

Well-being as a high-performance practice in the Organization. A look from the Ryff model

El bienestar como práctica de alto rendimiento en la Organización. Una mirada desde el modelo de Ryff*

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Abstract

This research article shows the interest in recognizing and strengthening the management of human talent in all its context, as a high-performance practice that improves the labor or organizational well-being of employees or collaborators. This research aims to determine welfare as a high-performance practice from the Ryff model perspective, a model of psychological welfare, developed by Carol Ryff. Therefore, it is framed by a qualitative descriptive approach. The data collection techniques were based on documentary review and the sample was made up of 136 academic texts from national and international spheres. Finally, it is concluded that, by relating the well-being of employees in the organization as a high commitment practice, significant changes are generated in the workplace that entail the increase, promotion, strengthening and discovery of the maximum potential, skills and capacities of each person within the companies.

Keywords: *Welfare; Ryff model; High commitment practices; Eudaimonia.*

Resumen

El presente artículo de investigación muestra el interés por reconocer y fortalecer la gestión del talento humano en todo su contexto, como una práctica de alto rendimiento que mejora el bienestar laboral u organizacional de los empleados o colaboradores. Por ello, tiene como objetivo, determinar el bienestar como una práctica de alto rendimiento, desde la mirada del modelo de Ryff. Para ello, se asume el enfoque cualitativo de corte descriptivo. En cuanto a las técnicas para la recolección de la información, se empleó la revisión documental. La muestra estuvo conformada por 136 textos académicos del ámbito nacional e internacional. Finalmente, se concluye que, al relacionar el bienestar de los empleados en la organización como una práctica de alto compromiso, se generan cambios significativos en el ámbito laboral que conllevan el incremento, fomento, fortalecimiento y descubrimiento al máximo del potencial, habilidades y capacidades de cada persona al interior de las empresas.

Palabras Clave: *Bienestar; Modelo de Ryff; Prácticas de alto compromiso; Eudaimonía.*

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Introduction

The present research was based on the theory of the American psychologist Carol Ryff, recognized for her research and studies on psychological well-being, currently director of the Institute of Aging at the University of Wisconsin, Madison (University of Wisconsin-Madison, 2020); who, through her studies, evidenced that the theories of well-being investigated were oriented more towards satisfaction and happiness and not to the realization of the human being in all its integrality, which did not have much relation with the term "eudaimonia" coined by Aristotle, because this enunciate is detailed as "the feelings that accompany the behavior in the direction of, and in consonance with, one's true potential" (Meneses, Ruiz, & Sepúlveda, 2016, p. 23), which differs from hedonism (Aspect renamed by Arrieta et al, 2019).

Thus, with all the work done by Ryff with respect to well-being and with all the conceptual and theoretical basis that the author studied and researched, the interest arises in recognizing and strengthening human talent management in its entire context, as a high performance practice that improves the labor or organizational well-being of employees or collaborators. There, human talent management should not be seen and applied only as a social welfare and incentive program in compliance with legal and competitiveness requirements, but should have a look towards good practices in human resources (humanizing organizational management), which strengthens and encourages commitment, motivation, autonomy and creativity of employees, among other important things.

In this research, the eudaimonic vision is taken, because it is a relevant field that traces the step to follow according to the new generations (such as the Millennials and other people who have transformed the world of work), who have stopped being very operative people to be more discursive, more friendly with technology, they have placed the procedures in the hands of technology -and that is another way of working-.

Theoretical context

When the theory of human relations emerged, it led to the sensitization, humanization and search for commitment on the part of employers, so that they would develop organizational programs "that transcend morality, to offer charitable actions and some benefits such as vacations, sick leave, health services and pension funds, which would increase employee satisfaction and, therefore, their performance (a premise that is still debatable today)" (Calderón et al., 2003, p. 117). In this way, "strategies for increasing loyalty, motivation and, subsequently, compensation systems, participative decisions and job enrichment" (Barley and Kunda, cited in Calderón et al., 2003, p. 117) are sought first and foremost. This has implied that companies, for some time now, have been thinking about their employees and how to promote programs (eventually called labor welfare programs), to improve their reality and their production, and thus increase the company's competitiveness. "The employer must assign to the employee a work environment conducive to the development of their tasks, including all the necessary implements associated with the work entrusted" (Rolón, and Sánchez, 2018).

High-performance Human Resources Practices are a series of elements and instruments that contribute to the training, valuation and development of human resources, and whose main objective is to achieve employee loyalty. Practices that favor, in a planned way, the efficiency of the company. However, as stated by Montoya and Montoya (2012), "different authors and works that have analyzed these high commitment practices do not manage to agree on what they are. However, it can be affirmed that they all have a common orientation" (p. 22). The following is a list of some of them and the authors who have researched them:

Table 1.
Main authors who have researched high commitment human resources.

