervention process (see Table 8.4), two categories emerged: (1) management commitment as the main contributor to the implementation process, and (2) the importance of employees' involvement for the effectiveness of the implemented actions. The present study confirms that management commitment and employee involvement are important implementation factors in organisational interventions (Nielsen, 2013; Tafvelin et al., 2019). This study shows that the organisations with a solid and responsible management structure (OA and OB) had more capacity for common good improvement and implemented actions as planned. This illustrates the need for genuine managers interests to participate in intervention activities (Johannessen et al., 2021). In addition, the employees' involvement during the implementation process (OA and OB) ensure that change initiatives are widely adopted. These results are in line with the third conceptual proposition of Pereira, dos Santos et al. (2020), suggesting that the more the efforts are made by every internal organizational stakeholder, the more the ECG or DW concepts are put into practice. Our results give rise to a new and more focused conceptual proposition:

Proposition 7: In values-based interventions, the employees' participation and the management commitment foster employees' common good indicators improvement.

The results also highlight the importance of tailoring or fitting the intervention to the organisational context. Our multiple case study reports cases of full success (OA) partial success (OB) and failure (OC). The success at OA suggests that the values-based intervention activities fit the pre-existing working conditions. The intervention activities targeted three types of working conditions that were perceived to be influential on employees' safety, health, and wellbeing. These working conditions included worker-focused organisational culture, physical and mental health promotion, and work-life balance. As the working conditions, prior to the intervention, were already adequate at OB the interventions improvements were few (Nielsen et al., 2006). The failure at OC suggest that poor pre-intervention working conditions limited the implementation processes and improvements (Nielsen & Randall, 2015). Other possible explanation is that although OC

met the inclusion criteria, a specifically conscious disconnect between the values-based intervention and organizational structure occurred (Boxenbaum & Jonsson, 2017). The OC started the values-based intervention but could not make a fundamental change that is part of the logic of how practices can be effective.

Finally, our results also uncover barriers and facilitators of the implementation. The facilitators were the same in OA and OB. They involved effective communication (e.g., actions implemented in daily practice, valuing the inputs received by employees during the implementation, validation of actions implemented by employees, key stakeholders engagement (e.g., employees involved and committed in the implementation and established commitment by the management), and motivation of the employees during the intervention (strengthening team spirit during the intervention; Errida & Lofti, 2021). At the intra-organizational level, the barriers involved financial constraints (Nielsen & Miragliaia, 2017), mainly due to the pandemic context. At the extra-organisational level, the barrier is due to the impact of the COVID-19 pandemic in the socio-economic context. The significant turbulence and uncertainty caused by the pandemic context affect intervention, mainly when change proposals compete with these factors (Vardaman et al., 2021). The related proposition is the following:

Proposition 8: The unstable socio-economic context competes with the change proposals during a values-based intervention.

A practical implication of this proposition is that participants' willingness (employees and managers) to pay attention and put energy into the values-based intervention decreased during the pandemic. Even if commitment is high, dealing daily with the unforeseen and uncertainty act as competing motives of the organisational changes.

Strengths, limitations and future directions

This study has several strengths to acknowledge. First, it is longitudinal and a multiple case study and use a mixed-method design combining quantitative and qualitative data to screen the activities before, during and after the intervention in the organisation. The qualitative and quantitative data from different sources reduce the likelihood that common method variance would adversely affect the findings. Additionally, multiple case research can study the contrast or variance of the different cases in the intervention. The contrasting instances were brought together, and the key implementation factors that shape the values-based initiatives' success were identified.

However, one limitation of this study is the lack of the employees' involvement in

the intervention design., Working with employees to co-design research is more challenging within the ongoing physical distanced pandemic context (Hall et al., 2021). Future studies could address paths to involve employees at critical points in the intervention, particularly in the design (when ideas need to be developed further and made workable) in a pandemic context. Future studies of values-based interventions could also focus on how support can be provided during the implementation while developing ideas and action plans to complement the typically provided support.

CHAPTER IX

CONCLUSION

CONCLUSION

With an overarching approach, this last chapter integrates the most important findings, draws main practical implications, highlights the limitations of the present research as the basis for new ideas for future research, and presents the overall conclusions.

The general aim of this Doctoral Thesis was to develop, implement, and evaluate values-based interventions focused on the common good, decent work and work motivation in Portuguese organisations. First, we began to describe and characterize the state-of-the-art of the empirical research on decent work from a psychological perspective and related fields. Second, we describe how each decent work dimension contributed to strengthening the values of the economy for the common good (ECG) and what were the conceptual relationships between decent work and the ECG. Third, we analysed the actions of the common good reports taken by a sample of Italian organisations and determined which were the stakeholders, values, and decent work dimensions most addressed, and what were the different patterns of actions. Fourth, we investigated what were the reasons addressed by the Italian entrepreneurs' for joining the ECG, and to what extent the actions introduced were tuned with the decent work concept. Fifth, we analysed how the pandemic context affected the employees' perception of the decent work dimensions, and the assessment made by employees regarding the different forms of work motivation. Finally, we analyse how actions within an organisational values-based intervention impacted common good, decent work and work motivation, and what were the determinants and barriers that shaped the success of such initiatives.

In order to add to the current knowledge on organisational values-based interventions and responding to the aim of this Doctoral Thesis, we designed a series of studies that answered each of the specific proposed aims. Below, in Table 9.1 we present the summary of the main findings and status of publications of each study.

The first study showed that the shortage of articles reporting empirical studies on decent work published (end of December 2017) was still in its early stages of development, mainly in psychology-related fields. The low number of measures developed expressed the scarcity of empirical research, and the explanatory power of the effects of different determinants on decent work was also largely absent from the literature. Although many different workers' categories have already been studied, that diversity was far from covering the full diversity of the labour market. In addition, among these articles, just a few addressed the decent work concept as a whole. Moreover, most countries where the reviewed studies

were undertaken were high or very high in the Human Development Index, which means medium, low, and very low development countries were under-researched. Furthermore, the descriptive studies applied different indicators and reported mostly decent work deficits, and this deficit was more prominent in low development countries than in developed countries. Confirmation of that situation should encourage researchers and policymakers to research decent work deficits in developing countries. Further studies should be concerned with integrating evidence-based knowledge in explaining and managing decent work.

