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**ANALYSIS OF A CORPORATE WELLNESS
PROGRAMME IN TIMES OF PANDEMIC AND
TELEWORK: THE CASE OF MAHOU-SAN MIGUEL**

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1. INTRODUCTION

This thesis with an industrial mention has its origin in the signing of a service contract between the company in which the PhD student works as Chief Marketing Officer & Development Manager, O2 Centro Wellness, and the Mahou-San Miguel Group, for the integral management of the Health Space integrated in the Cuidarme Project. O2 Centro Wellness Corporate is an independent business unit in O2 Centro Wellness, for which the PhD student has been the head in Spain since its creation.

It is important to note that in 2010 officials from the Sports and Health Area of the Higher Sports Council of the Ministry of Education, Culture and Sport, in collaboration with the National Institute of Social Security and Hygiene at Work, contacted Mahou-San Miguel to carry out a study. Aware of the need to promote corporate physical activity programmes, and of the innovative development in the application of exercise prescription programmes in the company, they worked with the data from this corporate wellness programme as a benchmark company in the field. This work resulted in a benchmark study in Spain, and unique in Europe, which determined that investment in corporate wellness has a positive ROI (Return on Investment) for the company (CSD and INSST, 2012). Ten years have passed since this study, and this programme has been adapted, updated and developed by the O2 Wellness Centre, together with Mahou-San Miguel, and is now called "Cuidarme" (Take care of me).

On verifying the benefits for the company and the workers of caring for the well-being and health of employees through corporate well-being programmes and the scarcity of scientific studies on the subject in Spain, especially case studies, it was decided to focus this research on analysing the benefits that these plans bring to the company and its workers. There is no doubt that this type of programme is not widely developed and implemented in our country, probably due, in part, to the lack of studies that demonstrate the benefits for the company. However, there is a growing interest in companies in concepts such as employee well-being and happiness, although there is still a lack of publications aimed at investigating "Happiness Management" as an interesting tool for innovative companies that are committed to the happiness of their workers (Ravina-Ripoll et al., 2019).

Employee health and well-being are the result of a balance of physical, mental and social components, as well as health habits that in turn relate to physical fitness, energy and vitality (Basińska-Zych & Springer, 2021). Therefore, employee well-being involves not only physical, but also mental and social well-being, and companies increasingly need to address these factors by facilitating exercise, work-life balance, flexibility, and even happiness at work if they are to be organisations that will endure over time and attract and retain talent.

The whole scenario changed radically with the declaration of the COVID-19 coronavirus pandemic by the World Health Organisation (WHO) on 11 March 2020 (WHO, 2020). In this period the physical and mental health of workers around the world would be severely affected, with potentially devastating consequences (Lippi et al., 2020). This was due, among other matters, to a significant reduction in physical activity (López-Bueno et al., 2021; Roschel et al., 2020). These reduced physical activity or sedentary lifestyles are directly associated with poor mental and physical health, increasing the risk of disease and even leading to the risk of death (Au et al., 2011). It should also be noted that physical inactivity is the strongest risk factor for more severe consequences of COVID-19 (Sallis et al., 2020). It should be noted, with the outbreak of the pandemic, that workers around the world have been forced to telework (Pulido-Martos et al., 2021), which, as we shall see, may also affect their well-being.

Faced with the obvious risks to the well-being of its workers, the company Mahou-San Miguel, made a turn in its management and had to carry out a process of adaptation of its traditional well-being programme "Cuidarme", creating, with the help of the O2 Wellness Centre, the programme "Cuidarme en casa" (Take care of me at home). This is why this research also adapts to this new COVID-19 scenario, analysing the process of adapting the corporate wellness programme to the times of COVID-19, confinement and teleworking, as well as the effects of this adaptation on the employees and the company.

1.1.The case study: Mahou-San Miguel

The history of Mahou-San Miguel officially began in 1890, and today it is the leading Spanish company in the beer sector in Spain, with more than a 34% market share, and is the most international, with a presence in more than 70 countries. Its General Human Resources Manager , Jesús Domingo, when interviewed for this research highlighted that "they form a family of more than 4,250 professionals spread across different headquarters and production centres. Their values are to drive innovation, believe in people, strive for excellence, enjoy doing things well and create sustainable businesses and environments". Furthermore, he also highlighted that "our actions are aimed at making all professionals feel safer, healthier and happier. In this way, we respond to the management's commitment to ensure that all Mahou-San Miguel people are prepared to face current and future challenges within sustainable working and organisational environments. In short, it is about putting people at the centre of the strategy so that they are safe, healthy and happy". In fact, the health and well-being of Mahou-San Miguel employees is one of the strategic lines of the company's Corporate Social Responsibility (CSR), included in its Strategic Sustainability Framework.

The corporate well-being programmes of the company have received various national and international awards, which has encouraged the company to continue to improve its programmes on an ongoing basis. Among the awards received in these 20 years of history are the National Expansion and Employment Award in 2007, the National NAOS Strategy Award from the Ministry of Health in 2010, recognition as the first company in the sector to be certified as a Healthy Company in 2012, the My Company is Healthy award in 2016 and the National Human Resources Award from CEDERED in 2019. It is also worth mentioning the aforementioned pioneering study "Socio-economic assessment of a physical activity programme for company employees" carried out by the Higher Sports Council of the Ministry of Education, Culture and Sport, in collaboration with the National Institute of Social Security and Hygiene at Work, which concluded that the return on investment in Mahou San Miguel's wellness programme was €2.9 for every euro invested (CSD,Higher Sports Council), 2012).

Mahou-San Miguel has also been named for several years as the best brewery to work for by international Corporate Reputation Observatories, such as the business monitor

of corporate responsibility, MERCO. A large part of these results is due, precisely, to projects such as "Cuidarme", an innovative wellness programme integrated into Mahou-San Miguel's people development model, which proposes to accompany them in the process of improving their own health.

The "Cuidarme" (Take care of me) programme is a key tool in promoting the experience of employees working in the company. This dimension makes even more sense in the new post-pandemic reality, in which the company's proposal has been to accompany all professionals in their new day-to-day lives and to help them to be competent, competitive and balanced professionals. In addition, the programme addresses all dimensions of well-being: physical, emotional, social and professional.

It should be noted that Mahou-San Miguel's commitment to wellness programmes began in 2000, proving to be a pioneering company in Spain. It all started with the first wellness programme "A tu salud" (To your health) and, after three decades immersed in corporate wellness, the "Cuidarme" programme was born in 2017 as a natural evolution of the previous one. Technological support and the adaptation of programmes to the generational and labour change that is taking place in the company and in society have been key tools in this transformation, this being key to enable the adaptation of the aforementioned programme to the circumstances caused by the pandemic, thus becoming the "Cuidarme en casa" (Take care of me at home) programme, which will be the subject of study in this thesis.

On the other hand, the company O2 Centro Wellness, entrusted by the Mahou-San Miguel group with the design, execution and control of its wellness programme, was created in 2002, a chain of nine premium clubs with gym, swimming pools and spa. It is the pioneer company in the construction and management of integral wellness centres in Spain, with centres in Andalusia, Madrid and Catalonia. Its mission is to help people achieve a state of integral wellness and a healthy life. Right from the start, the company has been committed to corporate wellness, with the creation of the O2 Centro Wellness Corporate business unit, specialising in designing and executing actions to help companies care for their employees. Some of the companies that have placed their trust in O2 Centro Wellness over the years include Danone, Bankia, Allianz, Banco Santander, Northgate, and of course Mahou-San Miguel.

Therefore, Mahou-San Miguel it is undoubtedly a benchmark company in the care of workers, as well as O2 Centro Wellness is a benchmark company in well-being, being considered, therefore, ideal for this research.



1.2.Corporate well-being

WHO (1946, p.100) defines health as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity". However, the concept of health promotion was not recognised until the Ottawa Charter of 1986, signed by the countries that took part in the Ottawa International Conference on Health Promotion that year in response to the health challenges facing the world (WHO, 1986).

For its part, the European Network for Workplace Health Promotion (1997, p.1), in the Luxembourg Declaration, states that Workplace Health Promotion or Corporate Well-being is "bringing together the efforts of employers, employees and society to improve the health and well-being of people in the workplace. This can be achieved by improving organisation and working conditions, promoting active participation and encouraging individual development". On the other hand, the International Labour Organisation (ILO) stressed that the purpose of Occupational Health is to achieve the promotion and maintenance of the highest standards of physical, mental and social well-being of employees in all work; to prevent harm to their health from the conditions of their work; to protect them in their employment against hazards resulting from agents injurious to their health; to place and keep them in employment suited to their physiological and psychological aptitudes; and in short, to adapt work to man and each man to his activity (ILO, 2014).

In Spain, the worrying prevalence and increasing trend of sedentary lifestyles and overweight led the Spanish Ministry of Health and Consumer Affairs to draw up the Strategy for Nutrition, Physical Activity and the Prevention of Obesity (NAOS), which was launched on 10 February 2005. The aim of the strategy was to improve nutrition and encourage regular activity, encompassing recommendations for action in four areas: the family and community, the school, the private sector and the health system, and thereby substantially reduce morbidity and mortality attributable to chronic diseases (Neira & de Onis, 2006). The workplace is one of the main areas in which the NAOS strategy is developed, creating the annual NAOS strategy awards, which recognise those corporate initiatives that manage to instil healthy eating habits, promote the regular practice of physical activity, or both, among the employees of the workplace.



Award-winning companies include, among others, Danone, Ibermutuamur, Red Eléctrica Española, Unilever, Nestlé and, in the case in point, Mahou-San Miguel, which received an award for its corporate wellness programme in 2010.

Another international body, the World Economic Forum (2008), highlighted the corporate benefits of promoting well-being, with estimated savings in Europe of around 400 euros per employee, which come not only from savings in employee health, but also from increased productivity, linking employee health with improved corporate reputation and performance. These leading organisations have used prevention and employee wellness to demonstrate what their employees value, in turn having a positive effect on talent attraction, retention and workforce motivation. However, they cautioned that, despite the economic impact of these corporate wellness programmes, their application has been limited, with few companies developing programmes to improve the well-being of their employees.

Finally, the United Nations (UN) includes health and well-being as number three of its 17 sustainable development goals. Considering that we spend 30% of our active time at work, it seems more than justified to develop programmes that promote health and well-being at work. Likewise, as its goal number eight is decent work and economic growth, it includes the promotion of a safe and secure working environment for all workers (UN, 2015).

Therefore, it can be seen that well-being, and therefore corporate well-being, is of concern and interest to international and national organisations, being a fundamental concept for the future of human resource management and business organisations. The health of the workforce is an essential element that contributes to the long-term success of a company, with employee health being a strategic element in corporate human resource management (Sparling, 2010), with employee well-being being a critical factor in achieving organisational success (Page & Vella-Brodrick, 2009).

Following Mujtaba and Cavico (2013), in developing a corporate wellness programme, the ultimate goal of the employer should be to create a "culture of wellness" in the workplace through these programmes and to make company's investments in the health and well-being of its employees cost-effective. On the other hand, these programmes benefit employees, their co-workers, families, communities and society as a whole, meaning that employees, the employer, as well as all affected stakeholders, will benefit from a corporate wellness programme (Mujtaba & Cavico, 2013).

However, in Spain there are still few companies with such programmes in place, or in some cases, with very basic and unambitious health or well-being programmes.

It is important to highlight that, once a company decides to develop and implement corporate health or wellness programmes, it is essential that it does so convinced of the benefits it can bring. This implies investing the human, material and financial resources available to ensure the success of the programme, as in the case of Mahou-San Miguel, and, above all, having involved and convinced management teams, as employees want leaders who value their well-being (Kaluza et al., 2021). Moreover, their explicit commitment and consideration of employee well-being has a significant impact on employees' psychological and physical well-being over and above other forms of such positive leadership behaviours (Vincent-Höper et al., 2019).

There are several reasons to implement corporate wellness programmes, as a successful implementation can achieve, among other matters, very positive results given the direct relationship between physical activity and an increase in productivity (Whitsel et al., 2019), efficiency (Lusa et al., 2020) job satisfaction (Laroche et al., 2020) and better psychological well-being (Infante et al., 2011; Netz et al., 2005). In other words, employers want healthy employees as they are more productive and have lower absenteeism (Mujtaba & Cavico, 2013).

That is to say, by investing in employee health and well-being, the company will be able to reduce costs, reduce absenteeism, increase productivity (Burke & Cooper, 2008; Lowe, 2020; Sparling 2010) and thus achieve a successful and healthy business (Grawitch & Ballard, 2016). From the employers' point of view, it is in their interest to have healthy, engaged, and productive workers, as a healthy employee has the potential to improve the company's profitability, while also helping to achieve other organizational goals (Kent et al., 2016). Therefore, investment in corporate wellness programmes is more than justified for employers.

Importantly, to be successful, it is vital to align health promotion goals with the mission of the organization, as employees with health problems lead to, among other things, high medical costs, disability and workers' compensation costs, high absenteeism and high employee turnover, as well as decreased productivity at work (Goetzel et al., 2008). All these factors bring about a growing interest in companies to improve employee health and



to become a more effective workplace (Berry, 2012) and to make work contribute substantially to employees' well-being and happiness (Fisher, 2010; Warr, 2007) as until recently happiness and work seemed to be completely exclusive and dissociated words (Kamel et al., 2017).

Employees who participate in these programmes are aware of the importance of good health, of the benefits of being in good physical and mental shape, so they are less prone to illness and are therefore more productive employees. Therefore, if employers bring this type of programme into the workplace, they will be contributing to improving the employee's life, as they will be able to enjoy the possibility of doing physical activities within the centre itself. In addition, and not least, it improves interpersonal relations with colleagues from different departments and statuses, improving the working environment. The workplace is considered an ideal environment for promoting healthy behaviours because most people spend two-thirds of their waking hours at work (Geaney et al., 2013). For these reasons, and with the aim of promoting the work-life balance of its employees, the company Mahou-San Miguel promotes the practice of physical activity among its employees in its work facilities, designing specific spaces to facilitate sports practice.

On the other hand, as the thesis progressed, the importance of designing comprehensive well-being programmes (not only physical well-being) became evident as it has been shown that interventions with multiple and varied components encourage employee engagement (Robroek, 2019). In this sense, according to Peláez et al. (2020), coaching can be a valuable applied positive psychology intervention to increase well-being and optimal functioning in organisations, while Good et al. (2016) observed that mindfulness can foster performance and work well-being, increasing personal resources such as resilience.

The dramatic impact that the outbreak of the pandemic has had on businesses and workers around the world has been discussed above. For this reason, organisations need to help employees mitigate the anxiety produced by COVID-19 by providing training in effective emotional coping methods, as well as strategies to ensure that their psychological needs are met (Trougakos et al., 2020).

It should be noted at this point that the Mahou-San Miguel programme complies with these recommendations to care for the well-being, not only physical but also psychosocial, of employees, which makes it even more interesting as a case study.

Figure 1 below shows how the company has gone even further than the WHO recommendations (2020) with the design of a comprehensive wellness programme adapted to the times of the pandemic.

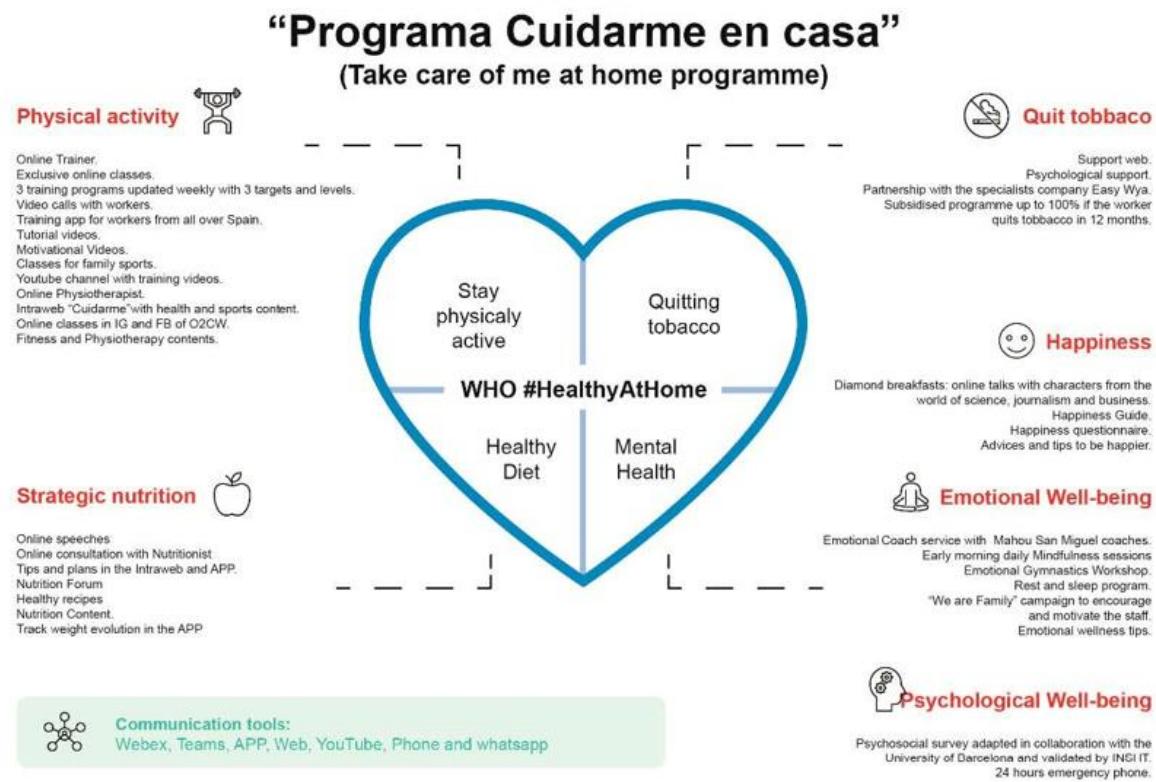


Figure 1. “Cuidarme en casa” (Take care of me at home) programme compared to WHO (2020) recommendations. Adapted from Núñez-Sánchez et al. (2021).