Author	Concept
Bayo and Merino Díaz (2002)	When companies apply high-performance practices, they achieve positive results both in employee relations and in the alignment of personnel policies.
Montoya and Montoya (2012)	There is no unanimity among authors to determine which and how many are high commitment practices. However, top management should establish guidelines or strategies that lead to strengthen employee motivation and participation by discovering their strengths and skills, not only at work but also personally and professionally.
Céspedes, Jerez and Valle (2005)	High-performance practices encourage workers' commitment to the organization and its objectives (Arthur, 1994; Kofman and Senge, 1993), which may include continuous learning. On the other hand, such practices advocate the integration of human resource management into the strategic vision of the organization, providing a global or system vision (Roche, 1999; Roca, Escrig and Bou, 2003) (p. 36). (p. 36).
Gerhart and Malkovich (1990), Huselid (1995), Huselid, Jackson and Schuler (1997).	Indeed, the works in this stream written by these authors have shown that there is a set of best practices (high commitment or involvement) that increase performance.
Delery and Doty (1996), Becker and Gerhart (1996), Huselid (1995), Pfeffer (1994), Arthur (1994) Ichniowski et al. (1994), Huselid and Becker (1995)	Although Delery and Doty (1996) state that there is a growing consensus on which HR practices should be considered best practices, other authors (Becker and Gerhart, 1996) argue that even within this approach, studies on so-called high-performance work systems vary significantly in terms of the practices considered and even whether a given practice is positively or negatively related to outcomes (Becker and Gerhart, 1996). Thus, for example, human resource strategies based on internal promotion systems and providing employees with access to grievance procedures have been described by Huselid (1995) and Pfeffer (1994) as high performance. While other studies (Arthur, 1994; Ichniowski et al., 1994) have included such practices in more rigid human resource management systems, generally associated with organizations with a higher degree of unionization. Huselid and Becker (1995) have qualified the latter two practices as bureaucratic HR practices, finding a negative and statistically significant relationship with firm profitability (Rodríguez, 2011, p. 9).
Porter (1985)	In this sense, he points out the existence of a strong correlation between human resource policies and competitive advantage, and suggests combining generic strategies with the most appropriate resource policies in each specific case (p. 251).
Alegre and Chiva (2008)	PRHARs also promote teamwork, extensive training, job rotation and the design of incentives aimed at achieving the organization's objectives. All these processes are at the basis of organizational learning, including the assimilation of knowledge, its diffusion, largely of a tacit nature, and its exploitation through the development of product innovations.
Laursen and Foss (2003)	PRHAR (High Performance Human Resource Practices) can facilitate innovative activity in organizations for a variety of reasons.

Arthur (1994), Huselid (1995), Delaney and Huselid (1996), Ichniowski, Shaw and Prensushi (1997). Following Huselid (1995)	High-performance practices are human resources practices that "can strengthen the knowledge, skills and abilities of current and potential employees, increase their motivation (...) and improve the retention of qualified employees."
Roche (1999), Roca, Escrig and Bou (2003) (P. 36).	High-performance practices encourage employee commitment to the organization and its objectives (Arthur, 1994; Kofman and Senge, 1993), which may include continuous learning. On the other hand, such practices advocate the integration of human resource management into the strategic vision of the organization, providing a global or system vision.
Bayo and Merino Díaz, 2002, p. 222.	In terms of effectiveness, a series of human resources practices known as high performance, high commitment or high involvement. These practices include, among others, employee participation, concern for their training and care in selection processes.
Montoya and Montoya, 2012, p. 22.	The different authors and works that have analyzed these high commitment practices are unable to agree on what they are. However, it can be affirmed that all of them have a common orientation, which, according to Guthrie (2001, p. 181), consist of "emphasizing the use of a system of managerial practices that equips employees with skills, information, motivation and discretion, resulting in a workforce that is a source of competitive advantage".
Gerhart and Milkovich (1990), Huselid (1995), Huselid, Jackson, and Schuler (1997).	Indeed, the works in this stream written by these authors have shown that there is a set of best practices (high commitment or involvement) that increase performance.

Source: own elaboration

Well-being

In the literature, it is evident that Organizational Psychology determines that well-being, are all those conditions given by the organizations to the employees; among them and of great importance for the human talent, the respect by the top management; adequate conditions for the good performance, fulfillment of their objectives and goals, generating in them a great commitment and whose result will be evidenced in the productivity of the organization (Borquéz et al, 2019).

On the other hand, labor welfare in the country today has been conceived as a legal requirement established in the regulations that govern it and which must be complied with as required, failure to do so will generate for organizations heavy fines and this being a possibility of lawsuits by employees. But beyond all the above, it is necessary to review by the top management the negative impact that this behavior produces in the employees of the organizations, some can be mentioned and, of course, they cannot be generalized in the business and organizational environment: demotivation, disinterest, commitment, meaning, lack of identity.

Therefore, it is becoming increasingly evident that proactive leadership contributes to employee engagement. "Workers' performance tends to increase when they assume that their supervisors have a genuine interest in their well-being" (Kinicki and Kreitner, cited in Laca, Mejía and Gondra, 2006, p. 87). Although the scientific study of well-being is relatively recent, as Ryan and Deci (2001a) argue, there is a dual vision of what we can understand as well-being. Specifically, there are two visions: the hedonist and the eudaimonist.