The second study propose four conceptual propositions concerning the contributions of the decent work to the ECG highlighted workers enjoying decent work were expected to contribute to the achievement of the common good values and at the same time participated in the benefits of the common good improvements. Furthermore, it was argued that the expected effect of decent work on the ECG depended on two main processes: (1) through workers' desire to reciprocate and by doing so contributing more to creating common good; and (2) through being exposed to role models that connect workers with common good values. Both approaches are synergistic and in tune with creating a values-based social system where the various social agents (individuals and organisations) are concerned with the common good that goes beyond short-term self-interest. The integrative power of decent work contributes to building a comprehensive view and understanding of ECG values and helps in designing cross-effective human resource policies and strategies, as well as public policy able to include broad, harmonized processes that include ECG values. Therefore, intervention projects aiming to develop ECG values are much more powerful and relevant when attention is given to the various dimensions of the decent work concept. Since the four conceptual propositions developed in this study were not submitted to empirical research, future research could study them and verify to what extent they find support in empirical data.

The third study described the different types of actions reported by Italian organisations enrolled in the ECG movement. This study also compared such different types with decent work dimensions. The results showed that organisations focused more on customers and workers, the most critical stakeholders in the organisation's immediate viability (proximal stakeholders). We also found that environmental sustainability and human dignity were the most addressed values. The findings reveal that such actions, on the one hand, contributed to improving decent work conditions, and on the other hand, corresponded to different priorities of the organisations. The actions within the scope of ECG impacted decent work mainly by increasing the meaning of work and therefore making it

more fulfilling and productive. In addition, the ECG was related to decent work through mechanisms for expressing values at the workplace, such as trust, quality of treatment, participation, and empowerment, among others. This study also showed that organisations implemented the actions that were accessible to them but prioritised those actions differently. Organisational leaders who intend to adapt their organisations to ECG proposal should: reinforce the adhesion of ECG through decent work and vice-versa; involve all stakeholders interested in decent work and ECG; develop actions aiming at stakeholders' proximal and distal benefit and adjust ECG actions to their specific characteristics (dimension, sector, history, localisation and culture), context and initial priorities. Further studies on enablers and barriers to participating in the movement can help understand the ECG proposal's adoption process. The main limitation is the low number of Italian common good reports available, which restricts the scope of the conclusions. Therefore, further research should include common good reports from other countries organisations.

The fourth study showed that values represented the most frequent reason to adhere to the ECG, suggesting that the effect of values was quite pronounced. Furthermore, Environmental Sustainability and Human Dignity were the two values that mainly supported the adhesion to the movement. The implemented actions were related to all five fundamental values promoted by the ECG movement and they were also coherent and in tune with the values proposed by the decent work concept. Finally, except for language difficulties, organisations did not find problems expressly related to the ECG movement. A practical implication is that values play an essential role in determining the outcome of the change process, helping design intervention projects aligned with the ECG values. Further studies on organisational change can help disseminate the ECG values behind this movement. A limitation of this study was the low number of ECG organisations reached, which restricts the conclusions' scope. Further research should, therefore, test our results on a more significant number of ECG organisations.

The fifth study empirically tested the influence of the pandemic context on the employees' decent work perception, considering that the objective work conditions and content remained equal to those employees. Interestingly, the findings showed a significant improvement in workers' perception of decent work from Time 1 (before the pandemic) to Time 2 (during the pandemic), contrary to what was hypothesised. We verified that the pandemic context had a positive and significant effect on six out of seven dimensions of decent work, namely those related to *Fundamental Principles and Values at Work*, *Meaningful Remuneration for the Exercise of Citizenship*, *Fulfilling and Productive Work*,

Adequate Working Time and Workload, Social Protection and Health and Safety. Our interpretation of these results was based on the social comparison processes (Adams, 1965; Festinger, 1954) and common social identity (Tajfel & Turner, 1979). It was highlighted that those processes had stronger activation than the negative effect of the adverse socio-economic context. Moreover, the common social identity was made salient by the common danger, strengthening the social ties among workers. Sharing organisational values by vital stakeholders was fundamental in the combat against COVID-19. Managing a crisis implied a reflection of personal values, which might be considered as critical factors to implement and coordinate strategies that keep adequate working conditions and at the same time contribute to the recovery from the pandemic crisis. A limitation of this study was using an intentional sample of organisations adhering to a change process guided by values that limit the findings' generalizability. This study took place in a unique historical moment, and, as such, the possibility of replication is nil. It could be interesting to study workers from different sectors of activity as they could express different perceptions.

The sixth study empirically tested the impact of the COVID-19 pandemic context on the assessment made by employees regarding the different states of work motivation according to the framework proposed by the Self-Determination Theory. Interestingly, the results indicated a positive and significant effect of the COVID-19 pandemic on the more autonomous states of work motivation, i.e., *Identified Regulation* and *Intrinsic Motivation*, and those related to the controlled states of motivation, mainly *Extrinsic Material Regulation* and *Introjected Regulation*. Faced with the COVID-19 pandemic, employees compared their work situation with the situation of other organisational employees of their knowledge (or disseminated by the media), instigating a change in their subjective perception about the value of their current job reality. As such, this study suggested that the pandemic context acted as a psychological determinant regarding work representation to the satisfaction of the needs. On the one hand, this context directed and shaped employees' feelings, thereby spurring the proactive search for psychological events, even when the objective work conditions remain equal (e.g., work situation and contract situation). On the other hand, a basic need helps explain the variations in social contexts. Finally, this study systematically shows employees perception variability as a function of contextual variations. The covid-19 context emerges in our study as a distal determinant of work motivation. Therefore, organisational interventions should considerer this broad context and its effect on the employees' assessment of their work motivation. A limitation of this study was the use of an intentional sample of organisations adhering to a change process guided by values

because it limits the generalizability of the findings reported. This study took place in a unique historical moment, and, as such, the possibility of replication is nil. It could be interesting to study employees from different sectors of activity as they could express different perceptions.