On the other hand, the importance of the psychosocial well-being of the employee, not only physical well-being, has already been mentioned. In this area it is important to highlight, within the discipline of positive psychology, the Healthy and Resilient Organisations (HERO) model (Salanova et al., 2012), graphically detailed in Figure 2. This model has served as the basis for the study of the effects of corporate well-being programmes on the five strengths of the healthy employee:



Figure 2: HERO model, adapted from Salanova et al. (2012).

This model highlights that when organisations have healthy practices and resources, teams feel healthier (more effective, engaged and resilient to adversity), which in turn leads to healthier business, such as excellent employee job performance, which is also positively related to customer loyalty and satisfaction with the company (Salanova et al., 2012). Importantly, to promote and maintain well-being among workers, these organisations need to introduce measures and processes in the workplace (Wilson et al., 2004).

The work environment should be understood as a healthy place, where everyone works together to achieve a joint vision of health and well-being for employees and the community, providing all members with physical, psychological, social and organizational conditions. This enables managers and employees to have increasing control over and improve their own health and to be more positive and happy (WHO, 2006). According to Pryce-Jones and Lutterbie (2010), a happy worker delivers high levels of performance, has six times more energy, intends to stay twice as long in their organisations and doubles their level of output.

Employee health is a competitive advantage for healthy organisations and caring for employees therefore has positive consequences for their well-being with improved company performance and financial health (Luthans et al., 2007; Shuck et al., 2011). Moreover, if employees feel that their organisation cares about their well-being, their productivity improves (Patterson et al., 2004). These employees have psychological strengths and capabilities that improve organisational functioning and performance (Salanova, 2008), identified with personal strengths such as self-efficacy, hope, optimism and resilience (Stajovik, 2006), in addition to work commitment or engagement (Salanova, 2008; Salanova & Schaufeli, 2009). This thesis investigates the effects of the Mahou-San Miguel corporate well-being programme on these five strengths that are so important for the functioning of the company.

In the literature review, it has been found that there is a growing interest in companies to take care of workers' well-being by implementing healthy practices and including corporate wellness programmes. This is due, among other matters, to the fact that companies can benefit from corporate well-being as healthy employees have lower health costs and, above all, higher productivity (Vecchi et al., 2022). However, despite the fact that companies have an obligation to care for and protect the health and well-being of their employees (Grant & Kinman, 2013) and the multiple advantages this offers, it is not a highly developed discipline in Spain, either in the business or in the scientific sphere.

From all the above, one could conclude that companies wishing to take care of employees' health should make an effort to adapt their corporate wellness programmes to take care of their employees as soon as possible. This need is heightened by the very hard and unfamiliar times caused by the pandemic.



1.3. COVID-19 context

On 11 March 2020 the WHO declared the COVID-19 coronavirus pandemic (WHO, 2020), which dramatically changed the lives of millions of people worldwide. This global pandemic coincides in time with another pandemic, also declared by the WHO in 2012 for physical inactivity and sedentary lifestyles, being the first time in history that two global pandemics have coincided at the same time, although the physical inactivity pandemic is of a very different nature to that of COVID-19, having been with us for several years (Kohl et al., 2012).

Furthermore, both pandemics have influences on each other, i.e., physical inactivity affects the immune (Nieman & Wentz, 2019) and respiratory systems (Grande et al., 2020), and therefore more sedentary people would be more exposed to the negative effects of COVID-19 (Hall et al., 2021). Moreover, it has been shown that the confinement caused by the pandemic leads to an increase in sedentary lifestyles and a decrease in physical activity, bringing about numerous health risks (Narici, et al., 2021). The negative consequences of this confinement were reflected in numerous studies highlighting the impact on mental, emotional, and even behavioural health (Ammar et al., 2020; Wang et al. 2020). However, specifically in times of COVID-19, physical activity has been shown to improve physical and mental health, while providing elements of protection against COVID-19 (Jacob et al., 2020; Simpson & Katsanis, 2020).

The pandemic has affected organisations and employees in all sectors worldwide in an unprecedented way (Raghavan et al., 2021), with workers suffering dramatic effects (Kniffin et al., 2021) causing very negative consequences for workers' mental health, well-being (Yildirim et al., 2021) and psychosocial health (de las Heras-Pedrosa et al., 2022). In a study conducted in Spain, adverse and negative effects of COVID-19 on physical activity levels, sleep quality, body weight and well-being were confirmed (Martínez-de-Quel et al., 2021).

All these negative consequences caused by COVID-19, confinement, teleworking, increased physical inactivity, etc., mean that companies that want to continue to care for the physical, mental and psychosocial well-being of their employees in this difficult period must redouble their efforts to care for their employees, adapting, where necessary,



their comprehensive corporate well-being programmes to the situation. Indeed, according to Parker (2020), companies face significant challenges related to new health protocols and measures to protect both physical and mental health.

Among other things, companies that fail to take action could suffer from problems resulting from the poorer physical and mental health of their employees; however, at the other extreme, companies that manage to maintain or even increase the physical activity of their employees could make them healthier and more resilient (Gerber et al., 2014). Moreover, they may be able to maintain their work engagement (Gómez Chacón et al., 2021), which would help them to improve productivity and profitability (Harter et al., 2013), and this is particularly important in a time of crisis such as the one caused by the pandemic.

1.4. Telework context

COVID-19 has triggered and driven major changes in the work and social environment, creating a challenging context for organisations and particularly for human resource management (Carnevale & Hatak, 2020). Indeed, with the onset of the pandemic, workers experienced a complete change in their workplace that altered their work experience (Kumar, 2021), with many employees experiencing increased fear, worry and psychological stress (Li et al., 2020).

One of the consequences of the pandemic has been a substantial increase in telework (Chow et al., 2022). According to Eurofound and ILO (2017), telework is defined as the use of information and communications technologies (ICTs), such as smartphones, tablets, laptops, and/or desktop computers, for work that is performed outside the employer's premises. Since the beginning of the pandemic, telework has spread and has been implemented by a large number of countries (de Bruin et al., 2020), leading to a transformation of the worker's psychosocial environment (Pulido-Martos et al., 2021).

COVID-19 pandemic has amplified the negative effects that telework can have on employee health (Bouziri et al., 2020). In addition, there has been an increase in physical inactivity and sedentary lifestyles resulting from confinement and telework (Tison et al., 2020), becoming one of the main problems of confinement and subsequent telework (Roschel et al., 2020). According to Chawla et al. (2020) telecommuting and new workplace procedures are having consequences for workers and companies; in fact, according to Vander Elst et al. (2017), extensive teleworking, as caused by this pandemic, can lead to disadvantages, such as social isolation and a reduced work engagement of employees. Finally, Klerk et al. (2021) warned that working exclusively from home over a long period of time tends to generate adverse and negative outcomes and can be demotivating, potentially reducing employee engagement to the point of burnout. Furthermore, working exclusively remotely has been shown to negatively affect well-being in terms of workplace relationships and work-life balance (Juchnowicz & Kinowska, 2021).

For these reasons, extensive remote work presents several challenges for companies that must design strategies to combat increased stress and decreased satisfaction (Kazekami, 2020), health and social-psychological risks for their employees (Kniffin et al., 2020),



and increased isolation (Vander Elst et al., 2017). They must also combat the reduction in physical activity and increase in sedentary lifestyles among their employees (Tison et al., 2020; Ráthonyi et al., 2021; Stockwell et al., 2021).

Maintaining a routine for the practice of physical activity at home thus becomes a necessary strategy to combat long hours at home, which are having effects such as depression, sedentary lifestyles and anxiety (WHO, 2020). This situation has led this organisation itself, concerned about these devastating effects, to publish different recommendations (WHO, 2020b).

In addition, the various confinements produced during the pandemic caused depression, stress, irritability, insomnia, low moods, anger, emotional stress, and emotional exhaustion, because of being isolated or quarantined (Brooks et al., 2020).

As it can be seen, the adverse circumstances that were occurring for workers and companies made it essential to update the corporate wellness programme as soon as possible. Mahou-San Miguel's wellness programme was thus urgently adapted to this new scenario, going from being a traditionally physical programme (face-to-face) to a digital environment (remote), causing the objective of this thesis to be updated, adapting to the needs caused by a business reality to which a response had to be given.

It is important to note that the future of work is flexible and hybrid according to a recent study by The Adecco Group (2020). Some 78% of employees in Spain want flexibility between office and remote work (hybrid model), with 74% considering support for mental well-being important after the pandemic, while for 80% maintaining physical health is among the five most important aspects of their working life after the pandemic (The Adecco Group, 2020). For this reason, the findings of this study may help companies not only in the face of a pandemic, but also in the face of a future of hybrid work (face-to-face and teleworking) in which these work models could become standard in many industries, with new hybrid workplaces and practices emerging (Petani & Mengis, 2021).

The present research has therefore adapted to this new working environment, being at a crucial moment for the future of these programmes, since as a consequence of COVID-19 and the explosion of teleworking, these programmes should be adapted, becoming hybrid, face-to-face and distance, as is happening in Mahou-San Miguel.

1.5. Justification and objectives.

The justification for this project derives, at first, from the need to have a better understanding of corporate well-being and its effects through a case study. A review of the literature has detected a scarcity of scientific publications that address the subject, especially in Spain, despite the improvement that the company obtains through the health and well-being of its employees by adopting healthy lifestyle habits. Multiple benefits have been described previously, such as the associated reduction in company costs derived from having a more active and, therefore, healthier workforce, or, in other words, with less illness and sick leave. In addition, a more active workforce makes for a more productive workforce, resulting in higher profits for the company. However, the absence of corporate wellness programmes with well-defined metrics makes it more difficult to develop convincing case studies and this affects the wider implementation of these programmes, despite their numerous benefits (World Economic Forum, 2008).

It has been verified that Mahou-San Miguel is a national benchmark in wellness programmes, with numerous awards, while the O2 Wellness Centre is one of the main wellness companies in Spain, so the conclusions and recommendations of this thesis would represent a contribution in the scientific and, above all, business fields.

On the other hand, the irruption of COVID-19 and the exponential growth of telework (Belzunegui-Eraso & Erro-Garcés, 2020; Bouziri et al., 2020) has caused dramatic effects on workers' well-being; however, this situation should not be an excuse for continuing to take care of workers. In fact, companies should actively care for the health and well-being of their employees (Kniffin et al., 2021). This circumstance has only increased the initial need for case studies, all the more so in times of pandemics due to the absence of case studies.

This complex COVID-19 scenario offers, however, a unique opportunity to investigate the benefits and obstacles of telework in times of crisis (Klerk et al., 2021), with research in these times being of particular importance to help generate resources to maintain and even increase workers' work engagement (Salanova, 2020). Further research is also needed to address, among others, the relationship between physical activity and work engagement in times of pandemics (Kotera & Correa Vione, 2020). Furthermore, it should be noted that workplaces and workplace health promotion programmes offer an important opportunity to promote healthy behaviours (Harris et al., 2022).

It has been verified that this research is in demand by the scientific community due to the novelty of the situation and the challenges posed for companies (Klerk et al., 2021; Salanova, 2020). In addition to the above context is the fact, verified by previous studies, that this is a subject with very little scientific development in Spain, especially through case studies, and therefore especially from the perspective of business management in Spain.

For all the above reasons, the general objective of the thesis, once updated by the sudden appearance of COVID-19, has been:

- Study the benefits to workers and companies of a comprehensive corporate wellness programme, adapted to the times of telework and pandemics.

This research has been carried out by analysing the case in one of the most recognised companies in Spain in the field of workplace wellness, which is therefore an organisation with a high level of experience in this area. It also has the advice, execution and accompaniment of one of the leading companies in Fitness and Wellness in Spain: O2 Centro Wellness, for which the PhD student is the national manager .

In addition to the main objective, these specific objectives are set out:

- Specific Objective 1: To analyse and provide an example of corporate well-being management in times of pandemic through a real case study, determining the effects of a corporate well-being programme adapted to pandemic times.
- Specific Objective 2: To understand the digital tools needed to develop a corporate wellness programme in times of pandemic.
- Specific Objective 3: To analyse the effects of the programme on the strengths of the healthy employee in times of COVID-19 as well as factors influencing them.

On the other hand, it should be noted that this thesis also seeks to answer the following research questions, derived in turn from the stated objectives:

RQ1: Is it possible to look after the welfare of company employees during the pandemic when they are teleworking?

RQ2: What effects are observed on employees with the implementation of a corporate wellness programme adapted to pandemic times?

RQ3: Is it possible to design a corporate welfare programme adapted to the situation caused by the pandemic and extrapolated to other companies?

RQ4: What digital tools are needed to develop a successful online corporate wellness programme in times of pandemic?

RQ5: What effects does the implementation of a corporate wellness programme in times of COVID-19 have on the strengths of the healthy employee?

RQ6: What influence do factors such as the level of physical activity have on these strengths?

RQ7: What influence do the age of workers and their seniority have on these strengths?

RQ8: Does it influence the strengths of the healthy employee whether they have worked face-to-face or remotely?

RQ9: What influence do supervisors have on the strengths of the healthy employee?

Answering these research questions will help to achieve the objective of measuring the real effects of this welfare programme, the results of which could be extrapolated to other companies.

As has been indicated, despite the need for them, no similar case studies have been found, in which the company concentrates its efforts on the care of its workforce, as the employees are affected in their physical activity, physical and psychosocial well-being. For all these reasons, it is considered that the contribution of this thesis, providing answers to all the questions raised, could be of great interest and use for the human resources and general management departments of companies at a national level.



1.6. Methodology

This thesis began with a thorough literature review, confirming the scarcity of scientific studies dealing with health programmes and their implementation in the workplace, especially with regard to case studies in general and, in particular, in Spain.

In order to achieve the objectives set out, a mixed method was used, combining qualitative and quantitative methods that finally allow for a triangulation of results, with the aim of answering the questions posed, this being an enriching tool that confers rigour to the study, offering consistency to the findings (Patton, 2002).

The case study method has been chosen, analysing the implementation of the corporate well-being programme at Mahou-San Miguel, adapted to COVID-19 times, in order to show the real effects on an organisation. This case study method is appropriate for understanding a phenomenon (Bell et al., 2022) and the subsequent collection of multiple data is necessary to allow for corroboration and triangulation (Yin, 2009). Furthermore, it has been widely used in management research as a source of knowledge in various areas, as a sample of what can happen and as a source of experience (Mariotto et al., 2014). Following Bartunek et al. (2006), when theory is built on case studies they are often reflected as one of the most interesting research methods. As mentioned above, field research has been carried out for the analysis of Mahou-San Miguel's corporate well-being programme, adapted in times of COVID-19, which has been renamed from "Cuidarme" to "Cuidarme en casa".

As indicated above, a qualitative method was used, starting with exploratory research, including an initial phase of documentary analysis and subsequent observation, which helped to better understand the reality and the state of the question. This phase began in April 2020 and was completed in the following months with semi-structured in-depth interviews, including an in-depth interview with Jesús Domingo, General Human Resources Manager and the person most responsible for the success of the company's corporate well-being and happiness programmes. In-depth interviews were also carried out with different programme managers, both at Mahou-San Miguel and at the O2 Wellness Centre, in order to gain a better understanding of the reality of the programme, its details, successes, mistakes, experiences and opinions, which has been very valuable in achieving the research objectives. Learning about experiences in the implementation and management of successful corporate wellness programmes in times as complicated

as those of the pandemic has been very useful in achieving the research objectives. Although this technique is costly, requiring a lot of time and energy, it has provided a lot of quality and direct information thanks to the interaction of the researcher with the interviewee. This opportunity to conduct the different interviews is not common in this type of companies and programmes, for which the PhD student is grateful for their willingness to share their experiences and dedicate their time to him.

The quantitative analysis was carried out with a sample stratified by sex, age, area of the company, and length of service in the company. The data were extracted through an online questionnaire distributed by the company to all employees at the Madrid headquarters by e-mail. The questions were discussed and authorised by the company before being sent out, and 253 responses were obtained in the last quarter of 2020. For the analysis of the data obtained, sample size, confidence level and sampling error parameters were followed according to acceptable statistical criteria to obtain optimum levels of reliability. Validated measurement tools have also been used, such as the reduced IPAQ (International Physical Activity Questionnaire) to measure the level of physical activity (Mantilla-Toloza & Gómez-Conesa, (2007), while the HERO (Healthy and Resilient Organization) questionnaire adapted by Gómez Chacón et al. (2020), analysing five psychosocial strengths -commitment, resilience, self-efficacy, positive emotions and competence- instead of the original eight strengths of Salanova et al. (2012). SPSS 24 statistical software was used for the data analysis.