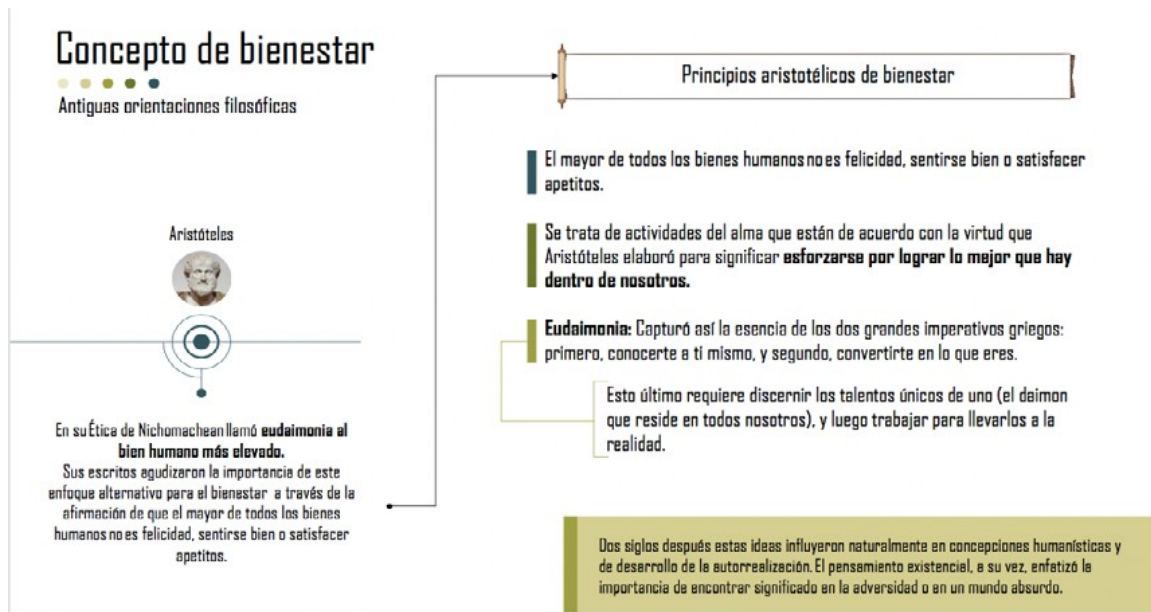
The hedonistic perspective has its origins in philosophers such as Aristippus, who argued that the goal of life was to experience the maximum amount of pleasure, so that happiness becomes the goal of life.

in the totality of hedonic moments that one experiences throughout one's life trajectory. "Companies as economic agents are acquiring greater importance in the life of the country and are called to play a leading role in the development of social responsibility" (Vélez, Cruz, & Romero, 2020).

For its part, the eudaimonic perspective has its origins in Aristotle, who considers that happiness is found in living in accordance with one's daimon or true self; that is, it considers well-being as the consequence of striving for perfection, represented by the realization of one's true potentials. (Meléndez et al., 2009, pp. 85-86).

In this sense, the concept of "well-being" has been the subject of study since antiquity, thanks to philosophers such as Aristotle, Euricles and Aristipus. In this sense, Ryff based his theory on these important conceptual constructs (see Figure 1).

Figure 1. Aristotelian Principles of Well-Being



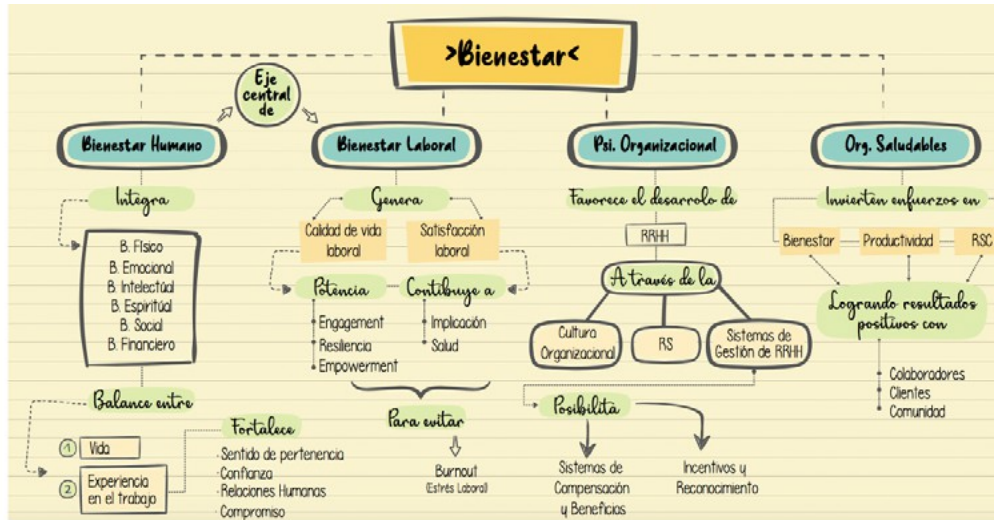
Source: Own elaboration

In the same context, Ryff (1989, 1995) proposes the term psychological well-being to distinguish his conception of subjective well-being from the hedonistic conception; in this sense, he has tried to overcome these limitations by defining well-being as the development of one's true potential (see Figures 2 and 3).

Therefore, it defines well-being as a series of dimensions inherent to human beings; that is, inherent to their existence, focusing on the fact that optimal human functioning is that which produces a high number of positive emotions. However, there are other external dimensions that influence a person's personality, behavior and life in general. Ryff reaches from

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Figure 2. Well-being and positive psychology



Source: Own elaboration

Figure 3. Theory of Psychological Well-Being

Teoría de bienestar psicológico
 CAROL DIANE RYFF-1989

Antecedentes	Postulados
<p>Extrajo bloques de construcción en una diversa selección de teorías e investigaciones sobre el bienestar, desde Aristóteles hasta John Stuart Mill, desde Abraham Maslow hasta Carl Jung.</p> <p>Identificó la recurrencia y la convergencia entre estas diversas teorías, y estas intersecciones le dieron la base para su nuevo modelo de bienestar.</p> <p>Ética de Nichomachean de Aristóteles: El objetivo de la vida no es sentirse bien, sino más bien vivir virtuosamente.</p>	<p>Carol Ryff, propone el término de bienestar psicológico para distinguir su concepción del bienestar subjetivo más propio de la concepción hedonista. (Ryff, 1989, 1995).</p> <p>El bienestar es multidimensional, y no solo sobre la felicidad o las emociones positivas. Una buena vida es equilibrada y completa, involucrando cada uno de los diferentes aspectos del bienestar, en lugar de enfocarse estrechamente.</p> <p>Este modelo proporciona un marco poderoso a través del cual analizar y organizar la vida, y generar ideas sobre cómo vivir mejor.</p> <p>La felicidad o bienestar psicológico no es el principal motivo de una persona sino más bien el resultado de una vida bien vivida (Ryff & Keyes, 1995; Ryff & Singer, 1998).</p>