The seventh study consisted of a longitudinal mixed-methods and multiple case study of three Portuguese organisations to describe and evaluate organisational values-based interventions designed to improve worker-related common good indicators. The quantitative results showed significant improvements in all decent work dimensions, in *Intrinsic Motivation*, and a significant decrease in *Extrinsic Social Regulation* and *Extrinsic Material Regulation*, but only in one organisation. The other two organisations did not reach any significant outcome. The qualitative data showed that positive changes at the workplace and work environment through values-based interventions might be most beneficial if focused on actions that support adequate working conditions, fair employment contracts, employee participation (proximal impact), and environmentally beneficial practices (distal impact). In addition, our results empirically supported the four conceptual propositions of the second study, and two of the five conceptual propositions of the third study, giving rise to new and more specific conceptual propositions. Both significant and non-significant results revealed that management commitment, employee participation, and intervention-fit were crucial to the intervention success. Even if commitment is high, dealing daily with the unforeseen and uncertainty act as competing motives of the organisational changes. Furthermore, the results highlighted that the intervention-fit includes a required minimum difference between starting scores and desirable scores of the criterion variables. Therefore, these findings enable organisations to design and implement values-based interventions to increase common good, decent work and work motivation. One limitation of this study was the distal involvement of employees in the intervention design due to the COVID-19 pandemic. Future studies could address paths to involve employees at critical points of the intervention in a physical distanced context.

Table 9.1 Main findings and status of publications of each study

Chapter	Research questions	Study Type	Main findings	Status
Chapter II	(1) What is the state-of-the-art empirical research on decent work from a psychological perspective or related fields?	Systematic empirical research review	Empirical research on decent work is grounded in various disciplines and is still in its early stages. Most studies report a decent work deficit and do not cover the whole concept of decent work. Medium, low and very low development countries are under-researched.	Published in Scandinavian Journal of Work and Organizational Psychology, 2019, 4 (1), 1-15.
Chapter III	(1) How each decent work dimension contributes to strengthening the values of the ECG? (2) What are the conceptual relationships between decent work and the ECG?	Conceptual paper	The achievement of Fundamental principles and values at work, Adequate working time and workload, Fulfilling and productive work, Meaningful remuneration for the exercise of citizenship, Social Protection, Opportunities and Health and safety contribute to human dignity indicators. The achievement of Fundamental Principles and Values at Work, Adequate working time and workload, Meaningful remuneration for the exercise of citizenship, Social Protection and Opportunities are positively related to the solidarity and social justice indicators. The achievement of Fulfilling and Productive work is positively related to the environmental sustainability indicators. The achievement of Fundamental principles and values at work, Fulfilling and Productive Work and Opportunities are positively related to the Transparency and co-determination indicators.	Published in International Journal of Organizational Analysis, 2019, 28 (3), 579-593 (Q3)
Chapter IV	(1) Which are the (a) stakeholders, (b) values, (c) decent work dimensions most addressed in the actions mentioned in the common good reports? (2) What are the different patterns of actions allowing to design a typology?	Qualitative study	Customers, business partners, staff and owners are the most addressed stakeholders; human dignity and environmental sustainability are the most addressed values and fulfilling and productive work, and fundamental principles and values at work are the most addressed Decent Work dimensions. Additionally, all clusters are intensive in environmental concerns but have differentiated priorities. Cluster analysis suggests three drivers: Recognition, Core business closeness, and Social common good impact.	Published in Qualitative Research in Organisations and Management, 2021, 16 (1), 191-217 (Q3)
Chapter V	(1) What are the reasons addressed by the organisations to adhere to the ECG movement?	Qualitative study	Values represent the most frequent reason to adhere to the ECG, and Environmental Sustainability and Human Dignity are the two values that mainly support joining the movement. ECG approach is	Published in Business and

	<p>(2) The ECG movement is considered a new one or only a formalisation of a previously adopted organisational philosophy?</p> <p>(3) What are the main actions (and allocated resources) reported by organisations that joined the ECG movement?</p> <p>(4) To what extent are those actions tuned with the decent work concept?</p> <p>(5) What barriers and overcoming strategies and enablers are present in the adhesion process?</p>		<p>considered a deepening of a previously adopted organisational path. Actions were related to all five fundamental values promoted by the ECG movement. Treating workers with Dignity and improving Environmental Sustainability are the two values that mainly support the actions. Time and money are essential resources to undertake the changes in organisations. The actions are coherent with the values proposed by the decent work concept. Except for language difficulties, organisations did not find problems expressly related to the ECG movement.</p>	<p>Society Review, 2021. (Q2)</p>
Chapter VI	<p>(1) What is the effect of the pandemic context on employees' perception of the decent work dimensions?</p>	Quantitative study	<p>Positive and significant effect of COVID-19 pandemic context on six out of seven dimensions of decent work, particularly those related to Fundamental Principles and Values at Work and Health and Safety.</p>	<p>Under review (in Q1 Journal)</p>
Chapter VII	<p>(1) What is the impact of the pandemic context on the assessment made by employees regarding the different forms of work motivation?</p>	Quantitative study	<p>Positive and significant effect of the COVID-19 pandemic context on the more autonomous states of work motivation, i.e., Identified Regulation and Intrinsic Motivation, and those related to the controlled states of motivation, mainly Extrinsic Material Regulation and Introjected Regulation.</p>	<p>Under review (in Q2 Journal)</p>
Chapter VIII	<p>(1) How do actions within an organisational values-based intervention impact the common good?</p> <p>(2) How do actions within an organisational values-based intervention impact decent work and work motivation as perceived by employees?</p> <p>(3) What are the determinants and barriers of a successful organisational values-based intervention?</p>	Mixed-methods longitudinal study	<p>Quantitative results showed significant improvements in all decent work dimensions, in Intrinsic Motivation, and a significant decrease in Extrinsic Social Regulation and Extrinsic Material Regulation, but only in one organisation. The other two organisations did not reach any significant outcome. The qualitative data of both significant and non-significant results revealed that (1) positive changes at the workplace and work environment may be most beneficial if focused on actions that support adequate working conditions, fair employment contracts, employee participation, and environmentally beneficial practices; (2) management commitment, employee participation, and intervention-fit are crucial to the intervention success. Intervention-fit includes a required minimum difference between starting scores - desirable scores of the criterion variables.</p>	<p>Under review (in Q1 Journal)</p>

Conclusively, this Doctoral Thesis makes important contributions to the organisational intervention field, specifically to the explanatory mechanism of valued-based approaches. The decent work and work motivation as criteria variables in evaluating the interventions, and the qualitative outcomes, have opened up an important route in the field, bringing to light the psychological mechanisms activated in an organisational values-based intervention. The values centred framework of the ECG, associated with the integrative nature of decent work and the determinant human behaviour nature of work motivation, stimulates organisational leaders to reflect on the necessary resources and pathways to implement a values-based intervention and to believe in the intervention ability to achieve goals and successfully overcome possible barriers.

