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**Enhancing Organizational Happiness through Philosophy_ A Case Study of the
(h)Appy-Phi Initiative at Centralmed**

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Master in Business Administration

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Department of Marketing, Strategy and Operations

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Resumo

O objetivo desta tese é explorar a integração da filosofia e da empresa, realçando a forma como uma combinação de princípios filosóficos, particularmente nas áreas da ética, felicidade e bem-estar, pode aumentar a satisfação dos trabalhadores, a cultura organizacional e o desempenho global da empresa. A filosofia pode melhorar o pensamento crítico e a tomada de decisões éticas em finanças, liderança, responsabilidade social das empresas e gestão de recursos humanos. A felicidade e o bem-estar têm um impacto positivo na produtividade e na satisfação profissional. Este artigo examina o (h) Appy-Phi como uma ferramenta para integrar a filosofia e a prática empresarial para melhorar o bem-estar dos trabalhadores e o desempenho organizacional. Este estudo examina o programa (h)Appy-Phi da CENTRALMED e encontra uma forte ligação entre as filosofias pessoais dos colaboradores e os ideais empresariais da Centralmed, o que tem um impacto positivo na satisfação e no desempenho geral do local de trabalho. Alguns aspectos das operações da organização poderiam ser melhorados, particularmente nas áreas da ética e da comunicação. Além disso, um ambiente de trabalho positivo, comunicação clara, respeito, reconhecimento e oportunidades de desenvolvimento profissional têm um impacto significativo na satisfação dos funcionários e no bem-estar organizacional. O desenvolvimento de uma clareza ética, de uma comunicação aberta e de uma cultura de apoio é essencial para que o local de trabalho corresponda às crenças pessoais dos trabalhadores e melhore a sua felicidade, bem-estar e produtividade.

Palavras-chave: Filosofia e negócios, Felicidade e bem-estar, Organizações, Bem-estar dos colaboradores

JEL Classification codes:

M1 Business Administration
M10 General
M14 Corporate Culture • Diversity • Social Responsibility

Abstract

The focus of this thesis is to explore the integration of philosophy and business, emphasizing how a combination of philosophical principles, particularly in the areas of ethics, happiness and well-being, can enhance employee satisfaction, organizational culture and overall business performance. Philosophy can enhance critical thinking and ethical decision making in finance, leadership, corporate social responsibility and human resource management. Happiness and well-being have a positive impact on productivity and job satisfaction. This article examines (h) Appy-Phi as a tool for integrating philosophy and business practice to enhance employee well-being and organizational performance. This study examines CENTRALMED's (h)Appy-Phi program and finds a strong connection between employees' personal philosophies and Centralmed's corporate ideals, which positively impacts overall workplace satisfaction and performance. Certain aspects of the organization's operations could be improved, particularly in the areas of ethics and communication. Also, a positive work environment, clear communication, respect, recognition and professional development opportunities have a significant impact on employee satisfaction and organizational well-being. The development of ethical clarity, open communication and a supportive culture is essential if the workplace is to match employees' personal beliefs and improve their happiness, well-being and productivity.

Keywords: Philosophy and business, Happiness and well-being, Organizations, Employee well-being

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1. Introduction

Business Administration teaches students practical skills about how to effectively manage companies and understand various business models. It develops competencies in soft skills, with a particular focus on leadership development, by providing comprehensive management knowledge of management, imparting knowledge of central topics to management science in a theoretical and practical application manner. However, while business ethics are often discussed, the inclusion of philosophy in business education remains rare. Small M.W. (2004) suggests that embedding philosophy in business curricula could serve as a potential remedy for some of the shortcomings of business ethics education and emphasizing philosophy is an important link between business and ethical consideration, also emphasized that the study of philosophy is very helpful for management students and that philosophy provides a deep understanding of the principles underlying management, especially in today's uncertain environment.

Several universities have introduced Master of Business Administration and Philosophy programs that provide students with important tools to reflect on the complex challenges facing organizations and private and public institutions by applying philosophical reflection and analysis to business theory and practice. This combination of business and philosophy encourages students to have critical thinking and ethical decision-making in areas such as finance, leadership, corporate social responsibility, and human resource management. The relationship between business administration and philosophy is both intricate and vital, as it bridges the gap between the practical work of managing organizations and the deeper ethical, existential, and conceptual issues that underpin business practice. While business administration focuses on the application of practical strategies to achieve organizational success, philosophy enriches these practices by providing the ethical framework and critical thinking skills needed to meet the challenges of the business world. Azzaakiyyah, H. K. et al (2023) suggested that business philosophy education should be taught as a discipline to help individuals understand the meaning and value of business and to help them develop critical thinking skills. Critical thinking abilities are said to be crucial in the business sector since they allow people to make the best choices for the firm.

There is a growing interest in the the application of philosophical principles in business. As Professor Jorge said in the interview, before 2015, there was only a little interest, especially from organizations, in the theme of happiness. However, by 2015, there was a noticeable shift, with more inquiries and a greater demand for understanding the subject. More and more scholars and organizations are recognizing the significant influence and importance of philosophy applied in business environment. Philosophical frameworks can foster a conducive atmosphere for communication, innovation, and change, ultimately leading to enhanced employee satisfaction, organizational effectiveness and sustainability. This explores the necessity of philosophical involvement for addressing fundamental business questions and promoting ethical decision-making .

Philosophy has long been recognized for its potential to improve various aspects of organizational life and different kind of tool for individual to explore issues related to philosophy in organizations. Miesing and Preble (1985) highlight the necessity for a coherent business philosophy that integrates various ethical frameworks to navigate the complexities of modern business practices. They argue for further research to develop comprehensive business philosophies aligned with contemporary socio-political realities, underscoring the importance of ethical considerations in corporate decision-making. Ciappei and Cinque (2015) also critique traditional management sciences, advocating for new models that incorporate insights from philosophy, sociology, and psychology. They argue that philosophical frameworks can transform management practices, particularly in leadership and organizational contexts.

The (h)Appy-Phi tool is designed to integrate philosophical advice with business practices to enhance employee well-being and organizational performance. Through this tool, companies can methodically explore philosophical aspects of management, such as ethical decision-making and enhancing well-being. This tool seeks to address the philosophical challenges faced by companies, emphasizing the role of philosophy in addressing fundamental business questions and encouraging reflection. For instance, the exploration of the Philosophy of Reward is suggested as a means to promote corporate entrepreneurship and its impact on sustainability, linking it to the initiatives of (h)Appy-Phi. Dias, J. H. (2024) highlights the significance of positive feedback in influencing employee performance.

Central to the corporate philosophy of many companies are four key topics that emphasize the importance of human connection and collective participation among employees. This includes discussing philosophical challenges, encouraging reflection, and integrating happiness into organizational practices. Dias, J. H. (2024) mentions that the reason for creating the Project like "Perspetivas sobre a Felicidade" because it was influenced by the fact that the of the book Happiness Makes a Profit for Businesses give an idea that the new management philosophy created is one that promotes happy work, not only because of its benefits, but also because the greatest asset of a business is its employees. Caring for employees will therefore have an impact on the entire value chain, which will make the company a more sustainable and competitive organization. Notably, employees experiencing higher levels of well-being and less stressed at work and at home exhibit increased job satisfaction, positively affecting their physical and mental health, consequently benefiting the organization. (Koubova and Buchko, 2013) In the work environment, employee happiness has been linked to factors such as productivity (Zelenski et al., 2008) and organizational commitment (Fisher, 2010). Highly happy employees are more productive, engaged, and loyal to the company. Positive psychology researchers think it's critical to concentrate on elements of employee well-being that contribute to positive organizational outcomes, like job satisfaction, work engagement, and pleasure. (Adams, 2012). The project reflects a growing trend in addressing employee well-being and its impact on productivity and organizational culture and emphasizes the integration of happiness into organizational practices. Strategic management models underscore the relevance of philosophical frameworks in shaping organizational strategies and ensuring long-term sustainability . (Dias, J. H. 2024) The work of Ciappei on the philosophical theory of action illustrates a strong connection between philosophical principles and effective management practices, emphasizing adaptability, feedback, employee well-being, and strategic integration. Dias, J. H. (2024) the exploration of the Philosophy of Reward is suggested as a means to promote corporate entrepreneurship and its impact on sustainability, linking it to the initiatives of (h)Appy-Phi.

Research on employee happiness has recently gained a lot of attention due to its importance in organizational studies and its correlation with overall employee performance. Employee well-being at work plays a crucial role in shaping employees' positive attitudes

towards work, which further enhances productivity and contributes to the achievement of an organization's strategic goals (Tseng, 2009). Notably, employees experiencing higher levels of well-being and less stressed at work and at home exhibit increased job satisfaction, positively affecting their physical and mental health, consequently benefiting the organization (Koubova and Buchko, 2013). In the work environment, employee happiness has been linked to factors such as productivity (Zelenski et al., 2008) and organizational commitment (Fisher, 2010). Highly happy employees are more productive, engaged, and loyal to the company. Researchers in the field of positive psychology believe that it is important to focus on aspects of employee well-being that enhance good organizational outcomes such as work engagement, pleasure, happiness, and job satisfaction (Adams, 2012). A research by Oxford University's Saïd Business School shows that workers are 13% more productive when happy.