Se abre así una **nueva ventana de investigación** sobre el bienestar, basada en el marco del funcionamiento positivo. Este sirve como marco teórico para generar un modelo multidimensional del bienestar (Ryff y Keyes, 1995).

Source: Own elaboration

Thus, a multidimensional understanding of psychological well-being, designing a theory that allows the initiation and opening of future research.

Dimensions proposed from Carol Ryff's model

With respect to the dimensions established for well-being, it was possible to determine, through factor analysis in the North American population, the existence of the following six dimensions (Ryff and Keyes, 1995). These dimensions refer to both internal and external factors of psychological well-being (Vázquez et al., 2009):

Tabla 2.*Dimensiones propuestas desde el modelo de Carol Ryff.*

1. Self-acceptance.	It is one of the most important determinants of well-being. Self-acceptance implies having a positive attitude towards oneself, accepting oneself as one is and accepting life events (Ryff, 1989). Self-acceptance, as a perception of oneself, is basic to mental health and is a central characteristic of self-actualization and personality. Ryff (1989) states that people who have a high score tend to have a positive attitude about themselves, recognize and accept both the positive and the negative, having a positive vision and feelings towards what they have experienced. On the other hand, people with a low score tend to have feelings of dissatisfaction, being disappointed with what has happened in their lives, wishing to be and do something different.
Positive relationships with others.	Regarding this dimension Carol Ryff, defines positive relationships as warmth and trust in relationships with others, showing that they are important, they are also a demonstration of personality maturity. People with a high score have the capacity for self-actualization, show empathy and have strong feelings of affection for others, being able to give more affection and have deep friendships, understand the give and take. On the other hand, people with low scores have few affectionate relationships with others, find it difficult to be warm, open, tend not to care about others, tend to feel isolated and frustrated in their interpersonal relationships.
3. Autonomy.	According to Ryff, this dimension determines the autonomy that people have to make decisions for themselves. This factor refers to the well-being provided by self-determination, independence and regulated behavior based on one's own criteria affecting behavior internally. People with high autonomy do not let themselves be carried away by the fears and beliefs of the masses, differentiate well their own criteria making them valid, and manage to have a sense of freedom in their behaviors; on the other hand, those who obtain low scores trust the judgment of others more than that of themselves to make important decisions.
4. Mastery of the environment.	Ryff defines this dimension as the ability to function in any type of environment. Those subjects with high scores have a sense of mastery and control in the environment, making effective use of the opportunities of the context, thus making a favorable environment for the satisfaction of their own psychological needs; on the other hand, those with low scores show difficulties in the management of daily situations, feeling unable to create favorable contexts in the environment, thus perceiving uncontrollable moments.
5. Purpose in life.	Ryff has defined this dimension as the ability to set experiential goals, giving meaning to life, since in order to enjoy lasting well-being people need to set goals in life. A high score in this dimension shows that the person has a sense of direction, has a sense of life and defined goals to achieve; a low score shows that they have a lack of sense of life, have few goals and objectives, thus denoting a unifying philosophy of life.
6. Personal growth.	Ryff determines it as the ability to increase strengths, taking advantage of the tools and characteristics of each one, so that we can grow as people. Those with high scores have a feeling of continuous development and improvement over the years, they are open to new experiences and feel that their potential is being developed; contrary to people with low scores, who have a feeling of slow or arrested growth, unable to develop new attitudes or behaviors, tending to boredom or vital disinterest.

Fuente: Ryff (1989).

Each related dimension of well-being has a different challenge that human beings find in functioning positively and striving every day to achieve it, as written by Ryff. For the author, well-being has important variations according to age, gender and culture.

Materials and methods

The research has a qualitative approach, which has its origin in the social sciences and seeks the re-knowledge of the social variables that are part of the reality that develops in the process.

The research is subjective, with an understanding of the context in which the research phenomenon is developed (Hernández et al., 2014). Martínez (2011), in this regard, states that qualitative research is of an explanatory nature, without proceeding to very rigid comparisons of the reality under study; it allows to quickly reach situations and contexts of communities, since its flexible design quickly confronts the populations under study and the interiority of the protagonist authors is assumed as a source of knowledge (p. 47).

Likewise, it is descriptive. In this regard, Méndez (2020) defines it as "Second level of knowledge, identifies characteristics of the object of knowledge, establishes relationships between variables and identifies and explains behaviors through propositions" (p. 121), which is directly related to what is stated by Hernández et al. (2014), when they express that "it seeks to specify the properties, characteristics and profiles of people, groups, communities, processes, objects or any other phenomenon that is subjected to an analysis" (p. 92). Additionally, Méndez (2020) states that, among the intentions of descriptive studies, is to describe and verify the relationship or possible articulation between two variables or research categories, which in this case corresponds to well-being from Carol Ryff's model and the practices of high commitment; finally, it can be said that a "descriptive study may conclude with third degree hypotheses formulated from the conclusions reached by the information obtained" (p. 121).