1.7. Author's original contribution

This is a thesis with an industrial mention that is considered to meet the objectives of this mention due to its focus on the promotion of research in the business world and the participation of industry in doctoral programmes, thus encouraging the transfer of knowledge between the university and its environment.

Under normal circumstances, such as those prior to the pandemic in Spain, there was little theoretical development of the subject in our country. This scarcity of development has increased with the appearance of the pandemic and the consequences that this has brought, aggravating, in turn, the already existing pandemic of physical inactivity.

It should be noted that no case studies similar to the present one have been found in the scientific literature, so this thesis could be very beneficial for companies of different sectors, sizes and locations, not only in Spain, but worldwide. It could be of help as it shows how it is possible to successfully adapt a face-to-face corporate wellness programme to the digital and "remote" environment that the pandemic has brought about. This has allowed the company to continue to care for its employees, possibly at the most necessary time, despite the distance.

The emergence of teleworking, and the different studies that claim that it will be a trend in the coming years, leads us to conclude that this hybrid wellness programme model will be of great use in the near future. The COVID-19 scenario is related to multiple stress factors that could worsen the mental health of employees, not only during but also after the pandemic (Hamouche, 2020), so leaders in companies will need to develop skills to manage their employees while they are teleworking and offer them mental and physical support (Klerk et al., 2021).

This thesis will be of interest to researchers and companies, as it responds to highly topical and important issues. With the transfer of the knowledge generated, it will be possible to help other companies to implement and improve their corporate well-being programmes in the new reality that has arisen, thus improving the health of their workers and, therefore, that of their companies.

Consequently, this thesis could serve as an example and model for different companies in different sectors and countries to adapt their corporate wellness programmes to the times of pandemic, or hybrid (company workplace and home) working.

Carnevale and Hatak (2020) highlight that companies will need more guidance to help their HR practices to help alleviate the problems that the pandemic and teleworking are causing their employees and to strengthen and empower their skills to overcome these changing and unfamiliar times.

There is certainly a need for more guidance and direction on how organisations can adapt their human resource practices so that they can alleviate the problems their staff are experiencing during the pandemic and improve employees' ability to thrive in such dynamic and uncertain times (Carnevale & Hatak, 2020).

The traditional, physical workplace has moved to the home due to teleworking, but this does not mean, on the contrary, that work and the obligation to take care of employees' health can be abandoned. Moreover, numerous studies indicate that teleworking will continue to grow in the coming years, so the model will still be useful even when the pandemic is over.

The insights and conclusions of this thesis will enable companies to be better prepared to deal with an extraordinary situation such as COVID-19, thus avoiding problems in the well-being of their workers that would affect the company's bottom line. Greater efforts are needed to disseminate lessons learned from employers who have created excellent health cultures and communication strategies and to apply these ideas more widely in workplace settings (Kent et al., 2016). For this reason, disseminating the learning and experience of Mahou-San Miguel, in these times of pandemic, is not only unusual due to the lack of similar cases, but also more than necessary.

As mentioned above, this research could help other companies and institutions in their adaptation of well-being programmes, since, thanks to this case study, companies can draw conclusions and obtain ideas and serve as a guide. Furthermore, research conducted in pandemics is of particular importance in order to generate resources to promote important aspects such as resilience and employee engagement (Salanova, 2020).

For all these reasons, it is possible to affirm that this research is necessary and that it can shed light on a subject of growing interest for companies and their managers.

1.8. Structure of the thesis

Once the introduction, the state of the question, the objectives and the method have been discussed, the three publications that make up this thesis by compendium will be incorporated into the thesis.

- Publication 1: "Corporate well-being programme in Covid-19 times. The Mahou - San Miguel case study".
- Publication 2: "Digital tools for adapting corporate wellness programmes to the new situation caused by COVID-19: A case study".
- Publication 3: "Can a corporate well-being programme maintain the strengths of the healthy employee in times of COVID-19 and extensive remote working? An empirical case study".

The following is a brief summary of these publications, describing the research questions posed, as well as the main contribution of each of them.

Firstly, the publication of the article "Corporate well-being programme in Covid-19 times. The Mahou - San Miguel case study".

Núñez-Sánchez, J.M., Gómez-Chacón, R., Jambrino-Maldonado, C. & García-Fernández, J. (2021) Corporate Well-being Programme in COVID-19 Times. The Mahou-San Miguel Case Study. *Sustainability* 13, 6189.
<https://doi.org/10.3390/su13116189>

This publication responds to the specific objective number 1: to analyse and provide an example of corporate well-being management in times of pandemic, through the study of a real case, determining the effects of a corporate well-being programme adapted to times of pandemic. Furthermore, it is framed within the main objective of the thesis to study the benefits for workers and companies of a comprehensive corporate well-being programme, adapted to times of telework and pandemics.

The main and specific objectives also provide answers to the first three research questions: RQ1: Is it possible to take care of the well-being of the company's employees during the pandemic when they are teleworking, RQ2: What effects are observed in employees with the implementation of a corporate well-being programme adapted to pandemic times, and RQ3: Is it possible to design a corporate well-being programme adapted to the situation caused by the pandemic and extrapolated to other companies?.

In order to achieve the objectives set out, the case study method was used. The research was organised in different phases, with the first phase being qualitative, through observation and the subsequent in-depth interview with the company's General Human Resources Manager. Subsequently, quantitative research was carried out by means of employee surveys, in order to contrast the conclusions obtained in the first phase and obtain valuable information to evaluate the success of the programme.

In terms of results, two types of results can be distinguished, qualitative and quantitative. The results of the qualitative phase were very valuable as they show and describe the philosophy, objectives and structure of the company's welfare programme. Regarding the quantitative results, it can be highlighted the high participation rate of 52%, as well as 87.9% of the employees who felt well/very well guided by the company during this period. Furthermore, 57.9% of the employees exercised in a similar way or even more during the pandemic, and the company obtained an overall rating of 9 out of 10 for the programme.

The main contribution, in addition to answering the aforementioned questions, is to provide an example of a successful corporate welfare programme adapted to the times at COVID-19 that could serve as an example and orientation for other companies.

Secondly, the publication of the book chapter "Digital tools for adapting corporate wellness programmes to the new situation caused by COVID-19: A case study".

Núñez-Sánchez, J. M., Gómez-Chacón, R., & Jambrino-Maldonado, C. (2020, November). Digital Tools for Adapting Corporate Wellness Programmes to the New Situation Caused by COVID-19: A Case Study. In B. Sañudo & J. García-Fernández (Eds.), *Innovation in Physical Activity and Sport. Tapasconference 2020. Lecture Notes in Bioengineering* (pp. 74-87). Springer, Cham. DOI: 10.1007/978-3-030-92897-1_9

This publication responds to the specific objective number 2: to find out the digital tools needed to develop a corporate wellness programme in times of pandemic. This objective also answers research question RQ4: What digital tools are needed to develop a successful online corporate wellness programme in times of pandemic?

To achieve the objective, the case study method was used, with an initial qualitative research, based on observation and completed with in-depth interviews with those directly responsible for the programme both in Mahou-San Miguel and O2 Wellness Centre. The research was completed with a survey to provide specific quantitative data to evaluate the use of digital tools.

In terms of results, for a programme like this to work, different digital tools must be used, such as a fitness application for the prescription of training programmes and monitoring, a video call system, a video upload platform for monitoring online and/or recorded classes, and the use of WhatsApp or phone calls. All of this is supported by an excellent communication plan and constant interaction with users. From the quantitative results, it can be underlined, among others, the updating of 501 training programmes of workers and the average of 707 visualisations of the recorded classes per month and 3.5 people on average in the live classes.

The main contribution is to show the reader how it is possible to adapt, through a correct mix of different technological and communication tools, successfully and quickly a corporate wellness programme, traditionally face-to-face, to the new situation caused by COVID-19. This is possible thanks to the correct use of different digital media, providing details of the programme designed by the O2 Wellness Centre and Mahou-San Miguel to care for the well-being of its employees. These examples could be of help to different companies in similar circumstances.

Third and finally, the article "Can a corporate well-being programme maintain the strengths of the healthy employee in times of COVID-19 and extensive remote working? An empirical case study", which has been accepted for publication.

Núñez-Sánchez, J.M., Gómez-Chacón, R., Jambrino-Maldonado, C. & García-Fernández, J. (2022). Can a corporate well-being programme maintain the strengths of the healthy employee in times of COVID-19 and extensive remote working? An empirical case study. *European Journal of Government and Economics*, 12 (1).

This third publication of the thesis responds to the main objective of the thesis: to study the benefits that a comprehensive corporate wellness programme, adapted to the times of telework and pandemic, brings to workers and companies. Likewise, it also responds to



the specific objective number 3: to analyse the effects of the programme on the strengths of the healthy employee in times of COVID-19 as well as the factors that influence them.

This article concentrates on answering psychosocial aspects, related to the stated objectives, and answering the following research questions: RQ5: What effects does the implementation of a corporate wellness programme in times of COVID-19 have on the strengths of the healthy employee? RQ6: What influence do factors such as the level of physical activity have on these strengths? RQ7: What influence do the age of employees and their seniority have on these strengths? RQ8: Does it influence the strengths of healthy employees whether they have worked face-to-face or remotely? And RQ9: What influence do supervisors have on the strengths of the healthy employee?

In order to achieve the objectives set out, a quantitative method based on the case study was applied, with the use of two measurement instruments to collect quantitative data. Firstly, the reduced version of the International Physical Activity Questionnaire (IPAQ) validated by Mantilla and Gómez-Conesa (2007) was used. Secondly, the adaptation of the Healthy and Resilient Organization (HERO) questionnaire validated by Gómez Chacón et al. (2020) was used to measure employees' healthy strengths.

Among the results obtained, it can be highlighted that the higher the level of physical activity of the workers, the higher the mean scores in the five strengths. With regard to age, no conclusions can be drawn due to the disparity of results; however, the seniority of the workers does have an influence, with significant differences being found in resilience. As for the influence of the teleworking factor, no significant differences are observed depending on whether the worker comes to the workplace or teleworks. With regard to the support and guidance of their supervisor, significant differences were observed in all the strengths, with the averages improving according to the better perception of the support of their supervisor.

The main contribution of this latest publication is to show that the higher the level of physical activity of the workers, the higher the mean scores on the five strengths. The seniority of the workers in the company also has an influence, with significant differences being found in resilience. As for the influence of the teleworking factor, no significant differences were observed depending on whether the worker comes to the workplace or teleworks, which is indicative of the good functioning of the company's distance programme. Finally, the great importance of the supervisor's support and advice to achieve better averages in all the strengths of the healthy employee is highlighted.

After the three publications, to conclude the thesis, the following points will be developed:

- Conclusions and highlights.
- Limitations and future lines of research.
- Implications and recommendations, highlighting the implications for researchers, for workers, for service providers such as the O2 Wellness Centre, as well as technology companies.

To conclude this explanation of the structure of the thesis and, by way of summary, Figure 3 shows graphically the evolution over time of this doctoral thesis, the publications, international stay, and new lines of research that have arisen during this period.

Development of the doctoral thesis

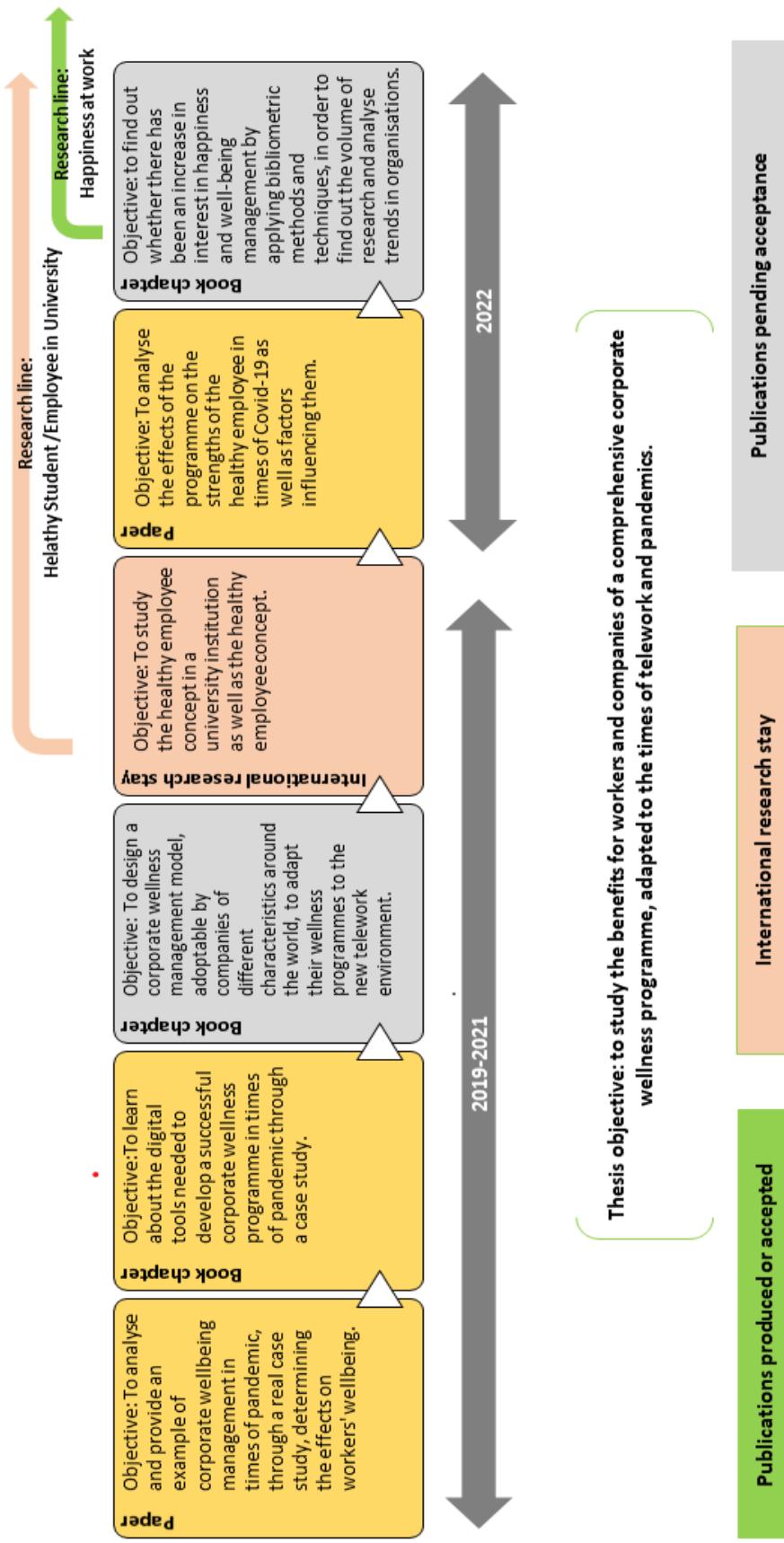


Figure 3. Development and main milestones of the doctoral thesis.

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2. PUBLICATION 1

Corporate well-being programme in Covid-19 times. The Mahou - San Miguel case study.



“Corporate well-being programme in Covid-19 times. The Mahou - San Miguel case study”.

Núñez-Sánchez, J.M., Gómez-Chacón, R., Jambrino-Maldonado, C. & García-Fernández, J. (2021) Corporate Well-being Programme in COVID-19 Times. The Mahou-San Miguel Case Study. *Sustainability* 13, 6189.
<https://doi.org/10.3390/su13116189>

Abstract: Employees' health is being affected not only by the possibility of contracting COVID-19, but by all the negative consequences that this pandemic has brought, such as confinement, social distancing, and self-isolation. In recent decades, more companies have opted for corporate wellbeing programmes in their workplaces, improving the health and quality of life of their employees. The effects generated by the current COVID-19 pandemic require these programmes to adapt to this new situation. The objective of this case study is to analyse the corporate well-being programme, in times of COVID-19, of Mahou San Miguel, a benchmark company in corporate well-being in Spain. A mixed method approach to data collection was used. The findings show the benefits achieved in its adaptation to this new physical-virtual environment. This paper could help other companies around the world to adapt their corporate well-being programmes to the new reality brought about by COVID-19. Keywords: corporate well-being; COVID-19; telework; worker's health; physical inactivity; corporate well-being programmes.

3. PUBLICATION 2

Digital tools for adapting corporate wellness programmes to the new situation caused by COVID-19: A case study.

"Digital tools for adapting corporate wellness programmes to the new situation caused by COVID-19: A case study".

Núñez-Sánchez, J. M., Gómez-Chacón, R., & Jambrino-Maldonado, C. (2020, November). Digital Tools for Adapting Corporate Wellness Programmes to the New Situation Caused by COVID-19: A Case Study. In B. Sañudo & J. García-Fernández (Eds.), *Innovation in Physical Activity and Sport. Tapasconference 2020. Lecture Notes in Bioengineering* (pp. 74-87). Springer, Cham. DOI: 10.1007/978-3-030-92897-1_9

Abstract. The COVID-19 pandemic has changed our lives completely: social distancing, confinement, telework and above all, negative consequences on our mental and physical health caused mainly by increased physical inactivity and sedentarism. Up to 34% of employees were doing telework during lockdown in Spain, and 30% remained working remotely even afterwards. Companies have developed corporate wellness programs that have proven its positive results before the pandemic. The problem with the situation caused by this pandemic is that workers cannot exercise anymore in the workplace facilities, so if they want to take care of their health and well-being at home, they should go digital. The aim of this research is to show how a well-known Spanish fitness company, O2 Centro Wellness, has applied all its digital knowledge to help its partner company, Mahou-San Miguel, to adapt its wellness program into the new reality, developing a successful online corporate wellness program using a fitness app and other social media tools. This case study may help other companies around the world as telework is growing and corporate wellness programs should adapt to this new reality

4. PUBLICATION 3

Can a corporate well-being programme maintain the strengths of the healthy employee in times of COVID-19 and extensive remote working? An empirical case study.