The main purpose of this study is to explore the intersection of philosophy and business, focusing on how the integration of philosophical principles, particularly those related to ethics, happiness, and well-being, can improve employee satisfaction, organizational culture, and overall business performance. Previous research has shown that business philosophy can enhance organizational outcomes, improve employee commitment, create a better organizational culture, and ultimately achieve company success (Gerald E. Eaton, 2016, Toscani, G. 2023). In addition, research has emphasized the positive impact of happiness and well-being on productivity and job (Wright 2014, Calik et al. 2023). While a variety of philosophical approaches have been applied to individuals, there is a clear gap in integrative approaches that combine the two disciplines for use in organizations (Dias, J. H. 2013). As Professor Jorge said in the interview, in recent years, and especially in 2024, there has been a growing focus on the need for philosophical approaches within organizations. A key example of this is the increasing focus on “purpose” within organizations. Organizations and their employees are increasingly concerned with understanding their purpose - why they are part of the organization, what they are working towards, and the meaning behind their efforts. This focus on purpose is directly related to broader organizational values, goals, strategies, and decision-making processes, elevating the importance of philosophy in the business world. Moreover, it is very easy for a company to overlook or even fail to discover the philosophical issues that exist in their organization. They often didn’t dedicate time or

resources to address these issues, which allowed them to grow and have an increasing impact on both individuals and organizations, which can have an impact on the company's development.

By examining CENTRALMED's implementation of the (h)Appy-Phi program, this study aims to fill an apparent gap in research by developing an integrated approach that reveals how philosophical counseling and well-being management can be applied to corporate practice. The (h)Appy-Phi program identifies problems in CENTRALMED companies through questionnaires, which can then be addressed through targeted interventions, thus creating an integrated approach to solving philosophical problems in the company and helping it to grow better.

2. Literature Review

Philosophy and Organization

Derived from the Greek word “Philosophia” meaning “love of wisdom”, philosophy is not only the foundation of ethical thought, but also an essential tool for understanding complex business issues. Its principles provide business leaders with the ethical framework and critical thinking skills necessary to address modern organizational challenges such as leadership, corporate governance and sustainability. It seeks to uncover the profound truths of the world through rigorous study and debate on various aspects of human existence, including knowledge, morality, and reality. As Cariaga (2023) highlights, philosophy not only forms the foundation of knowledge and science but also plays a crucial role in shaping societal values and structures, thereby maintaining its relevance across diverse fields of inquiry. Hacker (2009) emphasizes that philosophy contributes to human understanding rather than empirical knowledge, offering foundational insights that support scientific inquiry through a priori investigations. Priest (2006) further posits that philosophy is not merely about seeking determinate truths but involves exploring ideas, engaging in dialogue, and reflecting on the human experience. The Philosophy Foundation (2015) adds that philosophy is a way of thinking about subjects like ethics, existence, and meaning, involving responsiveness, reflection, reason, and re-evaluation to deepen understanding and improve the quality of life. Bochenski (1963) defines philosophy as the science of the most general laws of nature, society, and thought, serving as an instrument of scientific investigation that penetrates both natural and social sciences, providing a solid foundation for understanding and interpreting various phenomena. These perspectives collectively underscore the enduring significance of philosophy in fostering critical thinking, shaping societal values, and supporting scientific exploration. Philosophy is not only the history and origin of management, ethics and business ethics; it can also be the future of all three fields. By allowing managers and business students to understand the basic concepts and principles of ethical decision-making, philosophy has the potential to enhance business ethics (Jasinska, A. 2024).

The relationship between business philosophy and corporate governance have both been the focus of academic research. Scholars have been studying the application of

philosophical approaches to modern business and organizational settings. The use of philosophical concepts has the potential to foster an atmosphere that is favorable to communication, innovation, and change, leading to improvements in employee satisfaction, organizational efficiency, and help organizations develop sustainability. One philosophy suggests that businesses are self-created mini-societies that serve larger goals, benefiting society as a whole. A powerful society is partially based on good businesses driving its economy. Aristotle's philosophy believed that humans are made for mutual cooperation, and our survival relies on others, requiring learning to combine forces and commit to a larger goal (Mohammed, F. 2019). Philosophy plays an important role in meeting the needs of employees within companies and organizations by providing philosophical counselling, facilitating dialogue, and assisting in achieving organizational goals. Sousa, J. R. (2013) identified four major philosophical needs of employees, including the need for inquiry, the need for dialogue, the need for different perspectives, and the need for understanding of beliefs, all of which demonstrate the practical application of philosophy in an organizational setting.

Corporate Social Responsibility (CSR) is increasingly recognized as an essential component of modern business ethics and governance. Integrating philosophy into Corporate Social Responsibility (CSR) helps companies better realize sustainable development. Mansell, S et al. (2018) emphasizes the importance of corporate personhood and collective responsibility, arguing for a more profound integration of ethical considerations into corporate governance and decision-making processes. These discussions on corporate agency and ethical responsibility are crucial for the thesis's examination of how philosophical principles can inform corporate practices. The theoretical foundation supports the idea that philosophical approaches can enhance corporate governance and promote a more thoughtful and ethical workplace environment. Marks et al. (2010) highlights the ongoing debate on CSR, contrasting views between shareholder primacy and a broader stakeholder model. The examination of Corporate Social Responsibility (CSR) through philosophical frameworks by Machiavelli and Plato provides valuable insights into the complexities of corporate governance. The study emphasize the importance of ethical considerations and practical decision-making in corporate settings. A company's approach to Corporate Social Responsibility (CSR) is often influenced by Immanuel Kant's philosophy of deontological

ethics, which asserts that people should act on the basis of moral obligation rather than genuine respect or empathy for others. Companies that shift their CSR strategy from differentiation to identity will create positive emotions among stakeholders, which will be more beneficial to the company (Chun, R. 2016).

Gerald E. Eaton's philosophy reflects the company's ideal and desired future state and emphasizes the importance of employee commitment to success. Corporate philosophy statements can direct employee attention, guide decision-making, and express organizational culture, contributing to improved organizational performance and employee commitment. Organizational culture and values play an important role in shaping corporate philosophy statements. The successful integration of Eaton's philosophy highlights the potential benefits of embedding philosophical principles into organizational culture. Hale (2000) proposed a model of decision-making organization that enables the formal learning or formulation of corporate philosophy. It emphasizes the need for further research and tool development to deal with different processes of derivation and discovery, with a particular focus on advanced elements such as judgment and philosophy.

Ciulla (2018) also emphasizes the importance of philosophy in deepening our understanding of leadership ethics. Philosophical perspectives provide a deeper understanding of complex ethical concepts in leadership such as responsibility, caring, and the ethical relationship between leaders and others. Richard T. De George (2006) argues that philosophy, particularly normative ethics, is important for business ethics. Philosophers have played a key role in the development of business ethics by challenging traditional ethical frameworks and applying ethical theories to practical business problems. Toscani, G. (2023) discusses how different philosophy theories have influenced ethical leadership and sustainable company cultures. The most important thing is that companies need to think about how their actions affect people, communities, and the environment. This requires a deep understanding of philosophical concepts and a commitment to ethical decision-making. Philosophy can guide the tech industry in several ways. It encourages inquiry, which helps define purpose and vision, and boosts instrumental processes like product management. Critical thinking, influenced by philosophers like Socrates and Descartes, is one of the top ten skills managers need by 2025.

Dean, T. (2016) points out that Business leaders often dismiss philosophy as irrelevant, yet it is crucial for solving business problems. Philosophy can be a valuable tool for business leaders to overcome various problems. Philosophy involves critical thinking about ideas, values, and ethics, which business leaders already practice, though often poorly. Embracing philosophy can enhance decision-making and innovation by challenging assumptions and clarifying values. By having a clearer understanding of our beliefs and values, we can make better decisions and respond to challenges in a dynamic business environment. Philosophers like Bertrand Russell and John Armstrong highlight its role in questioning norms and fostering better insights. Incorporating philosophical thinking can align a business's mission with its core values, promoting ethical behavior and long-term profitability. A paper from McKinsey & Company talks about a company philosophy, which encapsulates the core beliefs and guidelines that employees are expected to adhere to in their work and interactions. These beliefs, which often emerge organically, become a powerful cultural force when clearly defined and reinforced by leadership.

Boltin, F. (2019) emphasizes the importance of philosophical concepts in enhancing business strategies and problem-solving techniques. advocates for bridging the gap between philosophy and business, suggesting that philosophical insights can contribute significantly to strategic decision-making and innovation in the corporate world. Miesing, Paul & Preble, John. (1985) highlights the need for a coherent business philosophy that integrates various ethical frameworks to address the complexities of modern business practices. The paper calls for further research to develop a comprehensive business philosophy that aligns with contemporary socio-political realities, emphasizing the importance of ethical considerations in corporate decision-making. this paper examines various business philosophies and their implications for ethical decision making in corporate environment.

Ciappei, C., & Cinque, M. (2015) argue that revisiting philosophical concepts can facilitate a deeper understanding and practice of management, particularly in organizations and leadership and suggest that philosophical frameworks can transform management practices. This paper emphasizes the integration of philosophical concepts into management practices, highlighting the need for a more sustainable and integral approach to management education. Azzaakiyyah, H. K. et al.(2023) discusses various pedagogical approaches to

teaching Business Philosophy Education, including lectures, discussions, case studies, and the integration of digital technology to facilitate collaborative learning. emphasizes that critical thinking is essential in the business world, as it enables individuals to make decisions that are not only beneficial to the company but also socially and environmentally responsible.