The technique used to collect information is the documentary review, which, according to Hurtado (2010), is "a process that involves locating, collecting, selecting, reviewing, analyzing, extracting and recording information contained in documents. The documentary review technique can be used for various purposes" (p. 849). For the specific case, it was used to learn about Carol Ryff's model, applied to wellbeing processes as a high commitment practice; this involved researching in documents such as theses, web pages, scientific articles, essays, studies and published degree works.

The population selected for this research is related to research documents, scientific articles, studies, published degree works, conferences, congresses, seminars, among others, both nationally and internationally, mainly in Spanish. The approximate amount of these documents was 200, of them, a sample of 136 documents was assumed, which are described as follows: 10 master's level theses, 87 articles (13 of them by Carol Ryff), 38 web pages and 1 essay published between the years 2012 to 2020. The search was conducted mainly in databases such as Redalyc, Dialnet, SciELO, Google Scholar.

The main search terms were: well-being, high-engagement practices, high-performance practices, Ryff model.

Results

Below are the matrices used for the interpretation of the results obtained in the documentary review, which have been organized according to the categories selected for the research.

CONCEPT. BY CAROL RYFF (1989)	WELFARE CONCEPTS	CONCEPTS OF WELL-BEING AT WORK OR IN THE WORKPLACE	CLASSICAL THEORISTS - CLINICAL, DEVELOPMENTAL, EXISTENTIAL, AND HUMANISTIC PSYCHOLOGY	CONTEMPORARY THEORISTS	POINTS OF CONVERGENCE WITH CLASSICAL AUTHORS	CONCEPTS OF HIGH PERFORMANCE PRACTICES (H.P.R.P.) OR HIGH COMMITMENT	ELEMENTS OF THE P.A.R. THAT ARE RELATED TO THE MODEL	CONVERGENCE OF THE DIMENSIONS WITH P.A.R.	INTERPRETATION
<p>It is one of the factors that most determine the well-being. Self-acceptance involves having an attitude positive towards oneself, accept yourself as you are and accept the events in life (Ryff, 1989). The self-acceptance, as a perception of oneself, it is basic for mental health and is a central feature of self-realization, and of personality.</p>	<p>Defines the welfare as "the ideal in the sense of excellence and perfection towards which one strives and gives it and address to life" (Ryff, quoted in Peró et al., 2014, p. 7).</p>	<p>Well-being work requires also a conceptualization rigorous that consider the developments in the research on general welfare. Most of the the research welfare in work, it has been focused on the components hedonic. In addition, the researchers have provided attention to different constructs such as the satisfaction at work or emotions hard to find studies with conceptualizations more extensive. The studies on occupational welfare show a lack of consensus in the definition of this (Peró et al., 2014, p. 8)</p>	<p>Maslow (1943) Self-realization (morality, creativity, lack of prejudice, acceptance of facts, resolution of problems). Gordon Allport (1961)- Theory of the personality - Positive affect - Erik Erikson (1959)- development theory of the personality which he called psychosocial theory- Autonomy Neugarten (1973) -cycle theories vital - Theory of continuity It also emphasizes the importance of self-acceptance, integration of life Jung (1934)- Theory of the personality - It defined what called "the growth of the personality.</p>	<p>Maslow (1943) Self-realization (morality, creativity, lack of prejudice, acceptance of facts, resolution of problems).</p>	<p>Self-acceptance ---Having self-esteem positive is a central feature of self-fulfillers (Maslow), the maturity (Allport), the optimum performance (Rogers) and health theories of useful life also emphasized the importance of acceptance of one self, including life past one (Erikson, Neugarten). The process of individuation (Jung) added important refinements to this welfare aspect, namely, the need to embrace the dark side of oneself (the shadow). This form of self-acceptance is significantly richer than the standard visions of self-esteem, because involves awareness and acceptance of the strengths and weaknesses personal.</p>	<p>Management by high commitment (Lawler, 1992; Walton, 1985; Wood and Albanese, 1995) also has been described as high performance practices literature is very rich in this type of practice (Arthur, 1994; Ichimowski et al., 1997; Kofman and Senge, 1993), the problem arises in determining which specific practices of human resources are the that improve and serve to manage the commitment, since that the studies do not show unanimity in this regard. For determine the practices of high commitment, some authors advise in the first place to measure the degree of the concept of the human resources has the by managers (Koca et al., 2002) or, in other words, to of Eisenberger et al. (1986), what needs to be observed and measuring organizational perceived by the employee.</p>	<p>P.A.R. - Compensation quota Policies wages focused on the results individual and in those of their own Remuneration above of the average of the market. Incentives tangible and intangible assets, flexible, participatory and public.</p>	<p>The people that present wellness eudaimonic: 1. Feel good with themselves, even if aware of their own limitations (Self-acceptance); 2. Develop and maintain warm relationships with others (Relationships positive with the others); 3. They shape their environment, to thus satisfying their needs and wishes (Control environmental); 4. Develop a strong sense of individuality and freedom staff (Autonomy); 5. They have found a purpose that unifies its efforts and challenges (Purpose in the life); 6. a dynamic of learning and development continuous capabilities (Growth personal).</p>	