“Can a corporate well-being programme maintain the strengths of the healthy employee in times of COVID-19 and extensive remote working? An empirical case study”.

Núñez-Sánchez, J. M., Gómez-Chacón, R., Jambrino-Maldonado, C., & García-Fernández, J. (2022). Can a corporate well-being programme maintain the strengths of the healthy employee in times of COVID-19 and extensive remote working? An empirical case study. *European Journal of Government and Economics*, 11(1), 51-72. DOI: <https://doi.org/10.17979/ejge.2022.11.1.8978>

Abstract: The COVID-19 pandemic and the increase of working-from-home have drastically changed many aspects of work life, causing very negative effects on employees' physical and psycho-social well-being. Healthy organisations have healthy employees, who have at least five psycho-social strengths of engagement, self-efficacy, resilience, optimism and hope, which are reinforced by physical activity, relating to each other in a positive way and leading to numerous benefits for the company. These strengths are being weakened by the pandemic, and the aim of this empirical study is to analyse through a case study the effects of an updated corporate wellness programme in times of pandemic on these strengths of the healthy employee. The sample was of 251 employees, 91 women and 160 men. The instruments used were the International Physical Activity Questionnaire and the adaptation of the Healthy and Resilient Organization questionnaire. The results indicated that workers with high physical activity, higher seniority, well guided by supervisors, as well as a comprehensive (multi-component) well-being programme, not only physical but also psycho-social, and with the use of different digital tools (an App is not enough), can mitigate these negative effects. Whereas companies are grappling with reduced employee engagement among other harmful psychosocial and physical effects, this case study suggests that a good corporate well-being programme could help mitigate these detrimental consequences for their workforce and be helpful for the company to adapt to this rapidly changing workplace.

Following the structure of this thesis, after the three publications, and to conclude, the following points will be developed:

5. Conclusions and highlights.
6. Limitations and future lines of research.
7. Implications and recommendations

5. CONCLUSIONS AND HIGHLIGHTS

This thesis has analysed the case study of how a leading company in employee well-being in Spain, Mahou-San Miguel, together with its service provider, the leading wellness company in Spain, O2 Centro Wellness, has adapted its corporate wellness programme.

Specifically, the main objective of the present research, once updated by the sudden emergence of COVID-19, was to study the benefits to workers and companies of a comprehensive corporate wellness programme, adapted to the times of telework and a pandemic.

In this way it would be possible to help, through this case study, other companies to adapt their corporate wellness programmes to the new digital environment brought about by the confinement caused by COVID-19 and the rise of extensive teleworking. This will lead to new hybrid working models that will spread across many industries (Petani & Mengis, 2021).

Physical inactivity and increased sedentary lifestyles triggered by COVID-19 and teleworking are having negative consequences for the physical and mental health of employees. For this reason, it is essential that companies that want to take care of their employees' health while working at home adapt their wellness programmes to the new situation as soon as possible, showing the positive effects that such a programme has for companies and their employees.

The devastating effects that this pandemic can have on the well-being of workers, which in turn, has disastrous consequences for the health of the company, have been proven in the scientific literature (Juchnowicz & Kinowska, 2021). Therefore, this thesis aims to offer ideas to employers so that they can help to avoid all these dramatic consequences for the health of their employees.

The current pandemic has challenged organisations around the world, needing further guidance to help alleviate the problems that the pandemic and teleworking are causing for their employees, to overcome these changing and unfamiliar times (Carnevale & Hatak, 2020). An important part of this activity must be adapting their wellness programmes to offer their employees a programme through which they can continue to

take care of their health remotely, offering the current times a unique opportunity to investigate the benefits and obstacles of working from home (Klerk et al., 2021) through real-life experiences.

As this is a thesis by compendium of publications, the main conclusions and results obtained in each of these publications are shown below.

In the first publication, the specific objective 1 was to analyse and provide an example of corporate well-being management in times of pandemic, through the study of a real case, determining the effects of a corporate well-being programme adapted to times of pandemic. The aim was also to check whether it is possible to take care of the well-being of the company's employees during the pandemic when they are teleworking and, on the other hand, to analyse the effects observed on employees with the application of a corporate well-being programme adapted to these times of COVID-19 and teleworking.

Thanks to the results of this work, it can be concluded that it is possible to successfully adapt corporate wellness programmes to the new situation, demonstrating that this effort by the company to take care of its workers can have a very positive impact on the organisations that implement them, as well as on the health and well-being of the employees they are aimed at. These positive benefits have not only been demonstrated in physical aspects but also in factors linked to psychosocial aspects. For this reason, knowledge of the proposals of a leading company in corporate well-being programmes is of interest as they can be replicated in other companies in different sectors.

It is interesting to underline some of the results obtained in this research, highlighting among them how the company has complied with and even extended the WHO 2020 recommendations (WHO, 2020) for health care in times of COVID-19. Mahou-San Miguel's wellness programme adapted to the times of COVID-19 has achieved a high degree of satisfaction, specifically a 9 out of 10, reaching 9.6 for employees enrolled in the programme, with 87.6% of workers feeling well or very well guided by the company. This satisfaction, in addition to confirming the good design and functioning of the programme, is in line with Kaluza et al. (2021) since one of the main concerns of the company and its leaders in the situation caused by the pandemic has been to preserve the health of its employees. Specifically, employee well-being was prioritised and actively



promoted, increasing employee self-care and satisfaction, as employees want leaders who value their well-being and health-oriented leadership. Furthermore, it is critical to increase efforts to improve employer support for employee health and to encourage healthy eating and physical activity (Harris et al., 2022).

Furthermore, it is noteworthy that 57.9% of employees have increased or maintained their physical activity from before the pandemic, which is in line with Kaluza et al. (2021) while the pandemic has caused a decrease in physical activity in Spain (Martínez-de-Quelet et al., 2021; López-Bueno et al., 2020), highlighting also the high participation in the programme, reaching up to 52%, which contrasts with other studies that place it at a low participation of 20% (Keller et al., 2022).

Among the results of the qualitative phase, it was found that the company's actions are aimed at making all professionals feel safer, healthier and happier, with the management's commitment being to ensure that all Mahou-San Miguel people are prepared to face current and future challenges in sustainable work and organisational environments. This strategy is in line with Freeman (2010) and Singh et al. (2021). In short, it is about putting people at the centre of the strategy so that they are safe, healthy and happy, which is in line with Muñiz-Velázquez et al. (2022).

It can be concluded that the quantitative and qualitative results are consistent and show the good functioning of the corporate welfare programme adapted to the times of COVID-19.

In the second publication, the specific objective 2 was to learn about the digital tools needed to develop a corporate wellness programme in times of pandemic. As can be seen from the results below, it is indeed possible to successfully and quickly adapt a traditionally face-to-face corporate wellness programme to the new situation caused by COVID-19. In addition, other companies and institutions are shown a case study of how a leading company in corporate wellness programmes has been able, thanks to these new technologies, to continue to take care of its employees.

The results obtained in this research highlight the positive effects that corporate wellness programmes have for employees, and therefore for the company, and the importance of new technologies and fitness apps to improve customer (employee) retention. It shows how a successful online corporate wellness programme has been developed using a fitness

app, digital communication tools (video calls with Microsoft Teams, Emails, WhatsApp or Mobile), and social media tools (YouTube or Instagram) and a private corporate health website. This example is particularly important because, from now on, everything indicates that the new work models will be hybrid (The Adecco Group, 2020), face-to-face and remote, so corporate wellness programmes must adapt to this reality and become hybrid, combining the face-to-face and the virtual. Some quantitative data to highlight are that 501 online training programmes have been updated and with 46.1% of workers training during this period, which is even 8 points more than the percentage that was face-to-face before the pandemic, with 707 views of recorded classes per month, and an average of 42 attendees per week to live online classes. The results are in line with the research of Angosto et al. (2020) who observed during the pandemic an increase in the offer of digital channels that help the guided practice of physical activity through the use of safe, simple and easy programmes and applications for the generic population or for the improvement of physical and mental well-being in older adults, as is the case here.

According to the findings of this case study, it can be concluded that it is highly recommended to implement these hybrid corporate wellness programmes, with the help of all the digital tools at our disposal, for all the physical, mental and social benefits that physical activity brings to employees and, therefore, to the company (Gómez Chacón et al., 2016), which become even more important in times of pandemics and teleworking.

Finally, in the third publication the specific objective 3 was worked, which was to analyse the effects of the programme on the strengths of the healthy employee in times of COVID-19 as well as factors that influence them. As a reminder, these strengths of the healthy employee are: work engagement, resilience, self-efficacy, positive emotions and competence. The influence of factors such as physical activity level, employee age and seniority, supervisor support and guidance, and the work system, telework or job, on these strengths was also studied.

One of the main conclusions of the study is that physical activity programmes have positive effects on the well-being and strengths of healthy employees. However, they should be complemented by other programmes with psychosocial components, and must be multicomponent, highlighting the importance of coaching and mindfulness actions, such as those carried out by Mahou-San Miguel, which is in line with Trougakos et al. (2020) and Robroek (2019).

On the other hand, it also demonstrates the importance of developing a culture of well-being (Mujtaba & Cavico, 2013), the use of different digital tools (a fitness app is not enough) as well as the importance of leaders and companies being oriented towards the health of employees.

During the pandemic and teleworking, companies face reduced employee engagement (Kumar, 2021; Liu et al., 2021), among other detrimental consequences. However, this case study suggests that a good corporate wellness programme could help mitigate these negative effects. Results on two of the most important healthy employee strengths for the company, work engagement and resilience, which have also been affected during COVID-19, provide better averages compared to other companies in a pre-pandemic situation.

It is worth noting from the results that the higher the level of physical activity of the workers, the higher the mean scores for the five strengths, although the differences are not significant. As for the influence of the telework factor, no significant differences are observed depending on whether the worker comes to the workplace or teleworks, which speaks well of the company's remote well-being programme, since the negative effects of teleworking have already been analysed. Finally, the support and guidance of their supervisor is fundamental, as significant positive differences are observed in all the strengths, with the means improving as a function of the better perception of support from their supervisor, which is in line with Kaluza et al. (2021).

It can therefore be concluded that, despite the difficulties that the pandemic has caused in companies, suffering negative consequences for all the strengths of the healthy employee, it is highly recommended that organisations actively support the well-being and health of their employees to combat the adverse effects of this pandemic. This conclusion is in line with Hu et al. (2021) who asserted that future interventions are needed in organisations to improve mental health during this pandemic by promoting, among other factors, self-efficacy and resilience (Hu et al., 2021), and this case study could be helpful in doing so.

From the above, it is possible to conclude that physical activity programmes have positive effects on workers as well as on their strengths; however, it is of particular importance for such programmes to be multi-component, including actions for the psychosocial well-being of workers, such as coaching or mindfulness.

It has been shown that it is not only possible, but more than advisable, for organisations, supported by appropriate leadership, to design and support actions that help to care for the well-being and health of their workers, as these actions will bring benefits for the health of their workers and therefore for the company, thus combating the negative effects of the pandemic. This is in line with Chow et al., (2022) who highlighted the importance of managers and organisational leaders in making telework successful.

In short, the positive effects of a comprehensive corporate well-being programme, adapted to the times of telework and pandemic, to workers and companies, have been shown. Through the use of the digital tools necessary it is possible to develop a successful programme in these hard times while obtaining positive results in the physical and psychosocial well-being of employees. It can be further concluded that the quantitative and qualitative results are consistent and show the good functioning of the corporate well-being programme adapted to the times of COVID-19.

6. LIMITATIONS AND FUTURE LINES OF RESEARCH.

This is pioneering research in Spain with the analysis of a corporate welfare programme in times of COVID-19. However, this thesis is not without some limitations. On the other hand, future lines of research have been generated throughout the research. In line with the structure of the thesis, the limitations and future lines will be discussed below in each of the 3 publications.

In the first publication, it is worth recalling that this research sought to answer three of the research questions posed, RQ1: Is it possible to take care of the well-being of company employees, during the pandemic, when they are teleworking? RQ2: What effects are observed in employees with the implementation of a corporate wellness programme adapted to pandemic times? and RQ3: Is it possible to design a corporate wellness programme adapted to the situation caused by the pandemic and extrapolated to other companies?

Although the study reflects the company's adaptation, it is true that the COVID-19 pandemic is still active, as is intensive teleworking, and therefore it must be borne in mind that the company can continue to create and adopt new measures. It would therefore be interesting for practitioners and academics to update the findings of this study, as well as to provide further quantitative assessments of the implementation of the programme in the company once the pandemic is over and the return to the office is fully normalized. For this reason, it would be interesting for practitioners and researchers to update the findings of this study, as well as to provide more quantitative evaluations of the implementation of the programme in the company once the pandemic is over.

The fact that Mahou-Miguel, a pioneering company with more than 20 years of experience in the management of corporate wellness programmes, and a benchmark in Spain, is a large company and therefore has more resources than other smaller companies, could limit the adoption of the model, at least in its entirety, by other companies of different sizes and with less developed corporate wellness programmes.

This research has shed light on the relevance of such programmes in the current context, but it would be interesting for scholars to analyse other similar case studies and their outcomes.

Following Singh and Mira (2021), another possible line of future research could be to investigate the relationship between this internal corporate social responsibility and operational performance during the pandemic. Finally, researchers could, based on the results of their case studies and the results of this Mahou-San Miguel case study, design a model that could be adopted by companies of different sizes.

In the second publication, the research question RQ4 is answered: What digital tools are needed to develop a successful online corporate wellness programme in times of pandemic? However, the main limitation comes from the fact that it is a company with great experience in the management of these programmes, being also a large company, which allows it to have more resources than other smaller companies. It is a company in which the commitment to new technologies has been strategic and which has been using a fitness app for the last four years. For all of the above reasons, it would be interesting to find other cases of companies with different characteristics, both in terms of size, resources and technological experience and app use.

Finally, in the third publication, the last research questions are answered; RQ5: What effects does the implementation of a corporate wellness programme in times of COVID-19 have on the strengths of healthy employees, RQ6: What influence do factors such as the level of physical activity have on these strengths, RQ7: What influence do age and seniority have on these strengths? RQ7: What influence do the age of employees and their seniority have on these strengths? RQ8: Does it influence the strengths of the healthy employee whether the employee has worked face-to-face or remotely? and RQ9: What influence do supervisors have on the strengths of the healthy employee?

In addition to the limitations already discussed, it could be noted that, although working from home has become the work norm for millions of people, there is little previous research on how this influences employee experience and engagement (Masuda et al., 2017). Following Kniffin et al. (2021), the impact of COVID-19 on the social, psychological, health and economic costs of workers should also be researched and updated after the pandemic is over, and it is necessary for professionals to better cope with this situation in the future. Research on the most appropriate strengths of the healthy employee is alive and changing in parallel with the progress of society and companies. In this sense, trust and leadership are variables that should be studied in the future because of their impact on organisations.

Furthermore, it has been observed that when supervisor guidance is better, higher scores are obtained on the strengths of the healthy employee. For this reason, it would be interesting to investigate healthy leadership models and skills as, according to Klerk et al. (2021), leaders will need to develop skills to manage their remote employees and provide them with physical and mental support. Finally, future studies based on the position held by employees could also be of interest to see if the job title, or even the department, influences any of the employees' healthy strengths.

Therefore, as a result of some of the limitations, and the international research stay, interesting possibilities have arisen for the PhD student to continue researching and deepening his knowledge on a subject that is of increasing interest to companies and the scientific community. On the other hand, it should be added that, two lines of research have emerged during the development of the thesis on which the PhD student would like to continue working and investigating. Specifically, these new lines are happiness at work, as well as its management, and, on the other hand, the study of the healthy employee and student in the educational environment, more specifically in the university environment.

The great challenge we are facing constitutes a new reality that offers new opportunities to which researchers and practitioners will need to be attentive and will need guidance (Carnevale & Hatak, 2020).

7. IMPLICATIONS AND RECOMMENDATIONS

Continuing with the structure of the thesis, the main implications and recommendations arising from the thesis will be described below, organised by publications, as was done above.

It is worth noting that the results of this research, based on a case study, may have important implications for practitioners, as they could be adopted by companies around the world, from different sectors, but with similar characteristics, to adapt their traditional wellness programmes to the new scenario brought about by COVID-19.

The COVID-19 pandemic and the resulting increase in teleworking means an increase in physical inactivity and sedentary lifestyles, with very negative consequences for the well-being of the workforce. Therefore, if they want to take care of their employees, HR departments must adapt their workplace wellness programmes to the new situation. Otherwise, the health of their employees could be affected and, consequently, the health of the company.