The combined use of different data collection and analysis techniques ensured the methodological triangulation that gave the results of this research greater validity, reinforced by the longitudinal nature of the intervention. With the outcomes and their implicit processes explained, this thesis further initiates the discussion on values-based approaches within the theoretical framework of interventions literature. There is clear evidence of the role played by employees and organisational leaders, followed by the mechanisms that influence the success or failure of the interventions.

Having established the main contributions for both the theory and practice, this thesis intends to shed light on important theoretical elements of the values-based framework and supply relevant tools to support practice. In the hope of helping researchers and organisational leaders, the ultimate goal of this work is to contribute towards a better understanding of a values-based approach, currently scant in the organisational intervention literature, and a deeper understanding of the individual perception of change on decent work and work motivation dimensions. Moreover, by including a list of suggestions for further investigation, we aim to shed some light on the possible paths' researchers may follow to continue producing new and enriching knowledge about values-based interventions.

This research made it possible to transform a recommendation of the European Economic and Social Committee into tangible and measurable organisational actions that reflect a change from the current dominant economic paradigm (competitive in nature) to one oriented towards the Common Good (essentially cooperative). It will also make it possible to place Portuguese organisations on the wave of an European and world movement from which they are currently absent.

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APPENDICES

APPENDICE I

LETTER SENT BY EMAIL FOR THE ITALIAN ORGANISATIONS

Dear XXXX (name of organization's representative),

We are a team of researchers from the University of Bologna (Italy), Coimbra (Portugal), Évora (Portugal) and Brasília (Brazil) and we are studying the ECG movement. We had access to the report that your organization produced regarding participation in the movement, which we greatly appreciate, and we would like to request an interview (in person or via Skype), if possible next June, to better understand how the participation in this movement has been. It is important for us to emphasize that as researchers we want to have an external and independent view of what the participation has been in this movement.

Our interviews are conducted with full respect for the ethical criteria applicable to social science research, which includes: a) guaranteeing the confidentiality of the information collected; b) the possibility of withdrawing participation at any time during the interview (expected duration of 40-90 minutes); c) the clarification of doubts that may seem clear before acceptance of the interview; d) our assurance that the answers will only be used for the creation of knowledge carried out in the framework of an independent scientific investigation.

If you require any further clarification you may contact any of the following researchers:

APPENDICE II

INTERVIEW INSTRUMENT

1. We verified in the report, that your company produced on the participation in the movement of the ECG, that the adherence to this movement occurred in XXXX. Do you confirm this information?
2. There was some element that triggered your adherence to this movement (internal or external). Could you please mention which one?
3. Why did you join this movement?
4. As part of this movement, we verify in your report a set of actions related to each one of the indicators proposed in the matrix. Currently what other actions / decisions / measures / strategies have been taken in the organization?
5. Are there any actions / decisions / measures / strategies that have not yet been taken and are scheduled to happen soon? Which are?
6. What difficulties / obstacles have you encountered in participating in the movement? When did they arise?
7. How did you overcome these difficulties / obstacles?
8. What conditions have facilitated participation in the movement (Internal and External)?
9. What resources have been allocated to participation in the movement?
10. In addition to what you have already indicated in your report, what do you think of participation in the movement?
11. How do you see the future of participation in this movement?
12. What are the lessons learned from the movement's participation?

APPENDICE III

INFORMED CONSENT

Promovendo a Economia do Bem-Comum

CONSENTIMENTO INFORMADO

O projeto “**Promovendo a Economia do Bem-Comum**” é realizado por uma equipa da empresa em que trabalha juntamente com os seguintes investigadores da Universidade de Coimbra, da Universidade de Évora e da Universidade de Bologna: Susana Alves Pereira (susana.alvespereira.uc@gmail.com), Leonor Pais (leonorpais@fpce.uc.pt), Nuno Rebelo dos Santos (nrs@uevora.pt) e Salvatore Zappalà (salvatore.zappala@unibo.it). Tem como objetivo promover o alinhamento da empresa com os valores e práticas da Economia do Bem-Comum. Se precisar de algum esclarecimento solicite-o à pessoa que se encontra a gerir a aplicação deste questionário.

O/A participante abaixo-assinado/a:

- a) Foi informado do objetivo do projeto;
- b) Teve oportunidade de esclarecer as questões que quis colocar;
- c) Pode desistir de participar no projeto a qualquer momento;
- d) Tem a garantia de que o seu nome e da sua empresa não será divulgado pela equipa de investigação (exceto se expressamente manifestar interesse contrário);
- e) Será informado no âmbito deste projeto dos resultados obtidos;

A equipa de investigação compromete-se a:

- a) Garantir o carácter voluntário da participação no presente estudo;
- b) Prestar os esclarecimentos solicitados;
- c) Utilizar parcimoniosamente o tempo disponibilizado pelo participante;
- d) Assegurar a confidencialidade das respostas;
- e) Utilizar os resultados do projeto para o seu objetivo acima explicitado, e correspondentes publicações académicas e científicas;
- f) Eliminar da base de dados, constituída pela totalidade das respostas, qualquer elemento identificador do autor de cada resposta.
- g) Conduzir a investigação de acordo com o Código Deontológico da Ordem dos Psicólogos Portugueses.

Data: ___ / ___ / ___

Participante:

Estudante-aplicador:

Investigadores responsáveis:

APPENDICE IV

QUESTIONNAIRE USED IN PRE-PANDEMIC

Promovendo a Economia do Bem Comum

O presente projeto tem como objetivo promover o alinhamento da empresa com os valores e práticas da Economia do Bem-Comum. Tem como investigadores responsáveis Leonor Pais (Universidade de Coimbra) e Nuno Rebelo dos Santos (Universidade de Évora). A equipa de investigação é ainda constituída por Susana Pereira (Universidade de Coimbra), e Salvatore Zappalà (Universidade de Bolonha, Itália).

Pedimos a sua colaboração no preenchimento do questionário seguidamente apresentado. A sua participação é voluntária. Pode desistir de participar a qualquer momento durante as respostas às questões, caso considere que o deve fazer.

Os dados recolhidos serão usados exclusivamente para a prossecução os objetivos do projeto. As suas respostas são anónimas e apenas utilizadas no conjunto das respostas dadas por todos os participantes. O tratamento dos dados é meramente estatístico.