CONCEPT BY CAROL RYFF (1989)	WELFARE CONCEPTS	WELLNESS CONCEPTS OR AT WORK	CLASSICAL THEORISTS - CLINICAL, DEVELOPMENTAL, EXISTENTIAL, AND HUMANISTIC PSYCHOLOGY STUDIES	CONTEMPORARY THEORISTS	POINTS OF CONVERGENCE WITH CLASSICAL AUTHORS	CONCEPTS OF HIGH PERFORMANCE PRACTICES (H.P.R.P.) OR HIGH COM-PROMISE	ELEMENTS OF THE P.A.R. THAT ARE RELATED TO THE MODEL	CONVERGENCE OF RYFF DIMENSIONS WITH P.A.R.	INTERPRE TATION
Ryff determines it as the ability to increase strengths, taking advantage of the tools and characteristics of each one, so that we can grow as people. Those who have high efficiency, both at both the cellular and social levels, incorporating the need for harmony with the environment. Thus, health in a broad sense is basically a measure of each person's capacity to do or become what they want to be (Feldenkrais, 1991). In this sense, in order to understand the behaviors of individuals, whether healthier or pathological, it is necessary to study the results of this study are the result of cultural aspects -such as values, beliefs, perceptions and expectations- and of the psychosocial processes that shape them (Zubieta, Delfino & Fernández, 2007).	Workplace wellness is a broad category that encompasses a large number of factors in the workplace. It is a state that allows employees to do what is right for them, and allows them to do it freely.	Maslow-1943- Self-actualization (morality, creativity, lack of prejudice, acceptance of facts, problem solving). Carl Rogers (1961) - Theory of growth- Positive affect- Jung (1934)- Personality Theory - He defined what he called "the growth of the personality" Erik Erikson (1959)-the developmental theory of Charlotte Bühler (1935) - Theories of the phases of life development - Self-actualization, the passion of individuals to grow, improve and develop their full potential - the tendency towards self-fulfillment, the tendency towards self-expression and creative achievements. Neugarten (1973) -life cycle theories - continuity theory -. It also emphasizes the importance of self-acceptance, including the integration of life.	E.R.C. ALDERFER Theory - 1972- GROWTH - (Self-Realization, Esteem)- RELATIONSHIP (social), states that there are three groups of primary needs: Existence, Relationships and Growth. Herzberg Bifactor Theory- 1959- MOTIVATIONAL FACTORS (progress, achievements) (HYGIENIC FACTORS (interpersonal relationships, growth).	Personal Growth - This aspect of welfare is related to self-realization and the achievement of personal potential. It t h e r e emphasizes the dynamic aspects of positive functioning that continually evolve over time. Self-realization was primarily concerned with personal becoming (Maslow), as was positive mental health (Jahoda). Descriptions of the fully functioning person (Rogers 1961) and what it means to be fully individuated (Jung) also emphasized the ideas of realizing the true self. The Life span theories, moreover, gave explicit emphasis to facing new challenges and tasks in different periods of life (Erikson, Bühler, Neugarten).	High-performance HR practices serve to influence in a positive way the planned in the company's action is aimed at the people who make up the organization, who, of course, are of greater importance than the people who make up the organization, who, of course, are of greater importance than the people who make up the organization. to any other asset of the company, simply because its capabilities are the added value that will differentiate the organization. Source: Thesis -Faculty of Law. Degree in Labor Relations and Human Resources. Academic Year 2013-2014- HIGH-LEVEL HUMAN RESOURCES PRACTICES PERFORMANCE-Trabajo Fin de Grado-Author: David Ferrer Sánchez.	They contribute to the training and development of human resources can strengthen the knowledge, skills and abilities of current and potential employees, increase their motivation, and improve the retention of qualified employees (Arthur, 1994; Huselid, 1995; Delaney and Huselid, 1996; Ichmowski, Shaw and Premeushi, 1997). Following According to Huselid (1995), these practices include, (Bayo, Merino and Diaz, 2002, p. 222).	P.A.R.- Fixed hiring. Job stability by avoiding temporality at work Sources: Pfeffer (1994), Konaka and Takeuchi (1995), Agyris and Schön (1996), Delery and Doty (1996), Bae and Lawler (2000), Bayo and Merino (2001), Ordiz and Fernandez (2003), Wood and de Menezes (2008). Ryff Dimensions - Personal growth P.A.R.- Extensive training Great importance and investment in employee training and development. Training to all employees on a continuous and evaluated basis. Incentives for new skills. Sources: Leonard-Barton (1992), Schuler and Jackson (1987a), Blackburn and Rosen (1993), Oakland (2004) Ryff Dimension - Personal Growth. P.A.R.- Internal Promotion Great opportunities for professional development in the company t h r o u g h a career development system. Source: Schneider and Bowen (1993), Arthur (1994), Pfeffer, (1994), Huselid (1995), Carthy and Dobbins (1996), Delery and Doty (1996), Roche (1999), Bayo and Merino (2001), Richard and Johnson (2001), Guthrie et al. (2002), Ordiz and Fernandez (2003), Roca et al. (2008), Mohr and Yoghi (2008). Ryff Dimension - Personal Growth.	According to the author, WORKING LIFE is a critical context representing Eudaimonia- TORREALL- ZATION AND PERSONAL GROWTH), eudaimonia in working life and in the workplace (new territory for the author) (Ryff, 1989).	