Tomita Yoshikazu (2019) highlights the significance of corporate philosophy. The paper defines corporate philosophy as a combination of core values and purpose, shaped by the beliefs of managers, employee motivations, and societal demands. The dual impact of corporate philosophy on management, highlighting that while management strategy often prioritizes shareholder value, corporate philosophy serves as a vital interface connecting the two. The study categorizes philosophical knowledge into three dimensions: ontology, epistemology, and axiology, which are crucial for understanding turnover. highlights that turnover can significantly impact organizational sustainability. a comprehensive understanding of turnover from a philosophical perspective can provide valuable insights for organizations.

Almeida, A. de. (2023) The article explores the use of philosophical counseling in a business setting, focusing on the concepts of responsibility, integrity, and autonomy. The article discusses the importance of addressing philosophical issues in business decision-making and explores cases of philosophical counseling to illustrate how these concepts impact the professional lives of managers. The significance of integrating philosophical counseling into the business world is emphasized, highlighting the relevance of philosophical issues in the business environment, and the valuable role that philosophical counseling can play in helping executives to cope with complex ethical dilemmas and to develop a sense of integrity and responsibility in their professional lives. Executives can benefit from philosophical counseling to enhance self-development and decision-making. This underscores the importance of integrating philosophical perspectives into the business environment to promote a more holistic approach to leadership and organizational success.

Dias, J. H., & Pita, T. (2023) Using the 6 dimensions of the PROJECT@ Method, which was developed in a specific context—consultations for individual clients, to understand the importance of understanding the vision of human life and well-being, and to

understand that philosophy can help to promote personal development and happiness. The Project Method was initially designed for individuals seeking guidance to improve their personal and professional lives and it is an approach to counseling that is appropriate for the vast majority of clients who feel committed to the process of getting to know themselves, clarifying their thoughts, and understanding their life history. This approach, while it could be improved upon, can be very helpful to an individual's life. It is linked to the key to happiness, which is one of the deeper goals of philosophical research.

Chief philosophy officer

The inclusion of philosophers in organizations is part of the field of applied philosophy (Sousa, J. R. 2013). Some scholars suggested that organizations should add one position about philosophy to help better development of a company or including some philosophical practices.

The integration of philosophical principles into business practices is portrayed as a valuable asset for modern companies, with some organizations like Google Inc. already incorporating Chief Philosophy Officers (CPOs) into their structures (Boltin, F. 2019). The article of Dias, Jorge. (2023) also explores the theory of philosophical consultancy in organizations, focusing on the method PROJECT@ for personal happiness leading to the role of Chief Philosophy Officer. It discusses the origins and development of the PROJECT@ method, emphasizing the integration of philosophy and consultancy for promoting well-being and personal happiness. Additionally, it delves into the relationship between the work of Julián Marías and the concept of happiness in the context of philosophical consultancy in organizations. The article also highlights the benefits of incorporating a Chief Philosophy Officer in companies, as outlined in the study.

Percy, S. (2018) said that In-house philosophers are becoming increasingly popular in the business world, with some companies, such as Google and Skype, employing them as chief philosophy officers (CPOs). CPOs are responsible for helping businesses tackle fundamental questions such as the meaning of life and the relevance of democratic values. They can also help creative startups assess their objectives. The idea behind having a CPO is that the position could be helpful in a business environment that is accelerating at an

unprecedented speed. In a world facing big sustainability challenges, innovation should ideally contribute to a sustainable future. The CPO role here would be to direct a business toward innovation that combines moral purpose with profitability.

Businesses are shifting towards purposeful practices and ethical decision-making. A Chief Philosophy Officer (CPO) can make ethical decisions in day-to-day operations, management of staff, and core operations. CPOs can evaluate a holistic approach to sustainability and ensure all the pieces of the puzzle are working together. Strategic Sustainability Consultants offer consulting services to ensure businesses are working across all three major areas of sustainability (Sullivan, C. 2021).

Happiness management and philosophical practices Project@

Mansell, S et al. (2018) offers valuable insights into how philosophical principles can inform and improve corporate practices, thereby aligning with the goals of happiness management and organizational well-being. This alignment underscores the importance of integrating philosophical principles into corporate governance to enhance overall organizational health.

Dias, J. H., & Pita, T. (2023) Philosophy is something that most people think about and live by. There are different studies on the meaning of philosophy. Dias, Jorge & Pita, Tiago (2023) 's article mentions a concept of philosophical counseling, which helps individuals to understand their own life projects. It also examines the relationship between philosophy and happiness. The study deeper exploration of philosophical counseling's role in promoting well-being, personal growth, and the examined life, knowing the application of Philosophy, Philosophy and Happiness, The Meaning of Philosophy and the pragmatic aspects of achieving eudaimonia. Using the PROJECT@ methodology through philosophical counseling to understand the various emotions of the participants and to enable them to become more self-aware.

Dias, Jorge (2023) further examines the PROJECT@ method's application in philosophical counseling consultations, particularly in private practice and cases involving employees from various companies. It discusses the need for philosophical consultancy in

the contemporary era marked by materialism and the pursuit of happiness. Philosophical counseling, as discussed in the article, is a process of philosophical dialogue and reflection with a trained philosophical advisor to address personal, professional, or existential issues and challenges. It discusses the origins and development of the PROJECT@ method, emphasizing the integration of philosophy and consultancy for promoting well-being and personal happiness.

Dias, J. H. (2022) emphasizes the growing interest in Strategic Happiness Management and the role of Happiness Managers through a case study of the Happiness Manager at Auby Company. The article suggests that the market needs a complete model to assist divisions in implementing Strategic Happiness Management. Employee well-being in an organization is part of a company's sustainability, suggesting that it is important to invest more in organizational well-being concerns in the future. In an earlier paper, Dias, J. H. (2020) discusses the concept of the Happiness Manager and the idea of Happiness 5.0, a framework representing the future direction for understanding and improving happiness. This framework is part of a broader narrative that outlines the evolution of social and technological advances through different stages. The paper explores the role of happiness in organizational productivity, noting that happier employees are more productive and efficient. Happiness management involves professional practices aimed at increasing happiness within an organization, closely related to the role of a Happiness Manager who implements strategies to enhance employee satisfaction. The paper highlights key aspects of Happiness Management and calls for a multidisciplinary approach to happiness, concluding with a reflection on the need for a shift towards a global, creative, and integrative perspective on happiness.

Organizational Happiness

With the rapid progress of economy, technology and globalization, organizations are facing diverse and rapid changes, and more people are concerned about the happiness of the employees in the organization, and the happiness well being at work. The Journal of Organizational Behavior (2011, vol.32, Issue 4) and Human Relations (2012, vol.65, Issue 9), two important journals in organization and management, have published special issues to explore the topic of employee happiness and well-being, showing the importance that the

organization and management academics have attached to this topic. Different aspects of well-being are addressed in Dias, J. H. (2020)'s paper, including the measurement of well-being, the impact of urban structure on well-being, and the role of well-being in the workplace. The paper emphasizes the importance of a clear definition of well-being and the need for a consistent theoretical and practical approach to interventions aimed at improving well-being.

Employee contentment is defined as employee happiness/enjoyment at work is positively related to employee job satisfaction, employee performance, and employee intention to stay; the impact of employee contentment is positive and statistically significant at $p < 0.001$ (Mardanov, 2020). Examining employee satisfaction factors and their effects on job satisfaction, employee turnover, and performance is the aim of this study. The study makes use of survey information from 272 employees of Taiwanese construction enterprises and consultancy firms. In study of Benuyenah, Vic & Pandya, Bharti. (2020), it was determined that employee happiness includes the willingness of employees to accept satisfactory working conditions while showing a high degree of identification, cooperation, and motivation towards their tasks, employers, co-workers, and other stakeholders, which can be directly seen by the employees themselves.

Employee happiness as well as employee well-being, according to Meister, J. (2021), it has shifted from promoting physical health to developing a culture of holistic health, which includes professional, community, emotional, financial, social, and purposeful aspects of well-being. Future workplace has defined seven pillars of well-being: Purpose, physical, emotional, career, community, financial, social. The paper of Wesarat et al. (2014) focused on happiness at individual level. The degree to which people are content with their jobs and personal lives is referred to as workplace happiness, is hypothesized to be influenced by several factors such as employment status, income, friendship, and work activities. Employee happiness may differ in different cultural contexts. The relationship between independent variables and happiness at the workplace is hypothesized to be moderated by cultural values.

Fisher investigated many studies and discovered that all of these notions correspond to positive attitudes or pleasant experiences (positive sentiments, moods, emotions, flow states) that occur during employment. Several pertinent contrasts between happiness-related

constructs are used in organizational research, some of which are discussed here. Their apparent presence is the first; their longevity or stability over time is the second; and their specific content is the third. Workplace happiness theories and metrics emphasize pleasantness, with a particular emphasis on hedonic experiences such as positive views and job satisfaction. Hedonic and eudaimonic content, such as learning, growth, autonomy, and self-actualization, are included in other categories. Their emphasis on hot affective phenomena like feelings and emotions vs cold cognitions like beliefs also varies. Depending on the work, happiness constructions might be broad. (Fisher, 2010) Employee engagement, job satisfaction, and effective organizational commitment are three factors in workplace happiness. According to the study, emotional organizational commitment has the biggest effect on employee performance. Employees are more content while producing more effectively.