In addition, and due to the rise of teleworking, corporate wellness programmes should become hybrid (workplace and digital). Therefore, following this pandemic, employers should offer these wellness programmes to their employees regardless of whether they go to work or telecommute. Research findings suggest that companies should work along these lines in the near future.

The findings of the present study also suggest that it is possible to successfully adapt corporate workplace wellness programmes to the new digital environment brought about by COVID-19, and the rise of telework as the new normal (Raghavan et al., 2021), helping to improve the health and well-being of their employees.

This research could help companies in their adaptation of wellness programmes, as through this case study they could draw conclusions and gain practical insights. According to Carnevale and Hatak (2020), more guidance is needed on how companies can adapt their human resource practices in ways that can alleviate the aforementioned problems and enhance employees' ability to thrive during such dynamic and uncertain times.

Organisations have a duty to protect and care for the well-being of employees (Grant & Kinman, 2013) thereby enhancing psychosocial strengths such as resilience or work engagement and turning this into a competitive advantage (Schneider et al., 2018).

Increased efforts are needed to disseminate lessons learned from employers who have built cultures of health and excellent communication strategies by applying this knowledge more widely in work settings (Kent et al., 2016). In this regard, Salanova (2020) stressed the importance of pandemic research to generate resources that foster resilience and engagement, while Klerk et al. (2021) highlighted the opportunity to study the effect of this forced telework on employee experience in order to plan future ways of working. Finally, as mental health problems are becoming increasingly prevalent in workers around the world, the need to investigate the antecedents and consequences of well-being is highlighted (Vecchi et al., 2022).

In addition, it should be stressed that since the level of physical activity is an important factor that can influence some of the strengths of the healthy employee, it is highly advisable for employers to implement effective corporate wellness programmes to encourage their employees to maintain or even increase their physical activity.

Organisations have found that they can function effectively with a remote workforce and, according to experts, this trend will continue. This thesis suggests that corporate wellness programmes, adapted to COVID-19 times and working from home, could be useful in combating the negative psychosocial and physical consequences for the workforce.

This empirical work can guide companies to meet the challenges of this new era of work and not only fight the decline of healthy employee strengths but maintain or even enhance them and mitigating the harmful effects of this pandemic.

In the light of the above, it is interesting to highlight some of the implications of this thesis for the different parties involved:

Implications for researchers: there is a clear need for more case studies of different types of companies in order to help them, as well as to deepen, broaden and update the results observed in this case, once the pandemic is over. It would also be interesting to expand the variables that measure the five strengths of the healthy employee, as well as to investigate the benefits of integrating wellness programmes as part of the company's internal corporate social responsibility.

Implications for companies: the positive effects that these wellness programmes offer to organisations have been confirmed, even more so in times of pandemic or teleworking, highlighting the importance of offering a multi-component programme adapted to the needs of workers. It is also very important to work on healthy leadership and a culture of well-being. Finally, it is also important to highlight how it is possible to mitigate the effects of stressful situations, such as the current pandemic, on the strengths of the healthy employee, and important strengths like work engagement and resilience. In short, companies that have not adapted their wellness programmes to the times of pandemic and telework or, even worse, do not have wellness programmes for their employees should start implementing them as soon as possible.

Implications for workers: the importance of adopting healthy habits is highlighted for the positive consequences it has, not only for the individual, but also for the company, and the need to be responsible with personal care. In circumstances as extreme as those experienced, it is possible to maintain good physical and psychosocial well-being with the help of this type of programme.

Implications for sports service providers: In this new hybrid environment, companies are going to need help in the design, implementation and execution of these programmes, so a line of business may arise, as is the case of the O2 Wellness Centre, as it has been a great learning experience that can make the company a benchmark in the field, being able to expand its services in Mahou-San Miguel, as well as to other companies.

Finally, the main recommendation that emerges from the thesis, in response to the general objective is that, due to the results obtained, it is advisable for any company to offer an integral corporate well-being programme for the health care and physical, psychological and social well-being of its employees, due to the multiple benefits obtained. The present thesis could serve as a model to implement these programmes, in times of pandemic, teleworking, physical environments, or hybrid models.

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RESUMEN EJECUTIVO (EN ESPAÑOL)

EXECUTIVE SUMMARY (IN SPANISH)



INTRODUCCION

La presente tesis con mención industrial tiene su origen a raíz de la firma de un contrato de servicios entre la compañía en la que el doctorando trabaja como Chief Marketing Officer & Development Manager, O2 Centro Wellness, y el Grupo Mahou-San Miguel, para la gestión integral del Espacio de Salud integrado en el Proyecto Cuidarme. O2 Centro Wellness Corporate es la unidad de negocio independiente, dentro de la citada cadena, y está especializada en proyectos de bienestar corporativo, siendo el doctorando su máximo responsable en España desde su creación.

Es importante destacar que ya en 2010, responsables del Área de Deporte y Salud del Consejo Superior de Deportes (CSD), del Ministerio de Educación, Cultura y Deporte, en colaboración con el Instituto Nacional de Seguridad Social e Higiene en el Trabajo, contactaron con Mahou-San Miguel, para la realización de un estudio. Conscientes de la necesidad de promover programas corporativos de actividad física, y del desarrollo innovador en la aplicación de programas de prescripción de ejercicio en la empresa, trabajaron con los datos de este programa de bienestar corporativo al ser compañía referente en la materia. Estos trabajos concluyeron en un estudio de referencia en España, y único en Europa, en el que se determinaba que la inversión en bienestar corporativo tiene un ROI (Retorno de la Inversión) positivo para la empresa (CSD y INSST, 2012)

Al comprobar los beneficios que aporta para la empresa y sus trabajadores el cuidado del bienestar y salud de los empleados a través de los programas de bienestar corporativo y la constatación de los escasos trabajos científicos en la materia en España, muy especialmente casos de estudio, se decide enfocar esta investigación analizando los beneficios que aportan estos planes a la empresa y a sus trabajadores. Es indudable que este tipo de programas no tienen un gran desarrollo e implantación amplio en nuestro país, seguramente debido, en parte, a la falta de estudios que demuestren los beneficios que suponen para la empresa. Sin embargo, sí se observa un creciente interés en las empresas por conceptos como bienestar del trabajador y felicidad, si bien, continúa existiendo escasez de publicaciones encaminadas a investigar el “Happiness Management” como una herramienta interesante para las empresas innovadoras que apuesten por la felicidad de sus trabajadores (Ravina-Ripoll et al., 2019).

La salud y el bienestar de los empleados son el resultado de un equilibrio de componentes físicos, mentales y sociales, así como de hábitos de salud que, a su vez, se relacionan con una buena condición física, energía y vitalidad (Basińska-Zych & Springer, 2021). Por tanto, el bienestar de los trabajadores no solo implica bienestar físico, sino también mental y social, y, cada vez más, las empresas deben preocuparse por estos factores facilitando el ejercicio, la conciliación, la flexibilidad, incluso la felicidad en el trabajo si quieren ser organizaciones que perduren en el tiempo, y que atraigan y retengan talento.

Todo el escenario del mundo cambió radicalmente con la declaración de la pandemia por coronavirus COVID-19 el 11 de marzo de 2020 (Organización Mundial de la Salud, OMS, 2020). En este período la salud física y mental de trabajadores de todo el mundo se vería gravemente afectada, pudiendo tener consecuencias devastadoras (Lippi et al., 2020). Esto fue debido, entre otros, a una importante reducción en la práctica de actividad física (Roschel et al., 2020; López-Bueno et al., 2020), estando esta actividad física reducida o directamente asociada a una pobre salud mental y física, incrementándose el riesgo de padecer enfermedades pudiendo llevar incluso al riesgo de muerte (Au et al., 2011). Además, la inactividad física es el factor de riesgo más fuerte para sufrir consecuencias más severas por COVID-19 (Sallis et al., 2020). Un aspecto a destacar es que, con la irrupción de la pandemia, trabajadores de todo el mundo se han visto forzados a teletrabajar (Pulido-Martos et al., 2021), lo que, como veremos, también puede afectar a su bienestar.

Ante los riesgos evidentes para el bienestar de sus trabajadores, la empresa Mahou-San Miguel, dio un giro en su gestión y tuvo que llevar a cabo un proceso de adaptación de su programa de bienestar tradicional “Cuidarme”, creando, con la ayuda de O2 Centro Wellness, el programa “Cuidarme en casa”. Es por ello por lo que esta investigación también se adapta a este nuevo escenario de Covid-19, analizando el proceso de adaptación del programa de bienestar corporativo a los tiempos de COVID-19, confinamiento y teletrabajo, así como los efectos de esta adaptación en los trabajadores y la empresa.

El caso de estudio: Mahou-San Miguel

La historia de Mahou-San Miguel arranca oficialmente en 1890, siendo hoy la compañía española líder del sector cervecero en España, con más del 34% de cuota de mercado, y la más internacional, con presencia en más de 70 países. Su director general de personas, Jesús Domingo, al ser entrevistado para esta investigación destacaba que “forman una familia de más de 4,250 profesionales repartidos en diferentes sedes y centros de producción. Sus valores son el impulso de la innovación, creer en las personas, la búsqueda de la excelencia, disfrutar haciendo las cosas bien y crear negocios y entornos sostenibles”. Asimismo, aseguraba que “nuestras acciones van encaminadas a que todos los profesionales puedan sentirse más seguros, sanos y felices. De esta forma respondemos al compromiso por parte de la dirección de garantizar que todas las personas de Mahou-San Miguel estén preparadas para afrontar los retos actuales y futuros dentro de entornos laborales y organizativos sostenibles. En definitiva, se trata de poner a las personas en el centro de la estrategia para que estén seguras, sanas y felices”. De hecho, la salud y el bienestar de los empleados de Mahou-San Miguel es una de las líneas estratégicas de la Responsabilidad Social Corporativa (RSC).

Los programas de bienestar de la empresa han sido merecedores de diversos reconocimientos a nivel nacional e internacional, lo que ha impulsado a la compañía a seguir mejorando sus programas de forma constante. Asimismo, Mahou-San Miguel ha sido nombrada durante varios años la mejor cervecera para trabajar por los Observatorios de Reputación Corporativa internacionales, como el monitor empresarial de responsabilidad corporativa, MERCO. Buena parte de estos resultados se deben, precisamente, a proyectos como “Cuidarme”, un programa de bienestar innovador e integrado en el modelo de desarrollo de personas de Mahou-San Miguel que propone acompañarlas en el proceso de mejora de su propia salud. Este programa aborda todas las dimensiones del bienestar: físico, emocional, social y profesional.

Cabe destacar que la apuesta por los programas de bienestar comienza en Mahou-San Miguel en el año 2000, mostrando ser una empresa pionera en España. Todo comenzó con el primer programa de bienestar “A tu salud” y, tras tres lustros inmersos en el bienestar corporativo nace el programa “Cuidarme” en el año 2017 como una evolución natural del anterior.

La ayuda tecnológica y la adaptación de programas al cambio generacional y laboral que se está produciendo en la compañía y en la sociedad han sido herramientas clave de esta transformación. Como se ha comprobado en la tesis, esto ha sido clave para posibilitar la adaptación del citado programa a las circunstancias provocadas por la pandemia, convirtiéndose así en el programa “Cuidarme en casa”, que será objeto de estudio en la presente tesis.

Por otra parte, la empresa O2 Centro Wellness, en quien confió el grupo Mahou-San Miguel para el diseño, ejecución y control de su programa de bienestar, fue creada en 2002, una cadena de nueve clubes premium con gimnasio, piscina y spa. Es la empresa pionera en la construcción y gestión de centros de bienestar integral en España, con centros en Andalucía, Madrid y Cataluña, siendo su misión la de ayudar a las personas a alcanzar un estado de bienestar integral y una vida saludable. Ya desde sus orígenes la empresa apostó por el bienestar corporativo, con la creación de la unidad de negocio O2 Centro Wellness Corporate, especializada en diseñar y ejecutar acciones para ayudar a las empresas al cuidado de sus trabajadores. Se pueden destacar algunas de las empresas que han confiado en O2 Centro Wellness en estos años como Danone, Bankia, Allianz, Banco Santander, Northgate, y por supuesto Mahou-San Miguel.

Tal como se ha detallado, se tratan por tanto de dos empresas referentes en el cuidado del bienestar de las personas en España, y por ello, se consideran idóneas para el desarrollo de la presente tesis.

Bienestar corporativo

La Red Europea de Promoción de la Salud en el Trabajo (1997, p.1), en la Declaración de Luxemburgo, recoge que la Promoción de la Salud en el lugar de trabajo es “aunar los esfuerzos de los empresarios, los trabajadores y la sociedad para mejorar la salud y el bienestar de las personas en el lugar de trabajo. Esto se puede conseguir mejorando la organización y las condiciones de trabajo, promoviendo la participación activa y fomentando el desarrollo individual”. Por otro lado, la Organización Internacional del Trabajo (OIT) destacaba que la finalidad de la Salud en el trabajo consiste en lograr la promoción y mantenimiento del más alto grado de bienestar físico, mental y social de los empleados en todos los trabajos; prevenir todo daño causado a la Salud de éstos por las

condiciones de su trabajo; protegerlos en su empleo contra los riesgos resultantes de agentes perjudiciales a su Salud; colocar y mantener al trabajo en un empleo adecuado a sus aptitudes fisiológicas y psicológicas; y en suma, adaptar el trabajo al hombre y cada hombre a su actividad (OIT, 2014).

En España, la preocupante prevalencia y tendencia al aumento del sedentarismo y del sobrepeso, llevó al Ministerio de Sanidad y Consumo español a elaborar la Estrategia para la Nutrición, la Actividad Física y la Prevención de la Obesidad (NAOS), lanzándose el 10 de febrero de 2005. El ámbito laboral es uno de los principales ámbitos en los que se desarrolla la estrategia NAOS, creando los premios anuales estrategia NAOS, en los que se reconocen aquellas iniciativas corporativas que consigan inculcar hábitos alimentarios saludables, promover la práctica regular de actividad física o ambos, entre los empleados del centro de trabajo. Destacar que Mahou-San Migue fue premiada por su programa de bienestar corporativo en 2010.

Otro organismo internacional como el Foro Económico Mundial (2008), destacaba los beneficios corporativos de fomentar el bienestar, vinculando la salud de los empleados con una mejor reputación y desempeño de la organización. Estas organizaciones líderes, han utilizado la prevención y el bienestar de los empleados para demostrar lo que valoran sus empleados, teniendo a su vez un efecto positivo en la atracción de talento, retención y motivación de la fuerza laboral. Sin embargo, alertaban que, a pesar del impacto económico de estos programas de bienestar corporativo, su aplicación ha sido limitada, con pocas empresas desarrollando programas para mejorar el bienestar de sus empleados.

Por último, la Organización de Naciones Unidas (ONU) incluye, dentro de sus 17 objetivos de desarrollo sostenible, en el número tres a la salud y el bienestar. Teniendo en cuenta que pasamos un 30% de nuestro tiempo activo en el trabajo, parece más que justificado desarrollar programas que fomenten la salud y el bienestar en el trabajo. Asimismo, en su objetivo número ocho, trabajo decente y crecimiento económico, incluye la promoción de un entorno de trabajo seguro y sin riesgos para todos los trabajadores (ONU, 2015).

Se ha podido comprobar que el bienestar corporativo es motivo de preocupación e interés por parte de organismos internacionales y nacionales, siendo un concepto fundamental

para el futuro de la gestión de los recursos humanos, y de las organizaciones empresariales. La salud de la fuerza laboral es un elemento esencial que contribuye al éxito a largo plazo de una empresa, siendo la salud de los trabajadores un elemento estratégico en la gestión empresarial de los recursos humanos (Page y Vella-Brodick, 2009; Sparling, 2010). Estos programas benefician a los empleados, a sus compañeros de trabajo, a las familias, a las comunidades y a la sociedad en su conjunto, consiguiendo que los empleados, el empleador, así como todas las partes interesadas afectadas, se beneficien de un programa de bienestar corporativo (Mujtaba y Cavico, 2013).

Sin embargo, en España se detectan todavía pocas empresas que tengan implantados estos programas, o en algunos casos, que tengan implantados programas de salud o bienestar muy básicos y poco ambiciosos.

Existen diversos motivos por los que implantar programas de bienestar corporativo, ya que si se hace de forma exitosa se pueden conseguir, entre otros, resultados muy positivos dada la relación directa entre actividad física y un incremento en la productividad (Whitsel et al., 2019), la eficiencia (Lusa et al., 2020) y la satisfacción laboral del trabajador (Laroche et al., 2020) y mejor bienestar psicológico (Infante et al., 2011; Netz et al., 2005). En otras palabras, los empleadores quieren empleados saludables ya que son más productivos y presentan menor absentismo (Mujtaba y Cavico, 2013).

Con todo, se puede comprobar que, invirtiendo en la salud y el bienestar del empleado, la empresa conseguirá reducir los costes reduciendo el absentismo, incrementando su productividad (Burke y Cooper, 2008; Lowe, 2020; Sparling 2010) consiguiendo así un negocio exitoso y saludable (Grawitch y Ballard, 2016). Desde el punto de vista del empleador, le interesa tener a los trabajadores sanos, comprometidos, y productivos, puesto que un empleado con buena salud tiene el potencial de mejorar la rentabilidad de la empresa, ayudando además a lograr otros objetivos organizacionales (Kent et al., 2016). Por tanto, la inversión en programas de bienestar corporativo está más que justificada para los empleadores.