Well-being as a high-performance practice in the organization. A view from Ryff's model

CONCEPT BY CAROL RYFF (1989)	WELFARE CONCEPTS	WELLNESS CONCEPTS OR AT WORK	CLASSICAL THEORISTS - CLINICAL, DEVELOPMENTAL, EXISTENTIAL, AND HUMANISTIC PSYCHOLOGY STUDIES	CONTEMPORARY THEORISTS	POINTS OF CONVERGENCE WITH CLASSICAL AUTHORS	CONCEPTS OF HIGH PERFORMANCE PRACTICES (H.P.P.) OR HIGH COMMITMENT	ELEMENTS OF THE P.A.R. THAT ARE RELATED TO THE MODEL	CONVERGENCE OF RYFF DIMENSIONS WITH P.A.R.	INTERPRETATION
<p>According to Ryff, this dimension determines the autonomy that people have to make decisions for themselves. This factor refers to the well-being provided by self-determination, independence and conduct regulated on the basis of own criteria affecting the behavior internally. People with high autonomy are not swayed by the fears and beliefs of the masses, they differentiate well</p> <p>The low scorers, on the other hand, have confidence in their own judgment, making it valid, and achieve a sense of freedom in their behaviors; on the other hand, those who obtain low scores trust in their own judgment.</p> <p>judgment of others rather than on their own judgment in making important decisions.</p>	<p>In English, the verb to be means simultaneously set and estar. However, in its Spanish translation, the term well-being is translated only as well-being. In other words, only the being of people is taken into account, and not their being.</p>	<p>It is the state of an individual that is characterized by a good state of health, by comfort, satisfaction with your job, with your personal life, prosperity and, to some extent, happiness. It is a state that can be affected by individual conditions or circumstances, including the labor context.</p>	<p>Maslow-1943- Self-actualization (morality, creativity, lack of prejudice, acceptance of facts, problem solving).</p> <p>Carl Rogers (1961)- Theory of growth- Positive affect - Jung (1934)- Personality Theory - He defined what he called "the growth of personality Erik Erikson (1959)- the theory of personality development a what he called the psychosocial theory - Neugarten Autonomy (1973). life cycle theories - continuity theory - life cycle theory - life cycle theory - life cycle theory - liberation from convention (Lung). Theories of the life span emphasized the importance of turn inward in later life (Erikson), and gain a sense of freedom from the rules that govern everyday life (Neugarten).</p>	<p>Autonomy - Many efforts to represent the key characteristics of positive human functioning emphasize independent, self-determined qualities, and self-regulatory functioning of the person. Self-actualizers were described as showing autonomous functioning and resistance to enculturation. (Maslow). It described the fully functioning person as having an internal locus of evaluation (Rogers), so that one does not seek the approval of others, but rather evaluates oneself according to the personal standards. Individuation was also described as a liberation from convention (Lung). Theories of the life span emphasized the importance of turn inward in later life (Erikson), and gain a sense of freedom from the rules that govern everyday life (Neugarten).</p>	<p>High-performance practices are human resource practices that "can reinforce the knowledge, skills and abilities of current and potential employees; increase their motivation (...); and improve retention of qualified employees." Source: Arthur, 1994; Huselid, 1995; Delaney and Huselid, 1996; Ichniowski, Shaw and Prennushi, (1997). Following Huselid (1995).</p>	<p>They emphasize the autonomy of workers over their work (Arthur, 1994). Self-control focusing on the recognition of the needs of individuals (Kofman and Senge, 1993; Truss et al., 1997). Therefore, the high-commitment management model would be based on theory, and therefore emphasizes the autonomy and self-control of employees over their work (Guest, 1987).</p>	<p>P.A.R. - Fixed hiring. Job stability by avoiding temporality at work Sources: Pfeffer (1994), Kwonaka and Takeuchi (1995), Argyris and Schon (1996), Delery and Doty (2000), Bae and Lawler (2001), Bayo and Merino (2001), Ordiz and Fernández (2003), Wood and de Menezes (2008). - Personal growth P.A.R. - Extensive training Great importance and investment in employee training and development. Training to all employees on a continuous and evaluated basis. Incentives for new skills.</p> <p>Sources: Leonard-Barton (1992), Schuler and Jackson (1987a), Blackburn and Rosen (1993), Oakland (2004) Ryff Dimension - Personal Growth.</p>	<p>P.A.R. - High discretion. Granting the job and the employee him/herself great autonomy to determine his/her own conduct and rules at work. Decentralization and less vertical specialization. Source: Shuler and Jackson (1987a and b), Blackburn and Rosen (1993), Schneider and Bowen (1993), Arthur (1994), Pfeffer (1994), Huselid (1995), Cardy and Dobbins (1996), Delery and Doty (1996), O'Dell (1996), Doherty (1999), Roche (1999), Bayo and Merino (2001), Richard and Johnson (2001), Guthrie et al. (2002), Ordiz and Fernández (2003), Roca et al. (2002), Mohr and Zoghi (2008). Ryff Dimension - Autonomy Information sharing Shared and open information systems to all members of the organization Source: Guest (1987). Schneider and Bowen (1993), Arthur (1994), Huselid and Becker (1996), Huselid and Bowen (1993), Arthur (1994), Huselid and Becker (1996), Huselid and Dobbins (1996), Delery and Doty (1996), Roche (1999), Neumark (2001), Bayo and Merino (2001), Richard and Johnson (2001), Guthrie et al. (2002), Ordiz and Fernández (2003), Roca et al. (2002), Zatzick and Iverson (2006), Mohr and Zoghi (2008) Ryff-Dimension - Personal Growth.</p>	