(Bataineh 2019, Fisher, 2010) The review presents studies conducting the correlations between employee well-being and its impact on various organizational aspects, exploring themes such as employee engagement, job performance, organizational commitment and success across various industries and geographical settings. Several studies have found that organizations can build a resilient workforce by enhancing employee happiness, which also helps to attract and retain talent. According to a Stanford University study, companies looking to succeed in the modern workplace would be well advised to pay attention to employee satisfaction and business well-being. It discovered a strong positive relationship between employee wellbeing and firm performance. Company wellbeing proves to be a significant predictor of firm performance across a wide variety of indicators. Higher levels of wellbeing generally predict higher firm valuations, higher return on assets, higher gross profits, and better stock market performance. Setting employee well-being as a top priority might revolutionize businesses and the economy by fostering long-term commercial success. (De Neve, 2023)

Studies by Rajendran et al. (2022) proposed non-financial performance measures, highlighting the role of employee and customer happiness. Wageeh A. Nafei (2018) stressed workplace happiness as crucial for organizational brilliance. The paper of Rajendran et al. (2022) argues that traditional financial and non-financial measures are insufficient to assess

organizational performance and suggests the use of well-being as an alternative measure. It shows that the importance of happiness in organizational performance and happiness can be a valuable metric for evaluating and improving organizational outcomes in the future. At Sadat City University in Egypt, Wageeh A. Nafei's study investigates the relationship between organizational brilliance (OB) and workplace happiness (WH). Organizational Brilliance refers to the knowledge, leadership skills, and innovation possessed by employees, or the characteristics that distinguish an organization from others. The result shows that there is a causal relationship between workplace happiness and organizational brilliance, by increasing workplace happiness can improve organizational brilliance. Additionally, WH has a significant impact on various aspects of OB, including the brilliance of leaders, service and innovation, and knowledge. The study concludes that employee happiness is influenced by cultural contexts, and HR managers should focus on designing workplaces that promote happiness to enhance organizational performance.

Insights from Wright (2014), Calik et al. (2023), and Bellet et al. (2019) explored the connection between workplace happiness and job performance, productivity, and overall outcomes. The paper underscores the significance of emotion in understanding and improving workplace happiness and psychological well-being. A more significant relationship between psychological well-being and job performance, which indicates that well-being is a stronger predictor of job performance than either job satisfaction or the presence of positive/negative affect alone, while there is a positive relationship between affect and job performance, psychological well-being emerges as a more significant predictor of job performance than either job satisfaction or affect alone (Wright, T. A. 2014) . The study of Calik, et al. (2023) investigates the relationship between workplace happiness, employee performance, and job satisfaction of healthcare workers in the health sector in Turkey. The results of the correlation analysis revealed a significant relationship those factors. Bellet et al., (2019) investigate happiness of call center sales employees at British Telecom. The study gives proof of the link between happiness and output using data from a natural experiment. The results demonstrate a favorable relationship between employee happiness and sales performance, which is fueled by changes in labor productivity.

3. Methodology

Research Design

This study aims to investigate how integrating philosophy and business, particularly the philosophical concepts of pleasure, well-being, and ethics, might enhance company performance and employee satisfaction. By analyzing the investigation of the (h)Appy-Phi program in the company CENTRALMED, the research goal is to develop a tool that will assist the organization in identifying issues, assessing them, and then offering suggestions. This tool will be able to implement philosophy and happiness management into business operations, enhance organizational outcomes, and assess the impact on employee well-being.

With an emphasis on the (h)Appy-Phi program, this dissertation employed a mixed-methods research approach that combined quantitative and qualitative techniques to obtain a thorough grasp of the relationship between philosophy and organizational practice. The research methodology included a case study of CENTRALMED, a questionnaire distributed to its employees, and in-depth interviews with key stakeholders involved in the (h)Appy-Phi program. The mixed-methods approach allowed for the measurement of findings and ensured that the quantitative data from the survey was enriched by the qualitative insights from the interviews, resulting in a more nuanced understanding of the interplay between philosophy and well-being in the organizational context.

The survey is a critical component of the study, designed to collect quantitative and qualitative data on various aspects of philosophy and happiness within the individual and organizational context, to explore its possible philosophical problem in the organization and also to serve as a reference on how to improve employees' well-being and the environment of the organization. The questionnaire was thoughtfully created by the researcher and forwarded via email to the executives of the company, who subsequently gave it to their staff to complete. Prior to the participants filling out the questionnaire, the researcher assured them all that the data would be kept completely private and emphasized how essential data authenticity is to the study's conclusions. The survey is structured into seven key sections:

- 1. Characterization of the Organization and the Professional (7 questions):**

This section collects demographic information, professional background, length of

service and previous experience about the respondents and basic details about the organization to establish context.

2. **Correlations Between Personal Philosophy and Organizational Philosophy** (5 questions): This section explores the personal and organizational philosophies of life, focus on find out the alignment between employees' personal philosophical beliefs and the philosophical principles upheld by the organization, and how this alignment have relation with well-being and happiness.

3. **Ethics in the Organization** (4 questions): This section how the ethical decision making processes in the organization, how philosophical ethics are integrated into corporate practices and whether the organization has formal ethics frameworks.

4. **Happiness, Happiness at Work, and Happiness in the Organization** (10 questions): This section gather the insights into how employees define happiness and well-being, evaluates the levels of happiness experienced by employees in both their personal lives and within the organizational environment, and whether these concepts align.

5. **Strategy, Tools, and Evaluation** (4 questions): This section examines the strategies and tools used by the organization to foster happiness and philosophical engagement, including the effectiveness of these methods.

6. **Happiness Variables and Change Factors** (5 items): This section identifies key variables related to happiness, job satisfaction and factors that contribute to change within the organization.

7. **Prospective Outlook** (3 items): This section gathers insights on the employee perspectives on how philosophical approaches can be integrated into organizational practices and and the anticipated impact of philosophical tools

The questionnaire distributed to a random sample of CENTRALMED employees with a sample size of 82 employees, sufficient to ensure statistical significance. Some of the

survey's questions have point-based responses; for these, quantitative data will be examined using statistical methods. These methods encompass a range of techniques that help researchers organize and analyze data. This includes selecting appropriate statistical tests, designing studies, and interpreting results to make inferences about a larger population based on sample data. Specifically, descriptive statistics were employed to summarize the data and explore relationships. (Karunarathna, Indunil & Jayawardana, Asoka & Bandara, Sau. 2016). For the Yes -No questions and open-ended questions, those questions were applied the content analysis and thematic analysis method. Content analysis, an observational research tool, helps researchers detect significant patterns and trends by categorizing data into manageable sections. The method is very helpful in the social sciences and humanities, including education, and can be used for anything from simply categorizing data to revealing deeper meanings. It assists in dividing the content into digestible chunks and drawing reliable conclusions from the pieces that have been examined (J. Á. De Lima 2014). In order to find patterns and the section of the response that relates to philosophical alignment and employee well-being, researchers can use content analysis to measure and examine the presence, significance, and relationships of these specific words, themes, or concepts. (Columbia Public Health 2023). Finding, examining, and summarizing patterns (themes) in data is the main goal of the qualitative technique known as thematic analysis. It is more adaptable and applicable to a wider range of research domains. (Humble, Niklas & Mozelius, Peter. 2022). Through the identification of recurrent themes and patterns among replies, thematic analysis can assist in methodically drawing important conclusions from the data. significant trends from the interview data that can clarify how organizational practices are impacted by philosophical ideas and well-being programs like the (h)Appy-Phi project.

The main objective of the survey is to improve scientific knowledge and disseminate research findings on the role of philosophy and well-being in organizations. In addition, the survey also aims to assess the impact of (h)Appy-Phi tool on individual and organizational level. The data collected will contribute to the development of a happiness index algorithm, which can be further refined through ongoing research. The job position and the sectors of respondents are summarized in the chart below. The respondents' job functions are broadly categorized into operational, coordination, technical, Commercial assistant, Technical supervisor, administrative roles and customer experience. There are 36% of employees are

in Technical position, 28% are in operational position, 21% are in intermediate coordination, 8 % are in administration level.

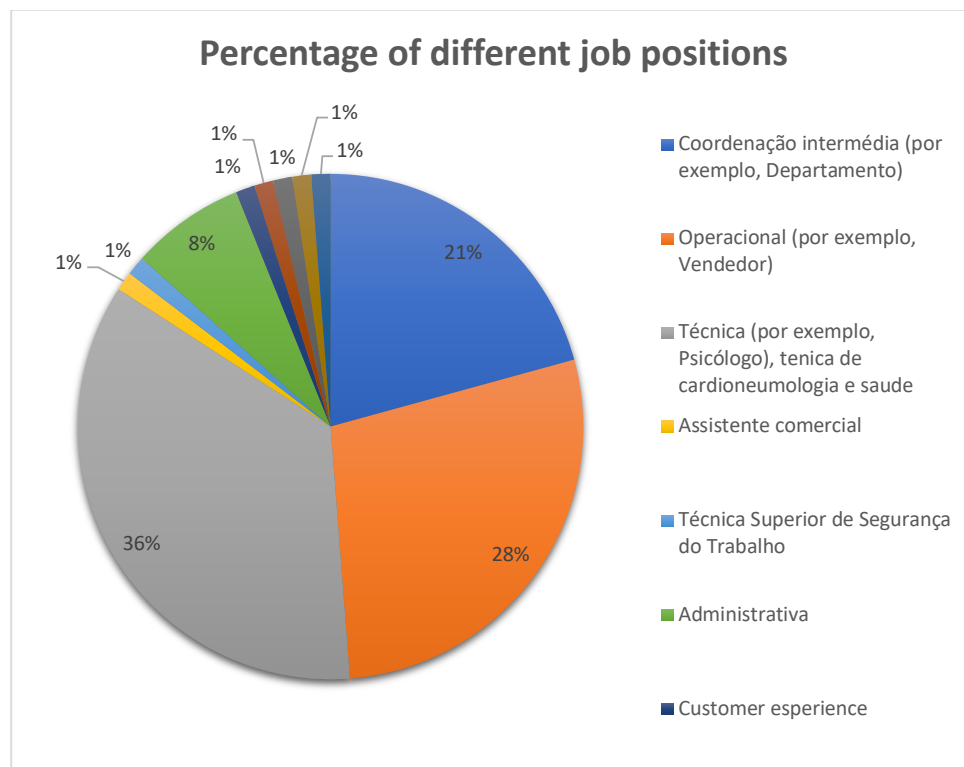


Figure 3.1 Percentage of different job positions

To complement the quantitative data gathered through the survey, qualitative insights will be obtained through semi-structured interviews. The interviews will be conducted with key individuals involved in the (h)Appy-Phi project, including:

1. **Professor Tiago:** As one of the leading figures in the (h)Appy-Phi project, Professor Tiago's insights provided an understanding the theoretical foundations of the initiative and its practical applications within the organization.
2. **Professor Jorge:** A key contributor to the project, Professor Jorge provided perspectives on the integration of philosophical principles into organizational practices and the broader implications for employee well-being and organizational culture.