O questionário é constituído por várias partes, existindo instruções específicas para cada uma. Leia essas instruções com atenção antes de começar a responder a cada bloco de questões.

Esta investigação é conduzida de acordo com o Código Deontológico da Ordem dos Psicólogos Portugueses.

Obrigado pela sua colaboração!

PARTE I – Caracterização Sociodemográfica

<p>1. Idade:</p> <p>18 – 25 anos <input type="checkbox"/></p> <p><input type="checkbox"/></p> <p>26 – 35 anos <input type="checkbox"/></p> <p>anos <input type="checkbox"/></p> <p>36– 45 anos <input type="checkbox"/></p>	<p>3. Estado Civil:</p> <p>Solteiro(a) <input type="checkbox"/></p> <p>Casado(a) <input type="checkbox"/></p> <p>União de Facto <input type="checkbox"/></p> <p>Divorciado(a) <input type="checkbox"/></p> <p>Viúvo(a) <input type="checkbox"/></p>
<p>2. Sexo:</p> <p>Feminino <input type="checkbox"/></p> <p>Masculino <input type="checkbox"/></p> <p>Outro <input type="checkbox"/></p>	<p>4. Tem filhos?</p> <p>Sim <input type="checkbox"/></p> <p>Quantos?</p> <p>_____</p> <p>Não <input type="checkbox"/></p>

PARTE II – Caracterização Profissional

<p>1. Habilitações (Selecione a habilitação mais elevada que possui):</p> <p>Ensino básico/primário <input type="checkbox"/></p> <p>Ensino secundário <input type="checkbox"/></p> <p>Ensino médio/profissional <input type="checkbox"/></p>	<p>2. Vínculo à empresa:</p> <p>Efetivo (sem termo) <input type="checkbox"/></p> <p>Prazo (com termo) <input type="checkbox"/></p> <p>Estágio <input type="checkbox"/></p>
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Licenciatura <input type="checkbox"/> Mestrado <input type="checkbox"/> Doutoramento <input type="checkbox"/> Outro <input type="checkbox"/> Qual? _____	Prestadores de serviços (recibos verdes) <input type="checkbox"/> Outro <input type="checkbox"/> Qual? _____
3. Antiguidade na empresa: 0 – 5 anos <input type="checkbox"/> 6 – 10 anos <input type="checkbox"/> 11 – 15 anos <input type="checkbox"/> 16 – 20 anos <input type="checkbox"/> Acima de 21 anos <input type="checkbox"/>	4. Antiguidade na função: 0 – 5 anos <input type="checkbox"/> 6 – 10 anos <input type="checkbox"/> 11 – 15 anos <input type="checkbox"/> 16 – 20 anos <input type="checkbox"/> Acima de 21 anos <input type="checkbox"/>

**PARTE III – Questionário de Trabalho Digno (DWS)
(Ferraro, Pais, dos Santos e Moreira, 2016)**

Este questionário refere-se ao seu trabalho atual e ao contexto profissional no qual o realiza. Por ‘contexto profissional’ entenda o mercado de trabalho em geral e a empresa onde trabalha.

Nas páginas seguintes vai encontrar um conjunto de afirmações, às quais pedimos que responda de forma espontânea. Isto não é um teste, logo, não existem respostas certas ou erradas. O que conta é a sua opinião sincera!

Por favor, leia cada uma das afirmações que a seguir se apresentam e responda selecionando a opção que corresponde à sua opinião, indicando a sua concordância com a toda a afirmação, usando a seguinte escala:

- 1=Não concordo nada
- 2=Concordo pouco
- 3=Concordo moderadamente
- 4=Concordo muito
- 5=Concordo completamente

Marque com um (X) a sua opção de resposta para cada afirmação. Responda a todas as afirmações. Relembramos que elas se referem ao seu trabalho atual e ao contexto profissional no qual o realiza.

1. No meu trabalho estou protegido(a) de riscos para a minha saúde física.	1	2	3	4	5
2. Tenho perspetivas de ter uma aposentadoria/aposentação/reforma tranquila (pensão, previdência pública ou privada).	1	2	3	4	5
3. Considero adequada a quantidade média de horas que trabalho por dia.	1	2	3	4	5

4. Disponho de tudo o que preciso para manter a minha integridade física no meu trabalho.	1	2	3	4	5
5. Sinto que estou protegido(a) caso fique sem trabalho (subsídios sociais, programas sociais, etc).	1	2	3	4	5
6. Sinto a minha família protegida através do meu sistema de proteção social (público ou privado)	1	2	3	4	5
7. O que ganho com o meu trabalho permite-me viver com dignidade e autonomia.	1	2	3	4	5
8. Sinto que estarei protegido(a) no caso de ficar doente (segurança social, seguros de saúde, etc.).	1	2	3	4	5
9. O que recebo pelo meu trabalho permite-me oferecer bem-estar aos que dependem de mim.	1	2	3	4	5
10. O que ganho com o meu trabalho permite-me viver com um sentimento de bem-estar pessoal.	1	2	3	4	5
11. No meu trabalho existe confiança entre as pessoas.	1	2	3	4	5
12. O meu trabalho contribui para assegurar o futuro das novas gerações.	1	2	3	4	5
13. Através do meu trabalho desenvolvo-me profissionalmente.	1	2	3	4	5
14. Um(a) profissional como eu pode criar o seu próprio emprego.	1	2	3	4	5
15. O meu horário de trabalho permite-me gerir/administrar bem a minha vida.	1	2	3	4	5
16. Em geral, os processos de tomada de decisão relativos ao meu trabalho são justos.	1	2	3	4	5
17. Penso que tenho perspetivas de melhorar a minha remuneração/salário/benefícios.	1	2	3	4	5
18. O meu trabalho permite-me ter tempo para a minha família/vida pessoal.	1	2	3	4	5
19. O meu trabalho contribui para a minha realização (pessoal e profissional).	1	2	3	4	5
20. Disponho do que preciso para trabalhar com segurança.	1	2	3	4	5
21. Sou tratado(a) com dignidade no meu trabalho.	1	2	3	4	5
22. Sou livre para pensar e expressar o que penso sobre o meu trabalho.	1	2	3	4	5
23. Em geral, tenho condições ambientais seguras no meu trabalho (condições de temperatura, ruído, humidade, etc).	1	2	3	4	5
24. No meu trabalho sou aceite/aceito(a) tal como sou (independentemente de género, idade, etnia, religião, orientação política, etc).	1	2	3	4	5
25. Atualmente, penso que há oportunidades de trabalho para um profissional como eu.	1	2	3	4	5
26. Acho que tenho possibilidades de progredir profissionalmente (promoções, desenvolvimento de competências, etc).	1	2	3	4	5
27. Considero adequado o ritmo que o meu trabalho exige.	1	2	3	4	5
28. Na minha atividade profissional existe a possibilidade de participação equilibrada nas decisões por parte de todos os envolvidos/implicados.	1	2	3	4	5
29. O trabalho que realizo contribui para criar valor (para a minha empresa/organização/clientes/sociedade, etc).	1	2	3	4	5