Todos estos factores provocan un interés creciente en las empresas para mejorar la salud de los empleados y en convertirse en un lugar de trabajo más efectivo (Berry, 2012) y conseguir que el trabajo contribuya de forma sustancial al bienestar y la felicidad de los empleados (Fisher, 2010; Warr, 2007).

Cabe destacar que, sin embargo, hasta hace no mucho, felicidad y trabajo parecían ser palabras completamente excluyentes y disociadas (Kamel et al., 2017).

Otro aspecto importante es el lugar de trabajo ya que este se considera un entorno ideal para promover conductas saludables porque la mayoría de las personas pasan dos tercios de sus horas de vigilia en el trabajo (Geaney et al., 2013). Por este motivo, y por el objetivo de fomentar la conciliación de sus empleados, la empresa Mahou-San Miguel promueve la práctica de actividad física de sus empleados en las instalaciones de trabajo, diseñando espacios específicos para facilitar la práctica deportiva.

Por otra parte, con el avance de la tesis, se hizo evidente la importancia de diseñar programas de bienestar integrales (no solo bienestar físico) ya que está demostrado que las intervenciones con múltiples y variados componentes fomentan la participación de los trabajadores (Robroek, 2019). En este sentido, según Peláez et al. (2020), el coaching puede ser una valiosa intervención de psicología positiva aplicada para aumentar el bienestar y el funcionamiento óptimo en las organizaciones, mientras que Good et al. (2016) observaron que el mindfulness puede fomentar el rendimiento, el bienestar laboral aumentando los recursos personales como la resiliencia.

Anteriormente se ha comentado el impacto dramático que la irrupción de la pandemia ha tenido para empresas y trabajadores de todo el mundo. Por este motivo, las organizaciones deben ayudar a los empleados a mitigar la ansiedad producida por la COVID-19, ofreciendo formación en métodos eficaces de afrontamiento emocional, así como estrategias para garantizar que satisfacen sus necesidades psicológicas (Trougakos et al., 2020).

Asimismo, se ha comentado la importancia del bienestar psicosocial del empleado (no sólo el físico). En este ámbito es importante destacar, dentro de la disciplina de la psicología positiva, el modelo Healthy and Resilient Organizations (HERO) (Salanova et al., 2012) que ha servido de base para el estudio realizado en la publicación 3 de esta tesis. En este modelo se confirma que cuando las organizaciones tienen prácticas y recursos saludables, los equipos se sienten más sanos (más eficaces, comprometidos y resistentes a la adversidad), lo que a su vez conduce a resultados organizativos más saludables, como el excelente rendimiento laboral de los empleados, que también está positivamente relacionado con la lealtad de los clientes y su satisfacción (Salanova et al., 2012).

Para promover y mantener el bienestar entre los trabajadores, estas organizaciones deben introducir medidas y procesos en el lugar de trabajo (Wilson et al., 2004).

La salud de los empleados supone una ventaja competitiva para las organizaciones saludables y el cuidado de los empleados tiene, por tanto, consecuencias positivas en su bienestar con un mejor rendimiento organizativo y salud financiera (Luthans et al., 2007; Shuck et al., 2011). Según Pryce-Jones y Lutterbie (2010), un trabajador feliz ofrece alto nivel de ejecución, tiene seis veces más energía, tiene la intención de permanecer el doble de tiempo en sus organizaciones y duplica su nivel de producción. Además, si los empleados sienten que su organización se preocupa por su bienestar, mejora su productividad (Patterson et al., 2004). Estos empleados saludables presentan fortalezas y capacidades psicológicas que mejoran el funcionamiento organizacional y el desempeño (Salanova, 2008), identificándose con fortalezas personales como la autoeficacia, la esperanza, el optimismo y la resiliencia (Stanjovik, 2006), además del compromiso laboral o engagement (Salanova, 2008; Salanova y Schaufeli, 2009). En esta tesis se estudian los efectos que un programa de bienestar corporativo de Mahou-San Miguel tendría sobre estas cinco fortalezas tan importantes para el funcionamiento de la empresa.

En la revisión de la literatura, se ha podido comprobar el interés creciente en las empresas por cuidar del bienestar de los trabajadores implantando prácticas saludables e incluyendo programas de bienestar corporativo. Esto es debido, entre otros, a que las empresas pueden beneficiarse del bienestar corporativo ya que los empleados sanos presentan menos costes sanitarios y, sobre todo, una mayor productividad (Vecchi et al, 2022). Sin embargo, a pesar de que las empresas tienen la obligación de cuidar y proteger la salud y el bienestar de sus empleados (Grant y Kinman, 2013) y de las múltiples ventajas que ofrece, como se ha detallado, no es una disciplina muy desarrollada en España, ni en el ámbito empresarial, ni en el ámbito científico,

Por todo lo anterior, se puede concluir que las empresas que deseen cuidar de la salud de los empleados deben hacer un esfuerzo por adaptar sus programas de bienestar corporativo para cuidar de sus empleados a la mayor brevedad posible. Esta necesidad se ve acrecentada por los tiempos tan difíciles y desconocidos causados por la pandemia.

Contexto COVID-19

El 11 de marzo de 2020 la OMS declaró la pandemia por coronavirus COVID-19 (OMS, 2020), lo que hizo cambiar de forma drástica las vidas de millones de personas en todo el mundo. Esta pandemia mundial coincide en el tiempo con otra pandemia, la declarada en 2012 por la OMS por inactividad física y sedentarismo, siendo la primera vez en la historia que dos pandemias mundiales coinciden en la misma época, si bien, la pandemia de la inactividad física es de naturaleza muy distinta a la de la COVID-19 (Kohl et al., 2012).

Además, ambas pandemias tienen influencias la una sobre la otra, es decir, la inactividad física afecta al sistema inmunológico (Nieman y Wentz, 2019) y respiratorio (Grande et al., 2020), y, por tanto, las personas más sedentarias estarían más expuestas a los efectos negativos de la COVID-19 (Hall et al., 2021). Por otra parte, ha quedado comprobado que el confinamiento provocado por la pandemia, conduce a un aumento del sedentarismo y disminución de la actividad física, provocando numerosos riesgos para la salud (Narici et al., 2021). Las consecuencias negativas de este confinamiento quedaron reflejadas en numerosos estudios en los que se destacaba el impacto en la salud mental, emocional, e incluso de comportamiento (Ammar et al., 2020; Wang et al. 2020). Sin embargo, específicamente en tiempos de COVID-19, se ha demostrado que la actividad física mejora la salud física y mental, proporcionando, además, elementos de protección contra la misma (Jacob et al, 2020; Simpson y Katsanis, 2020).

La pandemia ha afectado a organizaciones y empleados de todos los sectores en todo el mundo de una forma sin precedentes (Raghavan et al., 2021), con trabajadores sufriendo efectos dramáticos (Kniffin et al., 2021) provocando consecuencias muy negativas en la salud mental, bienestar (Yildirim et al., 2021) y salud psicosocial de los trabajadores (de las Heras-Pedrosa et al., 2022). En un estudio realizado en España, se confirmaban los efectos adversos y negativos de la pandemia en los niveles de actividad física, la calidad del sueño, peso corporal y bienestar (Martínez-de-Quel et al., 2021).

Todas estas consecuencias negativas provocadas por la COVID-19, el confinamiento, teletrabajo, aumento de la inactividad física, etc. provocan que las empresas que quieran

seguir cuidando del bienestar físico, mental y psicosocial de sus empleados en este difícil período, deban redoblar sus esfuerzos para cuidar de sus empleados, adaptando, en su caso, sus programas de bienestar corporativo integral a la situación. De hecho, según Parker (2020) las empresas deben hacer frente a importantes retos relacionados con nuevos protocolos y medidas sanitarias para proteger la salud tanto física como mental.

Entre otras cosas, las empresas que no tomen medidas podrían sufrir problemas derivadas de la peor salud física y mental de sus trabajadores. Por el contrario, las empresas que consigan mantener, incluso aumentar la actividad física de sus empleados podrían conseguir que estuvieran más sanos y resilientes (Gerber et al., 2014). Además, podrían conseguir mantener su compromiso laboral (Gómez Chacón et al., 2021), lo que les ayudaría a mejorar la productividad y rentabilidad (Harter et al., 2013), siendo esto de especial importancia en una época de crisis como la provocada por la pandemia.

Contexto teletrabajo

La COVID-19 ha provocado e impulsado importantes cambios en el entorno laboral y social, creando un contexto de desafíos para las organizaciones y particularmente para la gestión de recursos humanos (Carnevale y Hatak, 2020). De hecho, con la aparición de la pandemia, los trabajadores experimentaron un cambio completo en su lugar de trabajo que alteró su experiencia laboral (Kumar, 2021), y muchos empleados sufrieron un mayor temor, preocupación y estrés psicológico (Li et al., 2020).

Una de las consecuencias de la pandemia ha sido el incremento sustancial del teletrabajo (Chow et al., 2022). Según Eurofound y la OIT (2017), el teletrabajo se define como el uso de las tecnologías de la información y la comunicación (TICs), como teléfonos inteligentes, tabletas, ordenadores portátiles y/o de sobremesa, para el trabajo que se realiza fuera de las instalaciones del empleador. Desde el inicio de la pandemia, el teletrabajo se ha extendido y ha sido implementado por un gran número de países (de Bruin et al., 2020), llevando a una transformación del entorno psicosocial del trabajador (Pulido-Martos et al., 2021).

La COVID-19 ha amplificado los efectos negativos que el teletrabajo puede tener en la salud de los empleados (Bouziri et al., 2020). Además, se ha producido un incremento de

la inactividad física y el sedentarismo derivado del confinamiento y del teletrabajo (Tison et al., 2020), convirtiéndose en uno de los principales problemas del confinamiento y subsecuente teletrabajo (Roschel et al., 2020). Según Chawla et al. (2020) el trabajo a distancia y los nuevos procedimientos en el lugar de trabajo están teniendo consecuencias para los trabajadores y las empresas, de hecho, según Varder Elst et al. (2017) el teletrabajo extensivo, como el provocado por esta pandemia, puede producir desventajas, como el aislamiento social y la reducción del compromiso laboral de los empleados. Por último, Klerk et al. (2021) alertaba que el trabajo exclusivo desde casa que se prolonga durante mucho tiempo tiende a generar resultados adversos y negativos y puede ser desmotivador, pudiendo reducir el compromiso de los empleados hasta el punto de agotamiento. Además, trabajar exclusivamente en remoto, ha demostrado afectar negativamente al bienestar en términos de relaciones las relaciones en el lugar de trabajo y el equilibrio entre la vida laboral y personal (Juchnowicz & Kinowska, 2021).

Por estos motivos, el trabajo a distancia extensivo presenta varios retos para las empresas que deben diseñar estrategias para luchar contra el aumento del estrés y la disminución de la satisfacción (Kazekami, 2020), de la salud y aumento de los riesgos socio-psicológicos para sus trabajadores (Kniffin et al., 2020), y el aumento del aislamiento (Vander Elst et al., 2017). Asimismo, deben combatir la reducción en actividad física y el incremento del sedentarismo entre sus empleados (Tison et al., 2020; Ráthonyi et al., 2021; Stockwell et al., 2021).

Mantener una rutina para la práctica de actividad física en casa se convierte así en una estrategia necesaria para combatir las largas jornadas en casa, que están teniendo efectos como la depresión, el sedentarismo y la ansiedad, lo que ha llevado a la misma OMS, preocupada por estos efectos devastadores, a publicar diferentes recomendaciones (OMS, 2020b). Además, los diversos confinamientos producidos durante la pandemia causaron depresión, estrés, irritabilidad, insomnio, bajo estado de ánimo, ira, estrés emocional, bajo estado de ánimo, la irritabilidad, y agotamiento emocional como resultado de estar aislado o en cuarentena (Brooks et al., 2020).

Como se ha podido comprobar, las circunstancias tan adversas que se estaban produciendo para los trabajadores y las empresas hizo imprescindible actualizar el programa de bienestar corporativo a la mayor brevedad posible. El programa de bienestar de Mahou-San Miguel se adaptó así a este nuevo escenario de forma urgente, pasando de

ser un programa tradicionalmente físico (presencial) al entorno digital (a distancia), provocando la actualización del objetivo de esta tesis, adaptándose a las necesidades provocadas por una realidad empresarial a la que se debía dar respuesta.

La presente investigación se ha adaptado por tanto a este nuevo entorno laboral, estando en un momento crucial para el futuro de estos programas, ya que como consecuencia de la COVID-19 y la explosión del teletrabajo, estos programas deberían adaptarse, pasando a ser híbridos, presenciales y a distancia, como está ocurriendo en Mahou-San Miguel.

Justificación de la tesis

La justificación de este proyecto se deriva, en un primer momento, de la necesidad de tener un mayor conocimiento acerca del bienestar corporativo y sus efectos, a través de un caso de estudio. Se ha detectado en la revisión de la literatura una escasez de publicaciones científicas que aborden el tema, especialmente en España, a pesar de la mejora que obtiene la empresa a través de la salud y bienestar de sus empleados con la adopción de hábitos de vida saludable. Anteriormente se han descrito múltiples beneficios, como puede ser la reducción asociada en los costes de la empresa derivados de tener una plantilla más activa y, por tanto, más sana, o lo que es lo mismo, con menos enfermedades y bajas laborales. Asimismo, tener una plantilla más activa, hace que sea más productiva lo que redunda en mayores beneficios para la compañía. Sin embargo, la ausencia de programas de bienestar corporativo con métricas bien definidas hace más difícil desarrollar casos de estudio convincentes y esto afecta la mayor implantación de estos programas, a pesar de sus numerosos beneficios (Foro Económico Mundial, 2008).

Se ha podido comprobar que Mahou-San Miguel es referente a nivel nacional en programas de bienestar, con numerosos premios, mientras que O2 Centro Wellness, es una de las principales empresas de bienestar en España, por lo que las conclusiones y recomendaciones de esta tesis supondrían una contribución en el ámbito científico y sobre todo empresarial.

Por otro lado, la irrupción de la COVID-19 y el crecimiento exponencial del teletrabajo (Belzunegui-Eraso et al., 2020; Bouziri et al., 2020) ha provocado, somo se ha podido

comprobar, efectos dramáticos en el bienestar de los trabajadores. Sin embargo, esta situación no debería ser excusa para continuar cuidando de los trabajadores.

De hecho, las empresas deben cuidar activamente la salud y el bienestar de sus empleados (Kniffin et al., 2021). Estas circunstancias no han hecho sino aumentar la necesidad inicial de disponer de casos de estudio, con mucho mayor motivo en tiempos de pandemia, debido a la ausencia de los mismos.

Este complejo escenario de la COVID-19 ofrece, sin embargo, una oportunidad única para investigar los beneficios y los obstáculos del teletrabajo en tiempos de crisis (Klerk et al., 2021), siendo la investigación en estos tiempos de especial importancia para ayudar a generar recursos para mantener e incluso incrementar el compromiso laboral de los trabajadores (Salanova, 2020). Asimismo, se necesitan nuevas investigaciones que aborden, entre otras la relación actividad física y compromiso laboral en tiempos de pandemia (Kotera y Correa Vione, 2020). Además, cabe destacar que los lugares de trabajo y los programas de promoción de la salud en el lugar de trabajo ofrecen una importante oportunidad para llevar a cabo para promover comportamientos saludables (Harris et al., 2022).

Se ha podido comprobar, por tanto, que se trata de una investigación demandada por la comunidad científica ante la novedad de la situación y los retos planteados para las empresas. Al contexto anterior se une el hecho, contrastado por los estudios previos, que estamos ante un tema con muy poco desarrollo científico en España, especialmente a través de los casos de estudio, y por tanto muy especialmente desde la óptica de la gestión de empresas en España

Objetivos

Por todo lo anteriormente comentado, el objetivo general de la tesis, una vez actualizado por la aparición repentina de la COVID-19, ha sido:

Estudiar los beneficios que aporta a los trabajadores y a las empresas un programa de bienestar corporativo integral, adaptado a los tiempos de teletrabajo y pandemia.

Este estudio se ha llevado a cabo mediante el análisis del caso en una de las empresas más reconocidas en España en el ámbito del bienestar laboral.

Además del objetivo principal, se plantean los siguientes objetivos específicos:

Objetivo específico 1: Analizar y aportar un ejemplo de gestión de bienestar corporativo en tiempos de pandemia, mediante el estudio de un caso real, determinando los efectos de un programa de bienestar corporativo adaptado a los tiempos de pandemia.

Objetivo específico 2: Conocer las herramientas digitales necesarias para desarrollar un programa de bienestar corporativo en tiempos de pandemia.

Objetivo específico 3: Analizar los efectos del programa en las fortalezas del empleado saludable en tiempos de Covid-19 así como factores que influyan en los mismos.

Por otro lado, es importante destacar que, derivado de estos objetivos, la presente tesis busca responder además a las siguientes cuestiones de investigación:

RQ1: ¿Es posible cuidar del bienestar de los trabajadores de la empresa, durante la pandemia, cuando están teletrabajando?

RQ2: ¿Qué efectos se observan en los empleados con la aplicación de un programa de bienestar corporativo adaptado a los tiempos de pandemia?

RQ3: ¿Es posible diseñar un programa de bienestar corporativo adaptado a la situación causada por la pandemia y que sea extrapolable a otras empresas?