3. **Director of CENTRALMED:** The director offered insights into the implementation of the (h)Appy-Phi project within CENTRALMED, including the challenges and successes encountered, and the overall impact on the company.

These interviews are designed to deepen the understanding of the (h)Appy-Phi initiative's impact on organizational culture, employee well-being, and the alignment between personal and organizational philosophies. This qualitative data will be cross-referenced with survey results to ensure a comprehensive analysis. Qualitative data from the interviews will be transcribed and analyzed using thematic analysis and content analysis to identify key themes related to the impact of (h)Appy-Phi on organizational culture.

4. Analysis and Discussion

This part aims to analyze the data collected from the survey conducted with CENTRALMED employees and the interviews with expert of philosophy, happiness, and well-being area. The analysis employs both content analysis and thematic analysis. All full table of responses and themes can be found in the accompanying Excel document, which provides detailed quantitative breakdowns of the responses.

I. Characterization of the Organization and the Professional

The survey result in this part reveal the basic background of employees, contract types, the experiences of employees within the organization and the working experience. According to the data, 74% of respondents are on permanent contracts, while 17% hold fixed-term contracts, A few respondents work as independent contractors and others.



Figure 4.1 Percentage of different job contract

In term of duration in the organization, 39% of employees have been with the organization for 0-4 year, indicating a relatively high proportion of newer staff. 19% of employees have over 20 years of service, reflecting a group with significant experience. Additionally, 17% of respondents have worked at the organization for 5-9 years, 16% for 15-19 years, and 9% for 10-14 years, the survey with a diverse range of employee experience levels. When asked

“Quantos anos tem de serviço?” (How many years have you worked?), A large percentage of employees (32%) have more than 20 years work experiences in the field, while 28% have 0-4 years of experience. Furthermore, 18% of employees have 15-19 years of experience, 12% have 5-9 years, and 10% fall within the 10-14 year range.

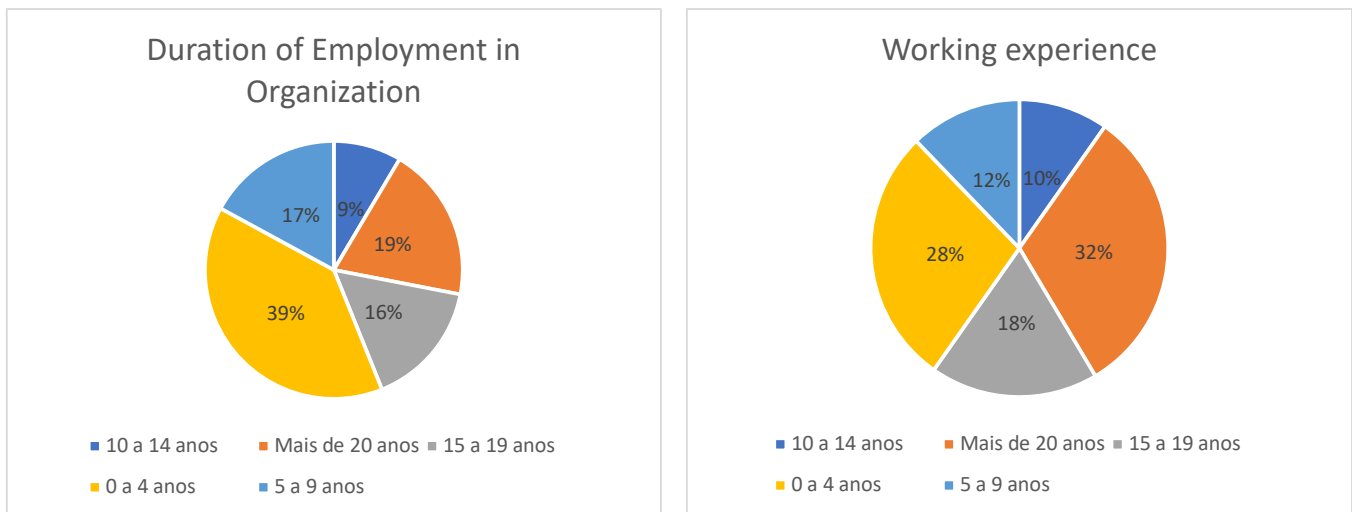


Figure 4.2 Percentage of the duration of employment in organization (left)

Figure 4.3 Percentage of different employee's working experience (right)

Job mobility is also moderate, the survey reveal that most employees (70%) have previously worked in 1-3 organizations. Meanwhile, 24% of respondents have worked in 4-6 organizations, Notably, 4% of employees indicated that this is their first organization. The geographical distribution is overwhelmingly concentrated in Lisbon, with more than 90% of respondents based there. A small percentage of employees work across other districts such as Leiria, Setúbal, and Porto.

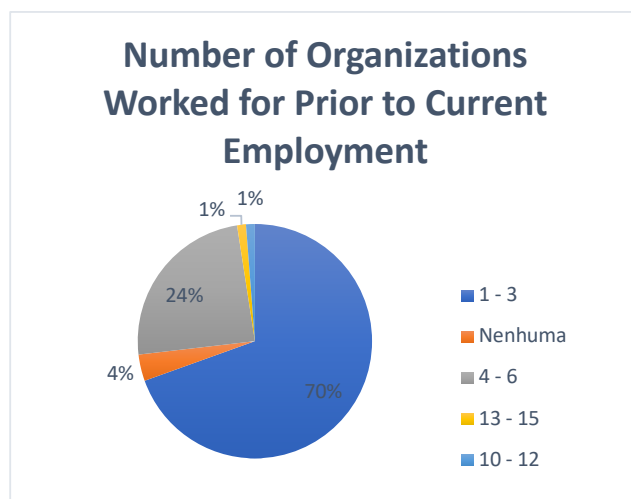


Figure 4.4 Percentage of number of organizations worked for prior to current employment (left)

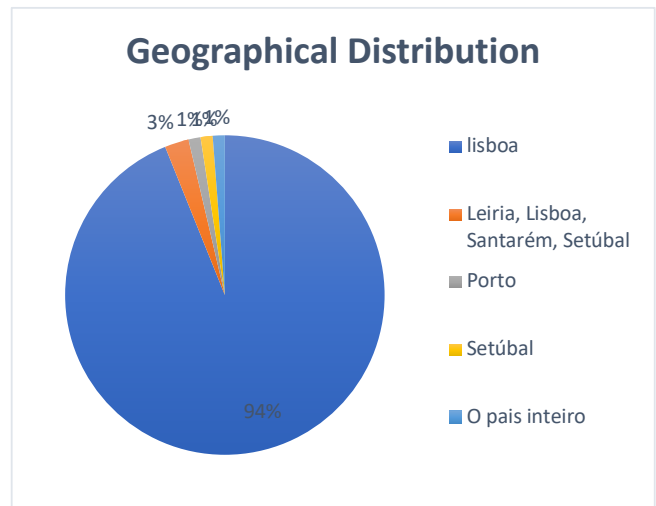


Figure 4.5 Percentage of geographical distribution (right)

II. Correlations Between Personal Philosophy and Organizational Philosophy

The content analysis and thematic analysis were done on analyze respondents' the philosophical life statements, values, and beliefs. First categorizes these philosophies into key themes, each representing a distinct approach to life, count how many times the themes exist. The most primary themes include well-being/happiness (29%), living in the present (21%), and doing good/helping others (13%) of the question "Numa frase, qual é a sua Filosofia de Vida?" ("In one sentence, what is your Philosophy of Life?") Many responses emphasize the importance of emotional well-being, and the pursuit of joy. It shows that everyone has happiness as a core principle in their lives. Statements like "Tudo está bem quando me sinto bem" (Everything is fine when I feel good), "Tudo está bem quando me sinto bem" (Living to make my people happy), "A felicidade está em todo o lado" (Happiness is everywhere). Expressions such as "Carpe Diem" and "Um dia de cada vez" (One day at a time). suggests a way of thinking that encourages people to appreciate life as it unfolds by placing a higher importance on the here and now. Phrases like "Fazer o bem" (Do good) and "Ajude o próximo sem esperar algo em troca" (Help others without expecting anything in

return) highlight employees of Centralmed have a commitment to contributing positively to society and supporting others. As the definition of philosophy provided by philosophy foundation, philosophy is an approach to thinking about things like existence, ethics, and meaning that involves resonation, contemplation, responsiveness, and re-evaluation in order to increase understanding and quality of life. In addition, Seligman (2002) and Csikszentmihalyi, M. (2014) have talked about positive psychology, which explore happiness, life satisfaction and well-being as key elements of a fulfilling life. Happiness is an intrinsic human pursuit.