30. Considero digno o trabalho que realizo.	1	2	3	4	5
31. O que ganho financeiramente com o meu trabalho é justo.	1	2	3	4	5

**PARTE IV - Escala Multidimensional da Motivação para o Trabalho (MWMS)
(Dos Santos, Mónico, Pais, Gagné, Forest, Cabral e Ferraro, 2019)**

As afirmações que se seguem referem-se à seguinte pergunta: **Por que motivo você se esforça ou se esforçaria no seu trabalho atual?**

Utilize a seguinte escala de respostas:

- 1=Nada
- 2=Muito pouco
- 3=Um pouco
- 4=Moderadamente
- 5=Fortemente
- 6=Muito fortemente
- 7=Completamente

Coloque uma cruz (X) sobre a sua opção de resposta para cada afirmação.

Recordamos que todas as afirmações se referem à seguinte questão:

Por que motivo você se esforça ou se esforçaria no seu trabalho/emprego atual?

Afirmações	Respostas						
	1	2	3	4	5	6	7
1. Não me esforço porque na verdade sinto que o meu trabalho é uma perda de tempo							
2. Eu faço pouco porque penso que este trabalho não é merecedor de esforços							
3. Eu não sei porque estou neste trabalho, já que é um trabalho inútil							
4. Para obter a aprovação de outras pessoas (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes...)							
5. Porque outras pessoas me respeitarão mais (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes...)							
6. Para evitar ser criticado por outras pessoas (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes...)							
7. Porque somente se me esforçar o suficiente no meu trabalho conseguirei recompensas financeiras (por exemplo, do meu empregador, dos meus superiores hierárquicos...)							
8. Porque somente se me esforçar o suficiente no meu trabalho me poderão oferecer mais estabilidade no trabalho (por exemplo, o meu empregador, os meus superiores hierárquicos...)							
9. Porque me arrisco a perder o meu trabalho se não me esforçar o suficiente							
10. Porque preciso de provar a mim mesmo(a) que consigo							

11. Porque me faz sentir orgulho de mim mesmo(a)	1	2	3	4	5	6	7
12. Porque senão eu vou sentir vergonha de mim mesmo(a)	1	2	3	4	5	6	7
13- Porque se não me sinto mal comigo mesmo(a)	1	2	3	4	5	6	7
14. Porque pessoalmente considero importante esforçar-me neste trabalho	1	2	3	4	5	6	7
15. Porque esforçar-me neste trabalho está alinhado com os meus valores pessoais	1	2	3	4	5	6	7
16. Porque esforçar-me neste trabalho tem um significado pessoal para mim	1	2	3	4	5	6	7
17. Porque fazer o meu trabalho me diverte	1	2	3	4	5	6	7
18. Porque o que faço no meu trabalho é estimulante	1	2	3	4	5	6	7
19. Porque o trabalho que faço é interessante	1	2	3	4	5	6	7

MUITO OBRIGADO (A) PELA SUA COLABORAÇÃO

APPENDICE V

QUESTIONNAIRE USED IN POST-PANDEMIC/PRE-INTERVENTION - POST-INTERVENTION

Promovendo a Economia do Bem Comum

O presente projeto tem como objetivo promover o alinhamento da empresa com os valores e práticas da Economia do Bem-Comum. Tem como investigadores responsáveis Leonor Pais (Universidade de Coimbra), Nuno Rebelo dos Santos (Universidade de Évora) e Salvatore Zappalà (Universidade de Bolonha, Itália). A equipa de investigação é ainda constituída por Susana Alves Pereira (Universidade de Coimbra).

Pedimos a sua colaboração no preenchimento do questionário seguidamente apresentado. A sua participação é voluntária. Pode desistir de participar a qualquer momento durante as respostas às questões, caso considere que o deve fazer.

Os dados recolhidos serão usados exclusivamente para a prossecução dos objetivos do projeto. As suas respostas são anónimas e apenas utilizadas no conjunto das respostas dadas por todos os participantes. O tratamento dos dados é meramente estatístico.

O questionário é constituído por várias partes, existindo instruções específicas para cada uma. Leia essas instruções com atenção antes de começar a responder a cada bloco de questões.

Esta investigação é conduzida de acordo com o Código Deontológico da Ordem dos Psicólogos Portugueses.

Obrigado(a) pela sua colaboração!

PARTE I – Caracterização Sociodemográfica

<p>1. Idade:</p> <p>18 – 25 anos <input type="checkbox"/></p> <p><input type="checkbox"/></p> <p>26 – 35 anos <input type="checkbox"/></p> <p>anos <input type="checkbox"/></p> <p>36– 45 anos <input type="checkbox"/></p>	<p>3. Estado Civil:</p> <p>Solteiro(a) <input type="checkbox"/></p> <p>Casado(a) <input type="checkbox"/></p> <p>União de Facto <input type="checkbox"/></p> <p>Divorciado(a) <input type="checkbox"/></p> <p>Viúvo(a) <input type="checkbox"/></p>
<p>2. Sexo:</p> <p>Feminino <input type="checkbox"/></p> <p>Masculino <input type="checkbox"/></p> <p>Outro <input type="checkbox"/></p>	<p>4. Tem filhos?</p> <p>Sim <input type="checkbox"/></p> <p>Quantos?</p> <p>_____</p> <p>Não <input type="checkbox"/></p>