RQ4: ¿Qué herramientas digitales se necesitan para desarrollar un programa online exitoso de bienestar corporativo en tiempos de pandemia?

RQ5: ¿Qué efectos tiene en las fortalezas del empleado saludable la aplicación de un programa de bienestar corporativo en tiempos de Covid-19?

RQ6: ¿Qué influencia tienen en estas fortalezas factores como el nivel de actividad, física?

RQ7: ¿Qué influencia tienen la edad de los trabajadores y su antigüedad en las citadas fortalezas?

RQ8: ¿Influye en las fortalezas del empleado saludable que se haya trabajado de forma presencial o a distancia?

RQ9: ¿Qué influencia tienen los supervisores las fortalezas del empleado saludable?

Dando respuesta a estas preguntas de investigación planteadas se conseguirá alcanzar el objetivo de medir los efectos reales de este programa de bienestar, cuyos resultados podrían ser extrapolables a otras empresas.

Metodología

Esta tesis se inició con la realización de una profunda revisión bibliográfica, confirmándose la escasez de estudios científicos que traten sobre los programas de salud y su implantación en el lugar de trabajo, muy especialmente en lo referente a casos de estudio en general y, en particular, en España.

Para poder conseguir los objetivos planteados se ha utilizado un método mixto que combina métodos cualitativos y cuantitativos que finalmente permiten una triangulación de resultados, con el fin de dar respuesta a las cuestiones planteadas, siendo ésta una herramienta enriquecedora, que le confiere rigor al estudio, ofreciendo consistencia a los hallazgos (Patton, 2002).

El método del caso ha sido el elegido, analizando la implementación en Mahou-San Miguel, del programa de bienestar corporativo adaptado a tiempos de COVID-19, para así poder mostrar los efectos reales en una organización. El método del estudio del caso es apropiado para la comprensión de un fenómeno (Bell et al., 2022) siendo la posterior recopilación de múltiples datos necesaria para permitir la corroboración y la triangulación de los mismos (Yin, 2009). Además, ha sido ampliamente utilizado en la investigación de gestión como fuente de conocimiento en diversas áreas, como muestra de lo que puede suceder y como fuente de experiencia (Mariotto et al., 2014). Siguiendo a Bartunek et al. (2006), cuando la teoría se construye a partir de los estudios de caso éstos suelen reflejarse como uno de los métodos de investigación más interesantes.

Tal como se ha indicado con anterioridad, se ha utilizado un método cualitativo, iniciándose el mismo con una investigación exploratoria, incluyendo una fase inicial de análisis documental y posterior observación, que ha servido de ayuda para poder llevar a cabo un mejor acercamiento a la realidad y al estado de la cuestión. Esta fase se inició en abril de 2020, completándose en los siguientes meses con entrevistas semiestructuradas en profundidad. Es oportuno destacar, por su importancia, la entrevista en profundidad a

Jesús Domingo, director general de personas y máximo responsable del éxito de los programas de bienestar y felicidad corporativos de la empresa. Asimismo, se han llevado a cabo entrevistas en profundidad con diferentes responsables del programa, tanto en Mahou-San Miguel, como en O2 Centro Wellness, para poder conocer mejor la realidad del programa, sus detalles, aciertos, errores, así como experiencias y opiniones lo que ha resultado muy valioso para conseguir alcanzar los objetivos de la investigación. Conocer las experiencias en la puesta en marcha y gestión de programas exitosos de bienestar corporativo en tiempos tan complicados como los de la pandemia ha sido de gran utilidad para la consecución de los objetivos de la investigación. Aunque esta técnica es costosa, al requerir de mucho tiempo y energía, ha aportado mucha información de calidad y directa gracias a la interacción del investigador con el entrevistado. Esta oportunidad de realizar las diferentes entrevistas no es algo común en este tipo de empresas y programas, por lo que agradecemos su predisposición para compartir sus experiencias y dedicarnos su tiempo.

En cuanto al análisis cuantitativo, se ha llevado a cabo con una muestra estratificada por sexo, edad, área de la empresa, y su antigüedad en la empresa. Los datos han sido extraídos a través de un cuestionario online distribuido por la empresa entre todos los trabajadores de la sede de Madrid por correo electrónico. Las preguntas fueron discutidas y autorizadas por la empresa previamente a su envío. Se obtuvieron 253 respuestas en el último trimestre de 2020. Para el análisis de los datos obtenidos, se han seguido parámetros de tamaño muestral, nivel de confianza y error muestral según criterios estadísticos aceptables para obtener niveles óptimos de fiabilidad. Se han utilizado además herramientas de medición validadas, como el IPAQ (International Physical Activity Questionnaire) reducido, para la medición del nivel de actividad física (Mantilla-Toloza y Gómez-Conesa, 2007), mientras que para medir las fortalezas del empleado saludable, se ha utilizado el cuestionario HERO (Healthy and Resilient Organization) adaptado por Gómez Chacón et al. (2020), analizando cinco fortalezas psicosociales: compromiso, resiliencia, autoeficacia, emociones positivas y competencia, en lugar de las ocho fortalezas originales de Salanova et al. (2012). Para el análisis de los datos se ha utilizado el programa estadístico SPSS 24.

Aportación original del autor

Se trata de una tesis con mención industrial que se estima cumple con los objetivos de la mención por su foco en el fomento de la investigación en el tejido empresarial y la participación de la industria en los programas de doctorado, incentivando por tanto la transferencia de conocimiento entre la universidad y su entorno.

En circunstancias normales, como eran las anteriores a la pandemia en España, existía un escaso desarrollo teórico del tema en nuestro país. Esta escasez de desarrollo se ve acrecentado con la aparición de la pandemia y las consecuencias que todo ello ha traído, agravando, a su vez, la pandemia de la inactividad física ya existente.

Cabe destacar que no se ha encontrado en la literatura científica, casos de estudio similares al presente por lo que la presente tesis podría resultar muy beneficiosa para empresas de diferentes sectores, tamaños y localizaciones, no solo en España, sino a nivel mundial. Podría ser de ayuda ya que muestra cómo es posible adaptar de forma exitosa, un programa de bienestar corporativo presencial, al entorno digital y “a distancia” que ha provocado la pandemia. Esto ha permitido a la empresa poder continuar cuidando de sus trabajadores, posiblemente en el momento más necesario, a pesar de la distancia.

La irrupción del teletrabajo, y los diferentes estudios que aseguran que será una tendencia en los próximos años, nos lleva a concluir que este modelo de programa de bienestar híbrido será de gran utilidad en un futuro próximo. El escenario provocado por la COVID-19 está relacionada con múltiples factores de estrés que podrían empeorar la salud mental de los empleados, no sólo durante, sino también después de la pandemia (Hamouche, 2020), por lo que los líderes en las empresas deberán desarrollar habilidades para gestionar a sus empleados mientras están teletrabajando y ofrecerles apoyo mental y físico (Klerk et al., 2021).

Por tanto, esta tesis podría servir de ejemplo y modelo para diferentes empresas de diferentes sectores y países, para adaptar sus programas de bienestar corporativo a los tiempos de pandemia, o de trabajo híbrido (trabajo presencial y teletrabajo). Carnevale y Hatak (2020) destacan que las empresas necesitarán mayor orientación para ayudar a que sus prácticas de recursos humanos puedan ayudar a aliviar los problemas que la pandemia y el teletrabajo están causando en sus empleados y reforzar y potenciar sus habilidades para superar estos tiempos tan cambiantes y desconocidos.

No cabe duda de que es necesario dar más orientaciones y guía sobre cómo las organizaciones pueden adaptar sus prácticas de recursos humanos de manera que puedan aliviar los problemas que su personal está sufriendo durante la pandemia y mejorar la capacidad de los empleados para prosperar en tiempos tan dinámicos e inciertos (Carnevale y Hatak, 2020).

Las ideas y conclusiones de esta tesis podrían permitir a las empresas estar mejor preparadas para afrontar una situación extraordinaria como la de Covid-19, evitando así problemas en el bienestar de sus trabajadores que afectarían a la cuenta de resultados de la empresa. Es necesario redoblar los esfuerzos para difundir las lecciones aprendidas de los empleadores que han creado culturas de salud y estrategias de comunicación excelentes y aplicar estas ideas de forma más amplia en los entornos laborales (Kent et al., 2016). Por este motivo, difundir el aprendizaje y experiencia de Mahou-San Miguel, en estos tiempos de pandemia, es, además de inusual por la falta de casos similares, más que necesario.

Además, las investigaciones realizadas en pandemia son de especial importancia para poder generar recursos que fomenten aspectos tan importantes como la resiliencia y el compromiso laboral de los trabajadores (Salanova, 2020). Con la transferencia del conocimiento generado, se podrá ayudar a otras empresas a implantar y mejorar sus programas de bienestar corporativo en la nueva realidad surgida, mejorando así, la salud de sus trabajadores y, por tanto, la de sus empresas.

Por todo lo comentado, es posible afirmar que se trata de una investigación necesaria y que puede arrojar luz sobre un tema de creciente interés para las empresas, y para sus dirigentes.

Estructura de la tesis

Esta tesis doctoral sigue la estructura de compendio de publicaciones, por lo que, una vez hecha la introducción, estado de la cuestión, comentados los objetivos y el método, se incorporarían a la tesis las tres publicaciones que componen esta tesis por compendio. A continuación, se detallan los objetivos alcanzados, las preguntas de investigación y la principal aportación de cada una de ellas.

En la primera publicación, “Corporate well-being programme in Covid-19 times. The Mahou - San Miguel case study” (Programa de bienestar corporativo en tiempos de Covid-19. Estudio de caso Mahou - San Miguel), se da respuesta al objetivo específico número 1 comentado con anterioridad. Además, se enmarca dentro del objetivo principal de la tesis de estudiar los beneficios que aporta a los trabajadores y a las empresas un programa de bienestar corporativo integral, adaptado a los tiempos de teletrabajo y pandemia. Asimismo, con el objetivo principal y específico se da respuesta a las primeras tres preguntas de investigación planteadas con anterioridad: RQ1, RQ2 Y RQ3.

Para conseguir los objetivos planteados, se ha utilizado el método del caso de estudio. La investigación ha sido organizada en diferentes fases, siendo la primera fase cualitativa, mediante la observación y posterior entrevista en profundidad con el director general de personas de la compañía. Posteriormente se llevó a cabo una investigación cuantitativa mediante encuestas a los empleados, para así contrastar las conclusiones obtenidas en la primera fase y obtener información valiosa para evaluar el éxito del programa. La aportación principal, además de dar respuesta a las citadas cuestiones, es la aportación mediante un caso real, de un ejemplo de programa de bienestar corporativo exitoso adaptado a los tiempos de COVID-19 que podría servir de ayuda a otras empresas como ejemplo y orientación.

En la segunda publicación, el capítulo de libro “Digital tools for adapting corporate wellness programmes to the new situation caused by COVID-19: A case study” (Herramientas digitales para adaptar los programas de bienestar corporativo a la nueva situación provocada por la COVID-19: Un estudio de caso), se responde al objetivo específico número 2, dando respuesta, a su vez a la pregunta de investigación RQ4.

Para conseguir el objetivo planteado se ha utilizado el método del caso de estudio, con una investigación inicial cualitativa, basada en la observación y completada con entrevistas en profundidad con los responsables directos del programa en las empresas Mahou-San Miguel, y O2 Centro Wellness. Se completa la investigación con una encuesta para aportar datos cuantitativos específicos para evaluar el uso de las herramientas digitales. La aportación principal es mostrar al lector cómo es posible adaptar, mediante un correcto mix de diferentes herramientas tecnológicas y de comunicación, de forma exitosa y rápida un programa de bienestar corporativo tradicionalmente presencial, a la nueva situación provocada por la COVID-19.

Esto es posible gracias a la correcta utilización de diferentes medios digitales aportándose detalles del programa diseñado por O2 Centro Wellness y Mahou-San Miguel, para el cuidado del bienestar de sus empleados. Estos ejemplos podrían servir de ayuda a diferentes empresas en circunstancias similares.

La tercera y última publicación ha sido el artículo: “Can a corporate well-being programme maintain the strengths of the healthy employee in times of COVID-19 and extensive remote working? An empirical case study” (¿Puede un programa de bienestar corporativo mantener los puntos fuertes del empleado sano en tiempos de COVID-19 y de amplio trabajo a distancia? Un estudio de caso empírico). En esta publicación se responde al objetivo principal de la tesis: estudiar los beneficios que aporta a los trabajadores y a las empresas un programa de bienestar corporativo integral, adaptado a los tiempos de teletrabajo y pandemia. Asimismo, también se responde al objetivo específico número 3, dando respuesta a su vez a las preguntas de investigación: RQ5, RQ6, RQ8 y RQ9.

Para conseguir los objetivos planteados se ha utilizado un método cuantitativo basado en el estudio del caso y con la utilización de dos instrumentos de medición para recoger datos cuantitativos ya comentados con anterioridad. La principal aportación de esta última publicación es la de mostrar que conforme mayor nivel de actividad física presenta los trabajadores, mejores medias en las cinco fortalezas. La antigüedad de los trabajadores en la empresa tiene también influencia, encontrándose diferencias significativas en resiliencia. En cuanto a la influencia del factor teletrabajo, no se observan diferencias significativas en función de que el trabajador acuda al centro de trabajo, o teletrabaje, lo que es indicativo del buen funcionamiento del programa a distancia de la empresa. Por último, se destaca la gran importancia del acompañamiento y asesoramiento del supervisor para conseguir mejores medias en todas las fortalezas del empleado saludable.

CONCLUSIONES Y ASPECTOS DESTACADOS

Las conclusiones de este estudio, una vez completados los objetivos planteados, podrían ayudar a empresas, no sólo ante una pandemia, sino ante un futuro de trabajo híbrido (presencial y teletrabajo) en el que estos modelos de trabajo podrían convertirse en un estándar en muchas industrias, apareciendo nuevos lugares de trabajo y prácticas híbridas (Petani & Mengis, 2021).

La inactividad física y el aumento del sedentarismo provocados por la COVID-19 y el teletrabajo están teniendo consecuencias negativas para la salud física y mental de los empleados. Por este motivo, es fundamental que las empresas que quieran cuidar la salud de sus empleados, mientras trabajan en casa, adapten cuanto antes sus programas de bienestar a la nueva situación, mostrando los efectos positivos que un programa de este tipo tiene para las empresas y sus empleados.

Se han podido comprobar en la literatura científica los efectos devastadores que esta pandemia puede tener en el bienestar de los trabajadores (Juchnowicz & Kinowska, 2021), lo que provoca a su vez, consecuencias devastadoras para la salud de la empresa. Por tanto, con esta tesis se pretende ofrecer ideas a los empleadores para que puedan ayudar a evitar todas estas consecuencias dramáticas para la salud de sus empleados.

La actual pandemia ha supuesto un reto para las organizaciones de todo el mundo, necesitando una mayor orientación para ayudar aliviar los problemas que la misma y el teletrabajo están causando en sus empleados, para superar estos tiempos tan cambiantes y desconocidos (Carnevale y Hatak, 2020). Una parte importante de esta actividad debe ser la adaptación de sus programas de bienestar para ofrecer a sus empleados un programa a través del cual puedan seguir cuidando su salud a distancia, ofreciendo los tiempos actuales una oportunidad única para investigar los beneficios y obstáculos de trabajar desde casa (Klerk et al., 2021) a través de experiencias reales.

En la primera publicación, se puede concluir que sí es posible adaptar con éxito los programas de bienestar corporativo a la nueva situación, demostrándose que este esfuerzo de la empresa para cuidar de sus trabajadores puede tener un impacto muy positivo en las organizaciones que los aplican, así como en la salud y el bienestar de los empleados a los

que se dirigen. Estos beneficios positivos no sólo se han demostrado en los aspectos físicos sino también en factores vinculados a los aspectos psicosociales. Por ello, el conocimiento de las propuestas de una empresa líder en programas de bienestar corporativo resulta de interés ya que pueden ser replicadas en otras empresas de diferentes sectores.

Se pueden destacar algunos resultados en este artículo como que el programa de bienestar de Mahou-San Miguel adaptado a los tiempos de COVID-19 ha alcanzado un alto grado de satisfacción, concretamente un 9 sobre 10, llegando a un 9,6 en los empleados inscritos en el programa, con un 87,6% de los trabajadores sintiéndose bien o muy bien orientado por la empresa. Esta satisfacción, además de confirmar el buen diseño y funcionamiento del programa, está en línea con Kaluza et al. (2021) ya que una de las principales preocupaciones de la empresa y de sus líderes ante la situación provocada por la pandemia fue la de preservar la salud de sus empleados. Además, es fundamental incrementar el esfuerzo en mejorar el apoyo del empleador para la salud de sus empleados, además de incentivar la alimentación saludable y la actividad física (Harris et al., 2022).