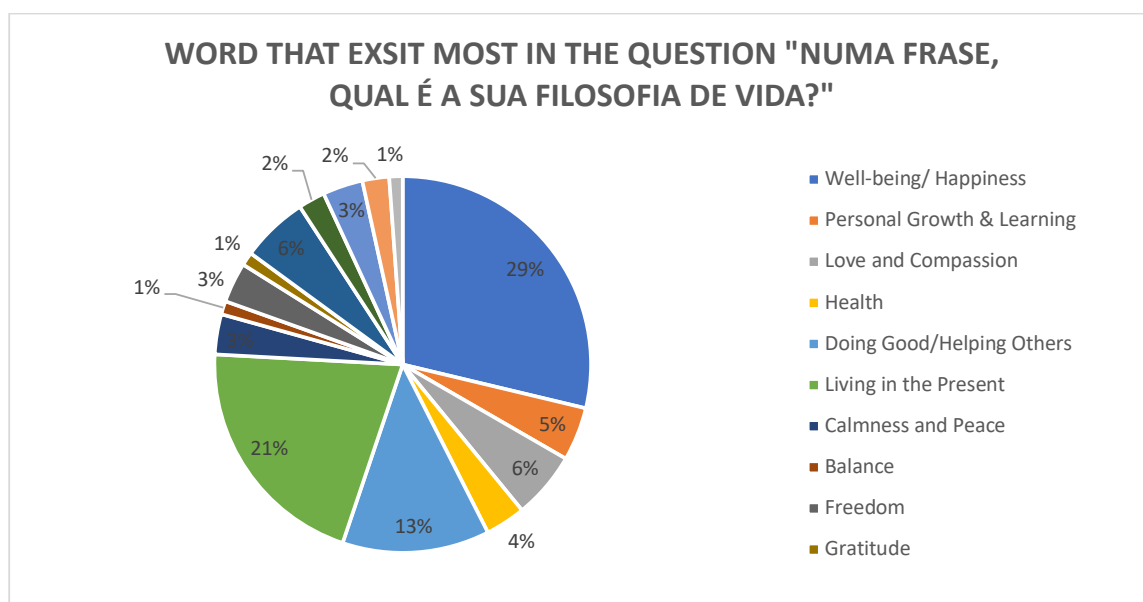


Figure 4.6 Percentage of word that exist most in the question ‘numa frase, qual é a sua filosofia de vida’

The question “Qual a Filosofia da sua Organização?” (What is your organization's philosophy?) provides insights into how organizations define their core principles. The analysis identifies key themes such as Workplace Health and Safety, Client-Centric Approach, Professional Development, and Integrity. 29% of respondents mentioned that their organization care about the workplace health and safety. Organizations focus on "Segurança e saúde no trabalho" (workplace safety and health) and "Prevenção dos riscos profissionais" (prevention of professional risks). The organization put their employees' health and security in the priority. 13% of respondents mentioned about the Client-Centric Approach, as well as

Professional Development. Employees believe that organization emphasize their dedication to clients, recognizing the importance of delivering quality services tailored to customer needs. Responses such as "Sermos uma mais-valia para os nossos clientes" (Being an added value for our clients) and "Focado no cliente" (Client-focused). Organization also focuses on continuous improvement, such as "Formar, educar e cuidar" (Train, educate, and care) and "Melhoria contínua" (Continuous improvement). As Cooper (2001) mentioned that a company with a safety first culture allowed to improve employee satisfaction, less stress and the capacity to face accident causation. Gallo (2024) discussed the concept of psychological safety, meaning Members of a team who share the attitude that it's acceptable to take chances, voice concerns and ideas, ask questions, and own up to mistakes are said to be in a state of team psychological safety. When employees feel safe, they are more engaged and driven.

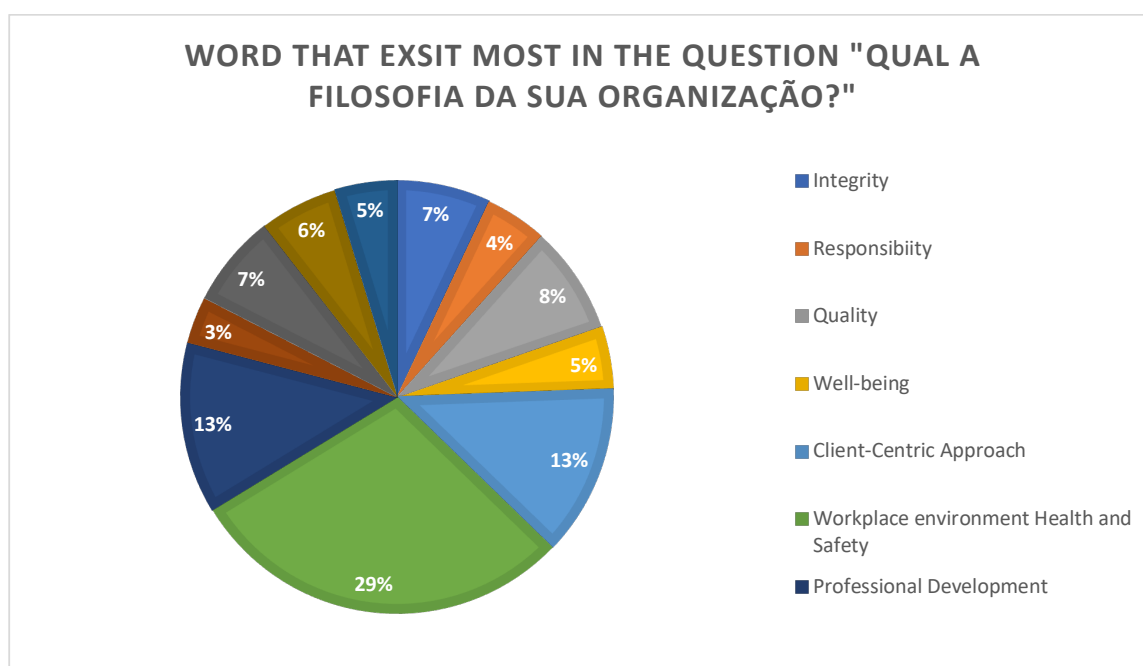


Figure 4.7 Percentage of word that exsit most in the question ‘qual é a filosofia da sua organização’

Afterwards, we saw the alignment of personal philosophy and the organizational philosophy in the question “.É possível articular a sua Filosofia de Vida com a Filosofia da sua Organização?” (Is it possible to articulate your Philosophy of Life with the Philosophy of your Organization?). The majority of respondents (75 out of 82) feel that their personal life

philosophies align with the philosophy of their organization. We can identify common themes and values that emerge from the responses. Many responses to the question about personal philosophy emphasize happiness, well-being, the organizational philosophy also have many answers in well-being and happiness. Phrases like "Fazer o bem" (Do good) and "Defender o bem, a justiça e a verdade" (Defend good, justice, and truth) show a personal commitment to ethical behavior and social responsibility. The organization's values also include "Responsabilidade" (Responsibility), "Transparência" (Transparency), and "Integridade" (Integrity). Statements like "Fazer sempre o melhor com o que tenho disponível" (Always do the best with what I have available) and "Adquirir conhecimento diariamente!" (Acquire knowledge daily!) indicate personal growth. At the same time, organizational philosophy focuses on "Melhoria contínua" (Continuous improvement) and "Qualidade" (Quality). This alignment can provide insights into how individual philosophies can correlate with organizational philosophies.

Happiness or well-being is a central theme in the philosophies of individuals and organizations. The emphasis on emotional well-being and happiness reflects the broader discourse of positive psychology, where happiness is a central element of well-being. Diener & Lucas (1999) associated happiness with subjective well-being, which encompasses affective and cognitive dimensions such as psychological, social, and emotional well-being as well as life satisfaction. Fisher (2010) discusses how happiness at work improves job satisfaction, engagement, and productivity. Many respondents reflected a philosophy of doing good and helping others without expecting anything in return, which coincides with an organizational philosophy that emphasizes a client-centered approach and professional integrity. Chun, R. (2016) ethics can lead to happier stakeholders and improved performance. Colin P. Marks and Paul S. Miller (2010) also talked about how corporate actions affect not only shareholders but also a broader set of stakeholders, which includes employees, communities, and society at large.