PARTE II – Caracterização Profissional

<p>1. Habilitações (Selecione a habilitação mais elevada que possui):</p> <p>Ensino básico/primário <input type="checkbox"/></p> <p>Ensino secundário <input type="checkbox"/></p> <p>Ensino médio/profissional <input type="checkbox"/></p> <p>Licenciatura <input type="checkbox"/></p>	<p>2. Vínculo à empresa:</p> <p>Efetivo (sem termo) <input type="checkbox"/></p> <p>Prazo (com termo) <input type="checkbox"/></p> <p>Estágio <input type="checkbox"/></p> <p>Prestadores de serviços (recibos verdes) <input type="checkbox"/></p>
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Mestrado <input type="checkbox"/> Doutoramento <input type="checkbox"/> Outro <input type="checkbox"/> Qual? _____	Outro <input type="checkbox"/> Qual? _____
3. Antiguidade na empresa: 0 – 5 anos <input type="checkbox"/> 6 – 10 anos <input type="checkbox"/> 11 – 15 anos <input type="checkbox"/> 16 – 20 anos <input type="checkbox"/> Acima de 21 anos <input type="checkbox"/>	4. Antiguidade na função: 0 – 5 anos <input type="checkbox"/> 6 – 10 anos <input type="checkbox"/> 11 – 15 anos <input type="checkbox"/> 16 – 20 anos <input type="checkbox"/> Acima de 21 anos <input type="checkbox"/>

PARTE III – Situação Profissional resultante da Pandemia COVID-19

5. Situação contratual profissional Comparando a situação contratual atual com a situação pré-pandemia: A minha situação contratual está igual <input type="checkbox"/> Lay-off <input type="checkbox"/> Redução horária <input type="checkbox"/> Comecei a trabalhar nesta empresa <input type="checkbox"/> Outro <input type="checkbox"/> Qual? _____	6. Situação de local de trabalho e funções Comparando a situação de trabalho com a situação pré-pandemia: A minha situação de trabalho está igual <input type="checkbox"/> Teletrabalho <input type="checkbox"/> Alteração das funções <input type="checkbox"/> Outro <input type="checkbox"/> Qual? _____
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PARTE IV – Questionário de Trabalho Digno (DWQ) (Ferraro, Pais, dos Santos e Moreira, 2018)

Este questionário refere-se ao seu trabalho atual e ao contexto profissional no qual o realiza. Por ‘contexto profissional’ entenda o mercado de trabalho em geral e a empresa onde trabalha.

Nas páginas seguintes vai encontrar várias afirmações, às quais pedimos que responda de forma espontânea. Isto não é um teste, logo, não existem respostas certas ou erradas. O que conta é a sua opinião sincera!

Por favor, leia cada uma das afirmações que a seguir se apresentam e responda selecionando a opção que corresponde à sua opinião, indicando a sua concordância com a afirmação, usando a seguinte escala:

1=Não concordo nada

- 2=Concordo pouco
 3=Concordo moderadamente
 4=Concordo muito
 5=Concordo completamente

Marque com um (X) a sua opção de resposta para cada afirmação. Responda a todas as afirmações. Relembramos que elas se referem ao seu trabalho atual e ao contexto profissional no qual o realiza.

1. No meu trabalho estou protegido(a) de riscos para a minha saúde física.	1	2	3	4	5
2. Tenho perspectivas de ter uma aposentadoria/aposentação/reforma tranquila (pensão, previdência pública ou privada).	1	2	3	4	5
3. Considero adequada a quantidade média de horas que trabalho por dia.	1	2	3	4	5
4. Disponho de tudo o que preciso para manter a minha integridade física no meu trabalho.	1	2	3	4	5
5. Sinto que estou protegido(a) caso fique sem trabalho (subsídios sociais, programas sociais, etc).	1	2	3	4	5
6. Sinto a minha família protegida através do meu sistema de proteção social (público ou privado)	1	2	3	4	5
7. O que ganho com o meu trabalho permite-me viver com dignidade e autonomia.	1	2	3	4	5
8. Sinto que estarei protegido(a) no caso de ficar doente (segurança social, seguros de saúde, etc.).	1	2	3	4	5
9. O que recebo pelo meu trabalho permite-me oferecer bem-estar aos que dependem de mim.	1	2	3	4	5
10. O que ganho com o meu trabalho permite-me viver com um sentimento de bem-estar pessoal.	1	2	3	4	5
11. No meu trabalho existe confiança entre as pessoas.	1	2	3	4	5
12. O meu trabalho contribui para assegurar o futuro das novas gerações.	1	2	3	4	5
13. Através do meu trabalho desenvolvo-me profissionalmente.	1	2	3	4	5
14. Um(a) profissional como eu pode criar o seu próprio emprego.	1	2	3	4	5
15. O meu horário de trabalho permite-me gerir/administrar bem a minha vida.	1	2	3	4	5
16. Em geral, os processos de tomada de decisão relativos ao meu trabalho são justos.	1	2	3	4	5
17. Penso que tenho perspectivas de melhorar a minha remuneração/salário/benefícios.	1	2	3	4	5
18. O meu trabalho permite-me ter tempo para a minha família/vida pessoal.	1	2	3	4	5
19. O meu trabalho contribui para a minha realização (pessoal e profissional).	1	2	3	4	5
20. Disponho do que preciso para trabalhar com segurança.	1	2	3	4	5
21. Sou tratado(a) com dignidade no meu trabalho.	1	2	3	4	5
22. Sou livre para pensar e expressar o que penso sobre o meu trabalho.	1	2	3	4	5

23. Em geral, tenho condições ambientais seguras no meu trabalho (condições de temperatura, ruído, humidade, etc).	1	2	3	4	5
24. No meu trabalho sou aceite/aceito(a) tal como sou (independentemente de género, idade, etnia, religião, orientação política, etc).	1	2	3	4	5
25. Atualmente, penso que há oportunidades de trabalho para um profissional como eu.	1	2	3	4	5
26. Acho que tenho possibilidades de progredir profissionalmente (promoções, desenvolvimento de competências, etc).	1	2	3	4	5
27. Considero adequado o ritmo que o meu trabalho exige.	1	2	3	4	5
28. Na minha atividade profissional existe a possibilidade de participação equilibrada nas decisões por parte de todos os envolvidos/implicados.	1	2	3	4	5
29. O trabalho que realizo contribui para criar valor (para a minha empresa/organização/clientes/sociedade, etc).	1	2	3	4	5
30. Considero digno o trabalho que realizo.	1	2	3	4	5
31. O que ganho financeiramente com o meu trabalho é justo.	1	2	3	4	5

**PARTE V - Escala Multidimensional da Motivação para o Trabalho (MWMS)
(Dos Santos, Mónico, Pais, Gagné, Forest, Cabral e Ferraro, 2019)**

As afirmações que se seguem referem-se à seguinte pergunta: **Por que motivo você se esforça ou se esforçaria no seu trabalho atual?**

Utilize a seguinte escala de respostas:

- 1=Nada
- 2=Muito pouco
- 3=Um pouco
- 4=Moderadamente
- 5=Fortemente
- 6=Muito fortemente
- 7=Completamente

Coloque uma cruz (X) sobre a sua opção de resposta para cada afirmação.

