



## When Are Organizations Sustainable? Well-Being and Discomfort in Working Contexts: Old and New Forms of Malaise

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### Message from the Guest Editors

As we know, well-being versus discomfort in organization is a challenging and relevant issue. Among the issues that have emerged over the years, we believe that three are particularly relevant and require further attention.

The first of these concerns the fact that, when focusing on well-being, researchers' and practitioners' recommendations have often been to shift attention away from factors usually associated with performance. Researchers should explore how to promote adequate levels of performance without compromising well-being. The second relevant issue is that, even if some studies have focused on discomfort and malaise in organization, quite often they are read as problems derived mainly from personal issues or (at most) from interpersonal conflict. Very little attention is given to the contexts as generators of forms of malaise. Finally, the third issue is linked to the fact that little attention has been given to new forms of malaise (such as malaise from remote/smart working; dependencies on work; fear of the different from oneself; survival syndrome; fear of change).





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