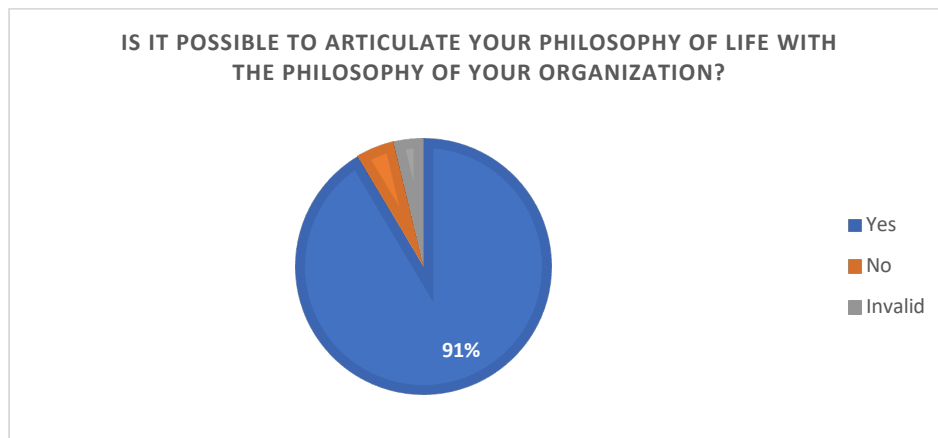


Figure 4.8 Percentage of the probability to articulate philosophy of life with the philosophy of organization

In the question “ A felicidade e o bem-estar fazem parte da sua Filosofia de Vida?” (Is happiness and well-being part of your philosophy of life?), 78 out of 82 respondents answering yes, mostly agree that happiness and well-being are integral to employees' personal life philosophies. Regarding the example, we can observe that the respondents listed the following as factors that are related to happiness and well-being: personal development, self-care, work environment, family and relationships, work-life balance, happiness and satisfaction, emotional stability, flexibility and freedom, and health and well-being. There is 25 out of 82 employees mentioned happiness and well-being in the question "Numa frase, qual é a sua Filosofia de Vida?" (“In one sentence, what is your Philosophy of Life?”). A "meaningful life," where one makes the most of one's personal strengths and finds subjective purpose and meaning in doing so, may be the outcome of positive psychology's shift from promoting happiness and well-being in general (later dubbed "a pleasant life" by Seligman) to promoting living by maximizing one's personal strengths, or "a good life" (Seligman, 2002).

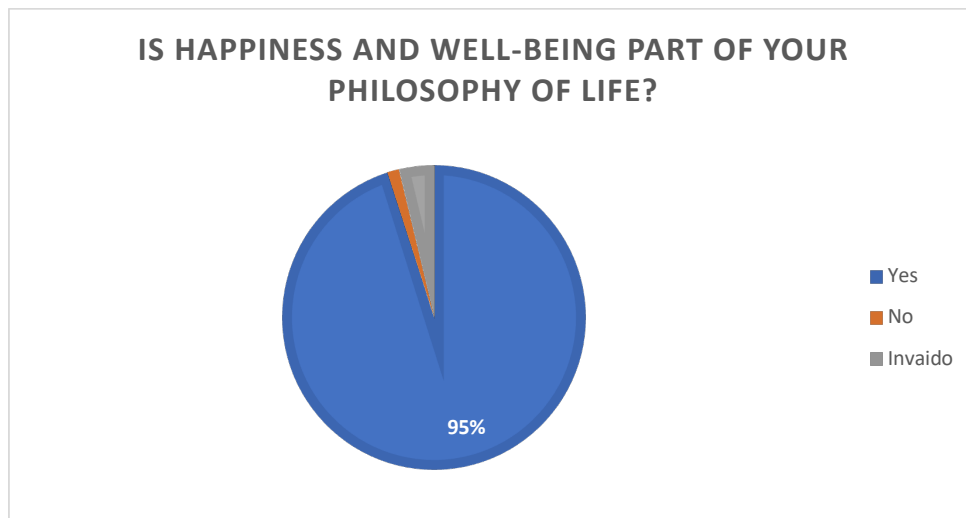


Figure 4.9 Percentage of happiness and well-being are part of philosophy of life

In the Question “A felicidade e o bem-estar fazem parte da Filosofia da sua Organização?” (Are happiness and well-being part of your organization's philosophy?), All 78 valid responses affirm that happiness and well-being are part of their organization's philosophy, there is no negative answers. They believe so because organization did some various initiatives and programs related to happiness and well-being as the example they gave in the survey. The responses cluster around themes such as Wellness Programs, Physical and Mental Health, Work-Life Balance, Employee Engagement, and Safety and Risk Prevention. In the question “Qual a Filosofia da sua Organização?” (What is your organization's philosophy?), there is some respondents also mentioned well-being. Dias, J.H. (2024) mentioned four major themes that stress the value of interpersonal relationships and employee engagement are at the heart of many businesses' corporate philosophies. This include talking about philosophical issues, promoting introspection, and incorporating happiness into business procedures.



Figure 4.10 Percentage of happiness and well-being are part of organization's philosophy

The survey results suggest a strong connection between individual and organizational philosophies related to happiness and well-being. In both cases, well-being, work-life balance, emotional stability, health, and personal development are identified as key contributors to happiness. Bataineh (2019) when individuals and organizations focus on work-life balance and well-being, there is a synergistic effect that improves overall employee performance and satisfaction.

III. Ethics in the Organization

In this section, the survey responses related to the decision-making criteria, ethical framework and monitoring processes. In the question “Quando tem de tomar uma decisão na sua Organização, qual o critério que costuma utilizar? (Existe algum protocolo?)” (When you have to make a decision in your organization, what criteria do you use? (Is there a protocol?)), the responses shows that most employees seeking guidance from superiors (37%) when is come to make decision. For example, "Falar primeiro com a chefia" (Speak first with leadership), "Dirigir-me ao diretor do departamento" (Go to the department director), it suggests that most employees have a strong reliance on their leadership or superior, and they believe the leader have a capability to take a good decision. In this point, Simon (1994) said that generally people more reply on leader to make decision. This reliance often reflects

norms of authority in the organization and the belief that leaders are best equipped to handle complex or high-risk decisions. Dean.T (2016) mentioned that philosophy can help leader and involve in critical thinking, enhance decision-making, this is why leader should take more attention in this. 15% of respondents make the decision based on principles of fairness, logic, equity and common sense, for example, "Bom senso" (Common sense) "Equidade" (Equity). 14% respondents adhere to established procedures or protocols when making decisions, such as "Cumprir com os procedimentos" (Follow procedures) "Geralmente, sigo os procedimentos existentes" (Usually, I follow the existing procedures). 12% said that there is no formal protocol in their decision- making process.

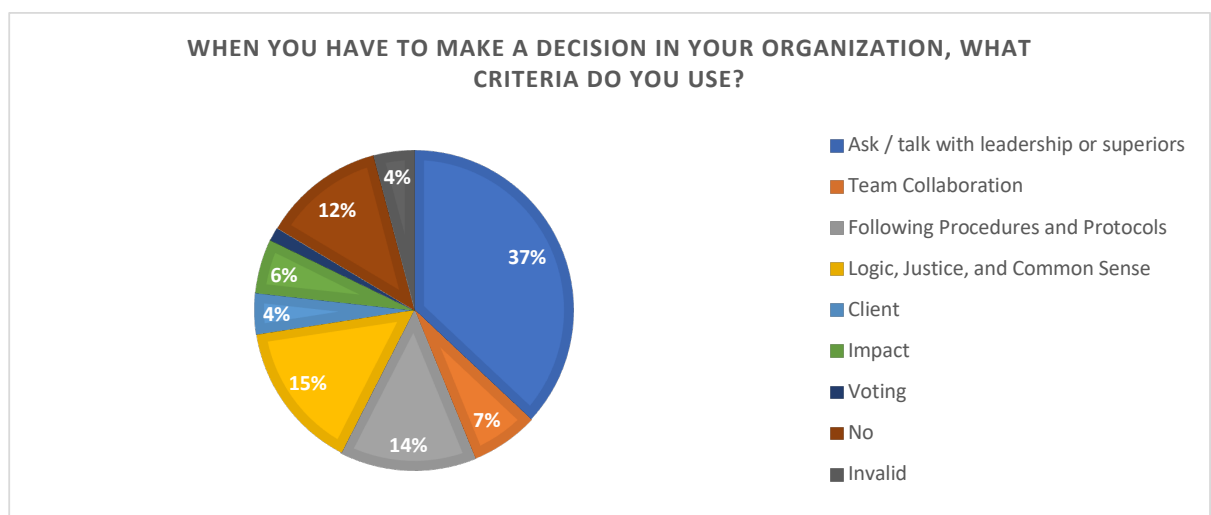


Figure 4.11 Percentage of word exit the most about the criteria do use for making decision in the organization

Regarding whether organizations have a Code of Ethics and the identification of key ethical values, thirty-seven respondents confirmed the existence of a Code of Ethics in their organization, around 45%. However, a significant portion of employees either lacked awareness (29%) or believed that their organization did not have a Code of Ethics (25%), this point to a gap in communication or organizational culture around ethics. In terms of the key ethical principles within their organization ethic code, half of respondents mentioned “Integrity and Professionalism” as core values , 22% mentioned “Honesty, Transparency, Respect”, 17% emphasized “Responsibility and Social Commitment” , 11% identified “Equality and Justice”. Ciulla et al., (2018) talked about the challenges of embedding ethical practices in the corporate culture. Giorgini, V et al (2015) People with this perspective are more prone to disregard conventions, codes of behavior, and professional requirements than those who are aware of them because they lack awareness of the code of ethics.