Recordamos que todas as afirmações se referem à seguinte questão:

Por que motivo você se esforça ou se esforçaria no seu trabalho/emprego atual?

Afirmações	Respostas						
1. Não me esforço porque na verdade sinto que o meu trabalho é uma perda de tempo	1	2	3	4	5	6	7
2. Eu faço pouco porque penso que este trabalho não é merecedor de esforços	1	2	3	4	5	6	7
3. Eu não sei porque estou neste trabalho, já que é um trabalho inútil	1	2	3	4	5	6	7

4. Para obter a aprovação de outras pessoas (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes...)	1	2	3	4	5	6	7
5. Porque outras pessoas me respeitarão mais (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes...)	1	2	3	4	5	6	7
6. Para evitar ser criticado por outras pessoas (por exemplo, os meus superiores, os meus colegas, a minha família, os clientes...)	1	2	3	4	5	6	7
7. Porque somente se me esforçar o suficiente no meu trabalho conseguirei recompensas financeiras (por exemplo, do meu empregador, dos meus superiores hierárquicos...)	1	2	3	4	5	6	7
8. Porque somente se me esforçar o suficiente no meu trabalho me poderão oferecer mais estabilidade no trabalho (por exemplo, o meu empregador, os meus superiores hierárquicos...)	1	2	3	4	5	6	7
9. Porque me arrisco a perder o meu trabalho se não me esforçar o suficiente	1	2	3	4	5	6	7
10. Porque preciso de provar a mim mesmo(a) que consigo	1	2	3	4	5	6	7
11. Porque me faz sentir orgulho de mim mesmo(a)	1	2	3	4	5	6	7
12. Porque senão eu vou sentir vergonha de mim mesmo(a)	1	2	3	4	5	6	7
13- Porque senão sinto-me mal comigo mesmo(a)	1	2	3	4	5	6	7
14. Porque pessoalmente considero importante esforçar-me neste trabalho	1	2	3	4	5	6	7
15. Porque esforçar-me neste trabalho está alinhado com os meus valores pessoais	1	2	3	4	5	6	7
16. Porque esforçar-me neste trabalho tem um significado pessoal para mim	1	2	3	4	5	6	7
17. Porque fazer o meu trabalho me diverte	1	2	3	4	5	6	7
18. Porque o que faço no meu trabalho é estimulante	1	2	3	4	5	6	7
19. Porque o trabalho que faço é interessante	1	2	3	4	5	6	7

	Sim	Não
Participou anteriormente (antes da Pandemia) no preenchimento deste mesmo questionário?		

MUITO OBRIGADO(A) PELA SUA COLABORAÇÃO

ANNEXES

ANNEXE A

COMMON GOOD MATRIX

Common Good Matrix 5.0. Source: ECG (2017)

Stakeholder	Value	Human Dignity	Solidarity and Social Justice	Environmental Sustainability	Transparency and Codetermination
A: Suppliers	A1 Human dignity in the supply chain	A2 Solidarity and social justice in the supply chain	A3 Environmental sustainability in the supply chain	A4 Transparency and codetermination in the supply chain	
B: Owners, equity and financial service providers	B1 Ethical position in relation to financial resources	B2 Social position in relation to financial resources	B3 Use of funds in relation to the environment	B4 Ownership and codetermination	
C: Employees	C1 Human dignity in the workplace and work environment	C2 Self-determination working arrangements	C3 Environmentally friendly behaviour of staff	C4 Co-determination and transparency within the organisation	
D: Customers and business partners	D1 Ethical customer relations	D2 Cooperation and solidarity with other companies	D3 impact on the environment of the use and disposal of products and services	D4 Customer participation and product transparency	
E: Social environment	E1 purpose of products and services and their effects on society	E2 Contribution to the community	E3 Reduction of environmental impact	E4 Social codetermination and transparency	

ANNEXE B

**DECLARATION OF THE ETHICS AND DEONTOLOGICAL COMMISSION OF
FPCE-UC**



Extrato das Deliberações da Comissão de Ética e Deontologia da Investigação

Reunião de 12 de julho de 2018

Aos doze dias do mês de julho de 2018, pelas 14 horas e 30 minutos, reuniu a Comissão de Ética e Deontologia da Investigação da Faculdade de Psicologia e de Ciências da Educação da Universidade de Coimbra. Relativamente ao projeto intitulado “Contributos da Psicologia das Organizações para a Economia do Bem-Comum: Uma investigação longitudinal por recurso a mix-methods”, apresentado por Susana Cristina Alves da Silva Pereira, sob orientação de Leonor Pais, a CEDI deu **Parecer favorável**, por unanimidade.

No entanto, tendo em conta que no sumário do projeto é referido o envolvimento de organizações espanholas e italianas, e que na explicitação do projeto em si são apenas reportadas informações relativas às organizações italianas, a CEDI **sugere** que a investigadora reveja este aspeto para que as informações se tornem mais consistentes. Nos subpontos do formulário 2.6. e 5.2. a CEDI **propõe** que sejam retiradas as cruzinhas da opção “Não”. Para que a obtenção do consentimento informado fique mais contextualizada, a CEDI **sugere** que, de modo breve, sejam explicitados o objetivo e a metodologia da investigação a implementar; **sugere ainda** que a orientação do símbolo da UC seja retificada, uma vez que está ao contrário. No protocolo de recolha de dados, no caso de haver instrumentos em processo de validação, a CEDI **sugere** que os mesmos sejam identificados, bem como, **sugere** a uniformização da escrita relativa à expressão “bem-comum”.

Coimbra, 12 de julho de 2018.

P^la CEDI/FPCEUC

Joaquim Armando Ferreira
 Prof. Doutor Joaquim Armando Ferreira
 (Professor Catedrático)