Por otra parte, destaca el hecho que un 57,9% ha aumentado o mantenido su actividad física antes de la pandemia, lo que está en línea con (Kaluza et al., 2021) cuando la pandemia ha provocado una disminución de la actividad física en España (Martínez-de-Quelet et al., 2021; López-Bueno et al., 2020), destacando además la alta participación en el programa, llegando hasta el 52%, lo que contrasta con otros estudios que lo sitúan en una baja participación del 20% (Keller et al., 2022)

Entre los resultados de la fase cualitativa, se constató que las acciones de la empresa están orientadas a que todos los profesionales se sientan más seguros, más sanos y más felices, siendo el compromiso de la dirección la de garantizar que todas las personas de Mahou-San Miguel estén preparadas para afrontar los retos actuales y futuros en entornos laborales y organizativos sostenibles. Esta estrategia está en línea con Freeman (2010) y Singh et al (2021). Se trata, en definitiva, de poner a las personas en el centro de la estrategia para que estén seguras, sanas y felices, lo que está en línea con Muñiz-Velázquez et al. (2022).

En la segunda publicación se muestran a otras empresas e instituciones un caso práctico de cómo una empresa líder en programas de bienestar corporativo ha podido, gracias a estas nuevas tecnologías, seguir cuidando de sus empleados.

De los resultados obtenidos en esta investigación cabe destacar los efectos positivos que los programas de bienestar corporativo tienen para los empleados, y, por tanto, para la empresa, y la importancia de las nuevas tecnologías y de las apps de fitness para el buen funcionamiento de los mismos. Se muestra cómo se ha desarrollado un exitoso programa de bienestar corporativo online mediante una app de fitness, herramientas de comunicación digitales (videollamadas con Microsoft Teams, Emails, WhatsApp o Mobile), y herramientas de redes sociales (YouTube o Instagram) y una web privada de salud corporativa. Este ejemplo es de especial importancia ya que, a partir de este momento, todo indica que los nuevos modelos de trabajo serían híbridos (The Adecco Group, 2020), presenciales y a distancia, por lo que los programas de bienestar corporativo deben adaptarse a esa realidad y convertirse en programas híbridos, combinando lo presencial y, también, lo virtual. Algunos datos cuantitativos a destacar son que se han actualizado 501 programas de entrenamiento online y con un 46,1% de los trabajadores entrenando durante este período, lo que supone incluso 8 puntos más del porcentaje que se tenía de forma presencial antes de la pandemia, con 707 visualizaciones de clases grabadas por mes. Los resultados están en línea con la investigación de Angosto et al. (2020) quienes observaron durante la pandemia un incremento en la oferta de canales digitales que ayudan a la práctica guiada de actividad física a través del uso de programas y aplicaciones seguras, sencillas y fáciles para la población genérica o para la mejora del bienestar físico y mental en adultos mayores, como es el caso.

De acuerdo con los hallazgos de esta investigación se puede concluir que es muy recomendable implementar estos programas híbridos de bienestar corporativo, con la ayuda de todas las herramientas digitales a nuestro alcance, por todos los beneficios físicos, mentales y sociales que la actividad física aporta a los empleados y, por ende, a la empresa (Gómez Chacón et al., 2016), que cobran aún más importancia en tiempos de pandemia y teletrabajo.

Por último, en la tercera publicación, se puede destacar que los programas de actividad física en tiempos de COVID-19, tienen efectos positivos sobre el bienestar y las fortalezas

del empleado saludable. Sin embargo, deben complementarse con otros programas con componentes psicosociales, debiendo ser multicomponente, destacando la importancia de las acciones de coaching y mindfulness, como las llevadas a cabo por Mahou-San Miguel, lo que está en línea con Trougakos et al. (2020) y Robroek (2019). Por otro lado, también se demuestra la importancia de desarrollar una cultura de bienestar (Mujtaba y Cavico, 2013), así como la importancia de que los líderes y las empresas estén orientados a la salud de los empleados, ya que este compromiso explícito y la consideración del bienestar de los empleados tiene un impacto significativo en el bienestar psicológico y físico de los empleados por encima de otras formas de esos comportamientos positivos de liderazgo (Vincent-Höper et al., 2019).

Durante la pandemia y teletrabajo, las empresas se enfrentan la reducción del compromiso de los empleados (Liu et al., 2021), entre otras consecuencias perjudiciales. Sin embargo, este estudio de caso sugiere que un buen programa de bienestar corporativo podría ayudar a mitigar estos efectos negativos. Los resultados en dos de las fortalezas del empleado saludable más importantes para la empresa, el compromiso laboral y la resiliencia, que también se han visto afectados durante la COVID-19, ofrecen mejores promedios en comparación con otras empresas en una situación anterior a la pandemia.

Cabe destacar de los resultados que conforme mayor nivel de actividad física presentan los trabajadores, se observan mejores medias en las cinco fortalezas, si bien las diferencias no son significativas. En cuanto a la influencia del factor teletrabajo, no se observan diferencias significativas en función de que el trabajador acuda al centro de trabajo, o teletrabaje. Esto es indicativo del buen funcionamiento del programa puesto que ya se han descrito con anterioridad los efectos negativos del teletrabajo. Por último, el acompañamiento y guía de su supervisor es fundamental ya que se observan diferencias significativas positivas en todas las fortalezas, mejorando las medias en función de la mejor percepción del acompañamiento de su supervisor, lo que está en línea con Kaluza et al. (2021).

Se puede concluir, por tanto, que a pesar de las dificultades que la pandemia ha causado en la empresa, sufriendo consecuencias negativas en todas las fortalezas del empleado saludable, es muy recomendable que las organizaciones apoyen activamente el bienestar y la salud de sus trabajadores para luchar contra los efectos adversos de esta pandemia.

Esta conclusión está en línea con Hu et al. (2020) quien aseguraba que se necesitan futuras intervenciones en las organizaciones para mejorar la salud mental durante esta pandemia, fomentando, entre otros, la autoeficacia y la resiliencia (Hu et al., 2020) y este estudio de caso podría ser de utilidad para ello.

Queda demostrado a su vez que no solo es posible, sino más que recomendable, que las organizaciones, apoyados en un liderazgo adecuado, diseñen y apoyen acciones que ayuden a cuidar del bienestar y salud de sus trabajadores ya que estas acciones reportarán beneficios para la salud de sus trabajadores y, por tanto, para la empresa, luchando así contra los efectos negativos de la pandemia. Esto está en línea con Chow et al. (2022) quienes destacaban la importancia de los managers y líderes de la organización para que el teletrabajo tenga éxito.

En definitiva, se han mostrado los efectos positivos que aporta a los trabajadores y a las empresas un programa de bienestar corporativo integral, adaptado a los tiempos de teletrabajo y pandemia, a través del uso de las herramientas digitales necesarias para desarrollar este programa en estos tiempos obteniendo a su vez resultados positivos en el bienestar físico y psicosocial de los empleados. Se puede concluir, además, que los resultados cuantitativos y cualitativos son coherentes y muestran el buen funcionamiento del programa de bienestar corporativo adaptado a los tiempos de COVID-19.



LIMITACIONES Y FUTURAS LINEAS DE INVESTIGACION

Como se ha comentado, se trata de una investigación pionera en España, con el análisis de un programa de bienestar corporativo en tiempos de COVID-19. Esta tesis no está exenta de algunas limitaciones. Asimismo, se han generado a lo largo de la investigación futuras líneas de investigación.

En la primera publicación, aunque el estudio refleja la adaptación de la empresa, es cierto que la pandemia del Covid-19 sigue activa, así como el teletrabajo intensivo, y, por tanto, hay que tener en cuenta que la empresa puede seguir creando y adoptando nuevas medidas. Por lo tanto, sería interesante para los profesionales y los académicos actualizar las conclusiones de este estudio, así como proporcionar más evaluaciones cuantitativas de la aplicación del programa en la empresa una vez que la pandemia haya terminado y la vuelta a la oficina esté totalmente normalizada.

Asimismo, el hecho de que Mahou-Miguel, empresa pionera con más de 20 años de experiencia en la gestión de programas de bienestar corporativo, y referente en España, sea una gran empresa y por tanto disponga de más recursos que otras de menor tamaño, podría limitar la adopción del modelo, al menos en su totalidad, por otras empresas de diferente tamaño y con programas de bienestar corporativo menos desarrollados.

Esta investigación ha arrojado luz sobre la relevancia de este tipo de programas en el contexto actual, pero sería interesante que los estudiosos analizaran otros casos de estudio similares y sus resultados. Siguiendo a Singh y Mira (2021), otra posible línea de investigación futura podría ser la de investigar la relación entre esta responsabilidad social corporativa interna y el rendimiento operativo durante la pandemia. Por último, los investigadores podrían, basándose en los resultados de sus estudios de caso y en los de este estudio de caso de Mahou-San Miguel, diseñar un modelo que puedan adoptar empresas de distinto tamaño.

En la segunda publicación, la principal limitación viene derivada de ser una compañía con mucha experiencia y capacidad financiera, lo que le permite tener más recursos que otras compañías de menor tamaño. Es una compañía en la que la apuesta por las nuevas tecnologías fue estratégica y en la que se viene utilizando una app de fitness desde hace cuatro años.

Por todo lo anterior sería interesante encontrar otros casos de empresas de diferentes características, tanto en tamaño, recursos y experiencia tecnológica y uso de app.

Por último, en la tercera publicación, además de las limitaciones ya comentadas, se podría destacar que, aunque el trabajo desde casa se ha convertido en la norma de trabajo para millones de personas, existen pocas investigaciones previas sobre cómo influye esto en la experiencia y el compromiso de los empleados (Masuda et al., 2017).

Siguiendo a Kniffin et al. (2021), el impacto de la COVID-19 en los costes sociales, psicológicos, sanitarios y económicos de los trabajadores también debería investigarse y actualizarse una vez finalizada la pandemia, siendo necesario para que los profesionales puedan afrontar mejor esta situación en el futuro.

La investigación sobre los puntos fuertes más adecuados del empleado saludable está viva y está cambiando en paralelo al progreso de la sociedad y de las empresas. En este sentido, la confianza y el liderazgo son variables que deberían estudiarse en el futuro por su impacto en las organizaciones.

Además, se ha observado que cuando la orientación del supervisor es mejor, se obtiene una mayor puntuación en las fortalezas del empleado sano. Por este motivo, sería interesante investigar los modelos y habilidades de liderazgo saludable ya que, según Klerk et al. (2021), los líderes necesitarán desarrollar habilidades para gestionar a sus empleados que trabajan a distancia y proporcionarles apoyo físico y mental.

Por último, la realización de futuros estudios basados en el cargo que ocupan los empleados también podría ser de interés para comprobar si el puesto laboral, o incluso el departamento influye en alguna de las fortalezas saludables de los empleados.

Derivadas de algunas de las limitaciones, y de la estancia internacional realizada, han surgido interesantes posibilidades para que el doctorando continúe investigando y profundizando sobre un tema que, cada vez más, está interesando a empresas y comunidad científica. Por lo tanto, en el desarrollo de la presente tesis han surgido dos líneas de investigación sobre las al doctorando le interesaría continuar trabajando e investigando. Concretamente estas nuevas líneas son la felicidad en el trabajo, así como su gestión y, por otro, el estudio del empleado y estudiante saludable en el entorno educativo, más concretamente en el entorno universitario.

El gran desafío al que estamos haciendo frente constituye una nueva realidad que ofrece nuevas oportunidades hacia los que los investigadores y los practicantes, deberán estar atentos y necesitarán orientación (Carnevale y Hatak, 2020).

IMPLICACIONES Y RECOMENDACIONES

La pandemia de la COVID-19 y el consiguiente aumento del teletrabajo implica un incremento de la inactividad física y el sedentarismo, con consecuencias muy negativas para el bienestar de la plantilla. Por ello, si quieren cuidar a sus empleados, los departamentos de Recursos Humanos deben adaptar sus programas de bienestar laboral a la nueva situación. De lo contrario, la salud de sus empleados podría verse afectada y, por ende, la de la empresa.

Además, y debido al aumento del teletrabajo, los programas corporativos de bienestar deberían convertirse en híbridos (en el lugar de trabajo y en el digital). Por lo tanto, después de esta pandemia, los empresarios deberían ofrecer estos programas de bienestar a sus empleados independientemente de si trabajan o teletrabajan. Los hallazgos de la investigación realizada sugieren que las empresas deberían trabajar en esta línea en un futuro próximo.

Los hallazgos del presente estudio también sugieren que es posible adaptar con éxito los programas de bienestar corporativo en el lugar de trabajo al nuevo entorno digital provocado por COVID-19, y el aumento del teletrabajo como nueva normalidad (Raghavan et al., 2021), ayudando a mejorar la salud y el bienestar de sus empleados.

Esta investigación podría ayudar a las empresas en su adaptación de los programas de bienestar, ya que a través de este estudio de caso podrían sacar conclusiones y obtener ideas prácticas. Según Carnevale y Hatak (2020) se necesita más orientación sobre cómo las empresas pueden adaptar sus prácticas de recursos humanos de manera que puedan aliviar los problemas mencionados y mejorar la capacidad de los empleados para prosperar durante tiempos tan dinámicos e inciertos.

Las organizaciones tienen el deber de proteger y cuidar el bienestar de los empleados (Grant y Kinman, 2013), mejorando así las fortalezas psicosociales como la resiliencia o el compromiso laboral, y convirtiéndose esto en una ventaja competitiva (Schneider et al., 2018). Esta investigación podría ser útil para mitigar los efectos nocivos de esta pandemia. Es necesario aumentar los esfuerzos para difundir las lecciones aprendidas de los empleadores que han construido culturas de salud y excelentes estrategias de comunicación aplicando estos conocimientos más ampliamente en los entornos laborales (Kent et al., 2016).

En este sentido, Salanova (2020) subrayó la importancia de la investigación sobre la pandemia para generar recursos que fomenten la resiliencia y el compromiso, mientras que Klerk et al. (2021) destacaron la oportunidad de estudiar el efecto de este teletrabajo forzado en la experiencia de los empleados para planificar futuras formas de trabajo. Por último, debido a que los problemas de salud mental son cada vez más frecuentes en trabajadores de todo el mundo, se pone de relieve la necesidad de investigar los antecedentes y las consecuencias del bienestar (Vecchi et al., 2022).

Además, hay que subrayar que, dado que el nivel de actividad física es un factor importante que puede influir en algunos de los puntos fuertes del empleado sano, es muy aconsejable que los empleadores apliquen programas eficaces de bienestar corporativo para incitar a sus empleados a mantener o incluso aumentar su actividad física.

Las organizaciones han descubierto que pueden funcionar eficazmente con una plantilla a distancia y, según los expertos, esta tendencia se mantendrá. Esta investigación sugiere que los programas de bienestar corporativos, adaptados a los tiempos de COVID-19 y al trabajo desde casa, podrían ser útiles para combatir las consecuencias psicosociales y físicas negativas para la plantilla. Este trabajo empírico puede orientar a las empresas para que afronten los retos de esta nueva era del trabajo y no sólo luchen contra la reducción de las fortalezas de los empleados saludables, sino que las mantengan o incluso las mejoren.

Por todo lo redactado, es interesante subrayar algunas de las implicaciones que la presente tesis ofrece a las diferentes partes implicadas:

Implicaciones para investigadores: se hace evidente la necesidad de contar con más estudios de casos, de diferentes tipologías de empresa, para poder ayudar a las mismas, así como poder profundizar, ampliar y actualizar los resultados observados en este caso, una vez completada la pandemia. Asimismo, sería interesante ampliar las variables que miden las fortalezas del empleado saludable, así como investigar los beneficios de integrar los programas de bienestar como parte de la responsabilidad social corporativa de la empresa como interna.

Implicaciones para empresas: se han confirmado los efectos positivos que estos programas de bienestar ofrecen a las organizaciones, mucho más en tiempos de

pandemia o teletrabajo, destacando la importancia de ofrecer un programa multicomponente adaptado a las necesidades de los trabajadores. También es muy importante trabajar en un liderazgo saludable y en una cultura del bienestar. Por último, es importante destacar cómo es posible mitigar los efectos de situaciones estresantes como la actual pandemia, en las fortalezas del empleado saludable, fortalezas tan importantes como el compromiso laboral o la resiliencia. En resumen, las empresas que no hayan adaptado sus programas de bienestar a los tiempos de pandemia y teletrabajo o, aún peor, que no tengan programas de bienestar para sus empleados deberían comenzar a implementarlos a la mayor brevedad posible.

Implicaciones para trabajadores: se destaca la importancia de la práctica de hábitos saludables por las consecuencias positivas que tiene, no solo para la persona, sino también para la empresa, y la necesidad de ser responsables con el cuidado personal. En circunstancias tan extremas como las vividas, es posible mantener un buen bienestar físico y psicosocial con la ayuda de este tipo de programas.

Implicaciones para prestadores de servicios deportivos: En este nuevo entorno híbrido, las empresas van a necesitar ayuda para el diseño, implementación y ejecución de estos programas por lo que puede surgir una línea de negocio, como ocurre en O2 Centro Wellness, ya que ha supuesto un gran aprendizaje que puede hacer a la empresa ser referente en la materia, pudiendo ampliar sus servicios en Mahou-San Miguel, así como a otras empresas.

Finalmente, la principal recomendación que surge de la tesis, en respuesta al objetivo general planteado es que, debido a los resultados obtenidos, es recomendable para cualquier empresa ofrecer un programa de bienestar corporativo integral para el cuidado de la salud y el bienestar físico, psíquico y social de sus empleados, por los múltiples beneficios obtenidos. La presente tesis puede servir de modelo para poder implementar estos programas, en tiempos de pandemia, teletrabajo, en entornos físico, o híbridos.



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