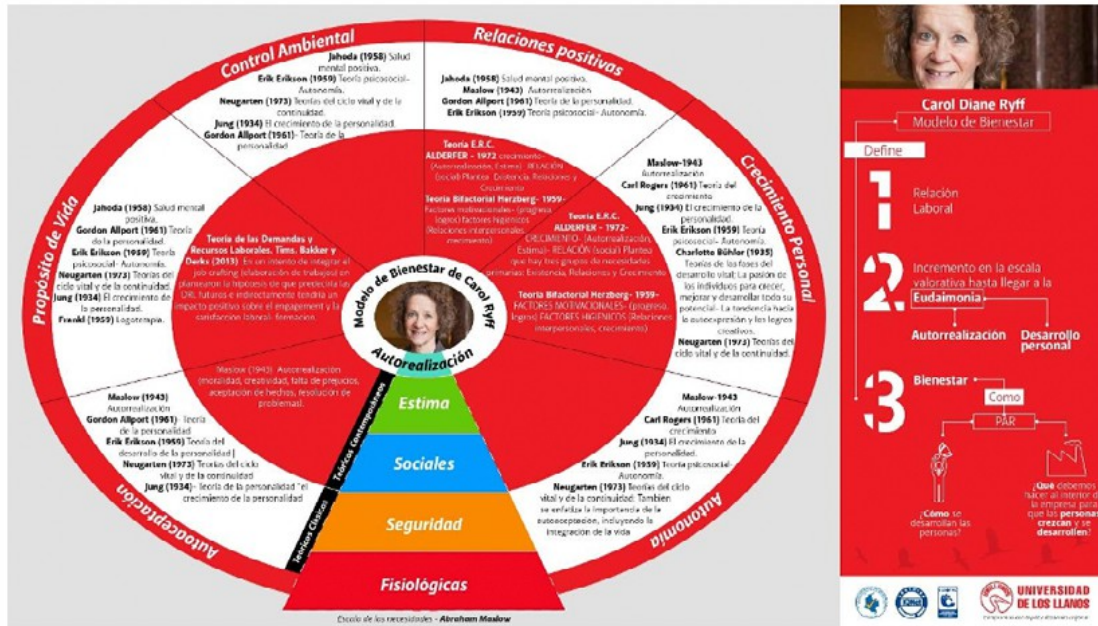
In effect, what this research proposes is the conduit so that there is well-being in the organization: How can I promote well-being so that people can achieve those super-lative objectives that are the self-realization and personal growth of each individual, how to implement well-being to get there - through open spaces where people can co-create, be relaxed, not have schedules, have autonomy, have elements to feed themselves, have good relationships, where there is technology, where there are favorable labor practices in the organizations which consist of guaranteeing opportunities - socio-emotional support that contribute to the professional and personal growth of employees. Which must go beyond the basic benefits that any employer must guarantee, in addition to formulating effective promotion strategies oriented towards total customer satisfaction (Martínez et al., 2018).

For free market economies, it is essential to recognize their level of competitiveness, both at the country level and its productive apparatus, as well as the companies and their own infrastructure (Jarami- llo, 2017). This is conducive for people to feel good at work, to develop and create new ways of developing in the work context. These are elements that contribute to well-being, which should be seen as such:

1. From the point of view of the organization, we should have all the amenities for people to be with all the elements, provided with all the conditions for people to develop their work.
2. On the other hand, there must be autonomy; that is, the person can create his or her own work (not having a job manual), bring to the organization everything he or she knows how to do and, from there, build and fit that work to the context of the area or job in relation to others.
3. From the point of view of self-fulfillment, its procreation of algorithms. That element that is not transversal to the theorists on which Ryff based his research, is "Well-being", which is defined as: "The ideal in the sense of excellence and perfection towards which one strives and gives meaning and direction to life" (Ryff cited in Peiró et al., 2014, p. 7).

To conclude, well-being is the optimal condition that an individual should have in the organization. Under the concept of integral development, it is imperative to know what elements must be in place to get there, starting from the Eudaimonic concept (see figure 4).

Figure 4. Welfare model



Source: Own elaboration

Conclusions

Ryff leaves us with a major element that must be integrated into institutional developments or business development: well-being. This, as already mentioned in the research, and according to Vanhala and Tuomi (2006), is "an individual level phenomenon, which is affected by work and non-work aspects, and by psychological aspects of the individual" (p. 252).

However, by relating employee wellbeing in the organization as a practice of high commitment, a great opportunity is visualized that enables social awareness, mainly in the business sphere, about employee wellbeing.

This allows, as future professionals, to consider possible theoretical and scientific reorientations that would lead to significant changes in the labor environment with the objective of increasing, promoting, strengthening and discovering to the maximum the potential, skills and abilities of each person within the companies; since human capital is the most important intangible and intangible asset (human capital), in which the intellectual capital of the organizations plays a fundamental role.

In this same context, human talent management should be aimed at highlighting, valuing, intertwining, strengthening and encouraging the role of collaborators (employees) with the production process (with the organization's value chain), in order to achieve the desired effectiveness, efficiency and competitiveness.

In this way, it is necessary to highlight the impact generated by the recognition and application of the

of High Performance Practices on employees and for the organization. Undoubtedly, the application of these practices leads to innovation, creation, development and improvement of employees' capabilities. These capabilities are a source of not only economic benefits, but also of personal purpose, self-realization, personal, work and academic growth in human talent; which also contribute to generate peace, prosperity, development, humanize and dignify human talent, transforming and spiritualizing the economy of our country.

They also contribute to generate value proposition and efficiency for the organization. This statement is based on the report by Uriz and Uriz (2011), "The contribution of the human factor to the company's competitiveness", which states that one of these practices is the selection of new employees, who must be the best talents, not only with respect to their academic training, but also with respect to their human, family and social vision.

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