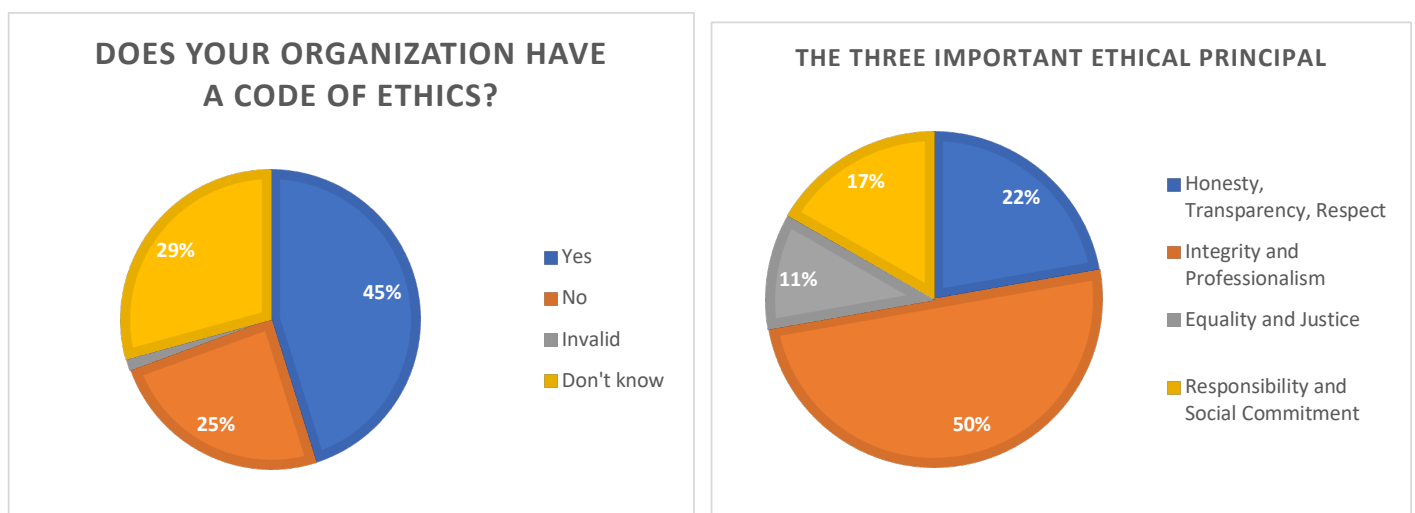


Figure 4.12 Percentage of employee’s acknowledge of code of ethics in organization (left)

Figure 4.13 Percentage of the three important ethical principal (right)

In the question “Como é que a sua Organização monitoriza a sua aplicação e desenvolvimento? (How does your organization monitor its application and development?), 24% of respondents mentioned that their organization uses Key Performance Indicators (KPIs) to track performance, focusing on measurable outcomes like productivity and results. 13% respondents answered about the regular assessments, questionnaires, and feedback collection. There are still others monitoring tools include Apps, Programs, and Systems,

follow Department Heads, Committee on Ethics and Procedure, Team Collaboration. However, there is a portion of respondents answered with uncertainty, with more people being unaware of the monitoring processes than those who mentioned specific systems like KPIs. When it comes to the question “. A sua Organização tem Comissão de Ética? (Se sim, como é a sua constituição e quais as suas funções e desafios?)” (Does your organization have an Ethics Committee?), there is huge percentage of respondents (37%) answered no aware of this topic, and they believed there is no an Ethics Committee in their organization. This indicates a gap or the absence of visible ethical governance structures. When combined with these two inquiries, the ignorance of the Ethics Committee and the ambiguity of the Code of Ethics highlights a communication and ethical leadership gap inside the business.

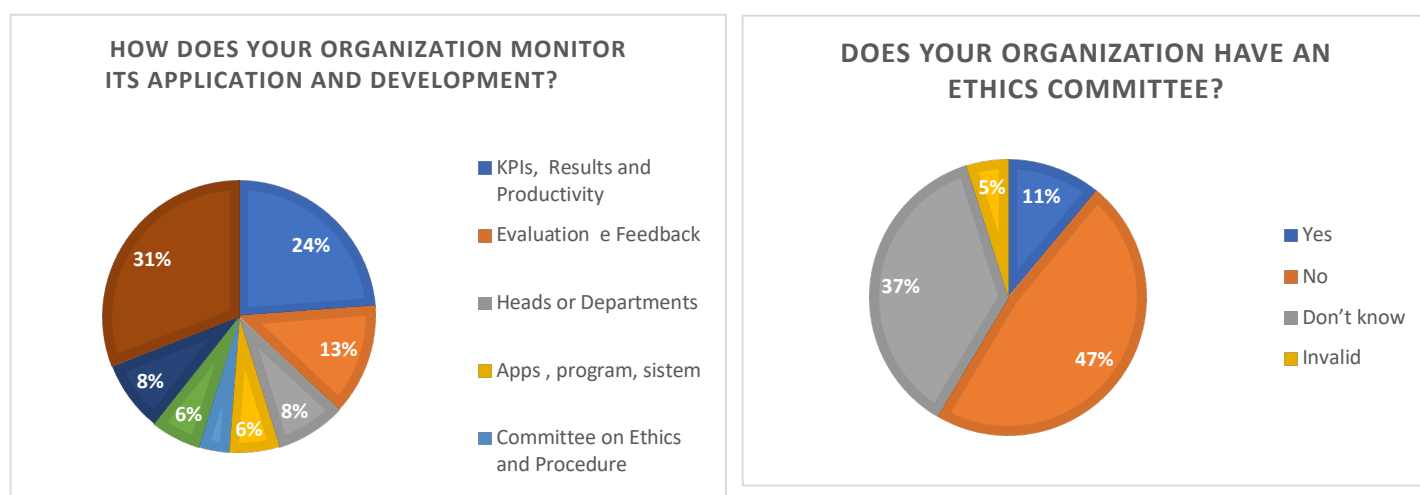


Figure 4.14 Percentage of method used in organization to monitor its application and development (left)

Figure 4.15 Percentage of employee’s acknowledge about ethics committee in organization (right)

IV. Happiness, Happiness at Work, and Happiness in the Organization

By examining responses to questions related to definitions of happiness, the distinction between happiness and well-being, and the factors contributing to both personal and professional happiness, we gain insights into how these concepts shape the workplace. When asked about the definition of Happiness, the most frequently mentioned themes were family and relationships, cited by 27% of respondents, employees see their connections with

loved ones as central to their well-being and happiness. 20% of employees mentioned the word related to emotions and satisfaction, they associated happiness with positive emotions such as joy, smile. 14% associated happiness to balance and well-being. Emotional, physical, and financial dimensions, balancing work and personal life can be one of element to evaluate happiness. Happiness is often understood to be the state of being content with one's life, accompanied by pleasant emotions, moods, and positive attitudes, as well as a sense of internal fulfillment (Y. Uchida 2016). According to Seligman's (2002) definition, a meaningful life consists of three elements: discovering a sense of purpose or meaning in life; feeling positive emotion (the pleasant life); and being actively involved in life activities (the engaged life). Self-awareness, purposeful life, and personal development are all components of eudemonic well-being.

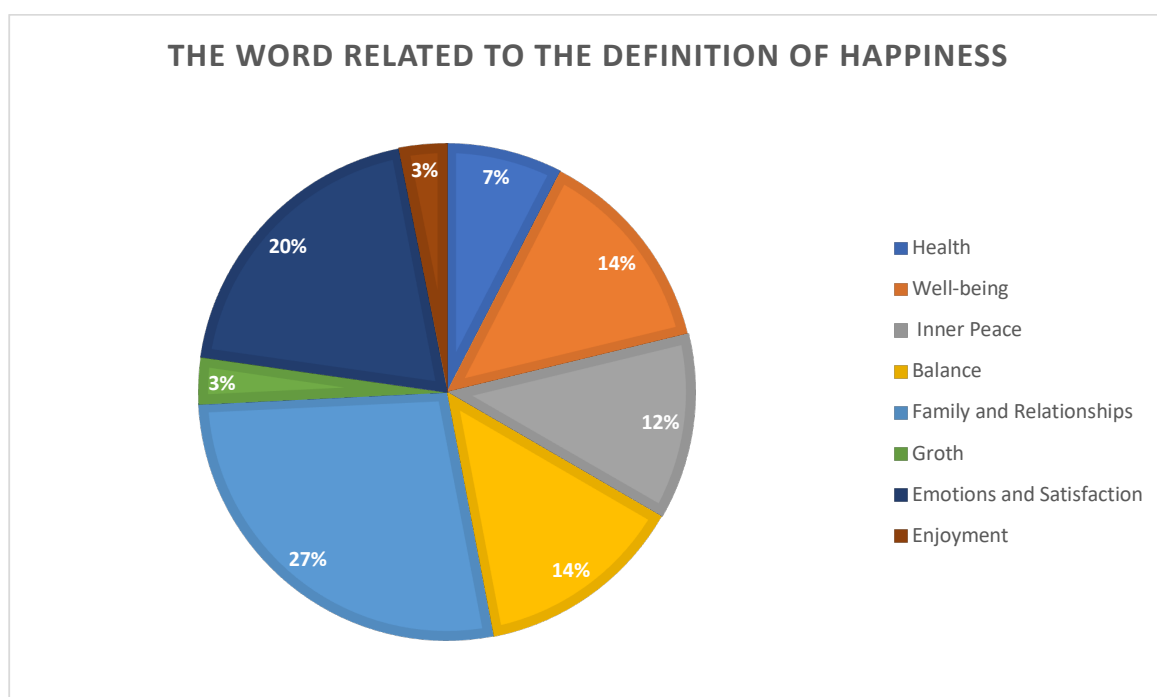


Figure 4.16 Percentage of the word related to the definition of happiness

The question of whether there is a difference between happiness and well-being revealed that 55% respondents perceive a difference between these two concepts. Several respondents noted that happiness can be fleeting or situational, while well-being is often seen as a more stable and continuous state. Also some mentioned that there is difference from emotional and

physical aspects, happiness is frequently described as an emotional state, whereas well-being is characterized as a more holistic concept, incorporating physical, mental, and social health. On the other hand, 19% of respondents acknowledged a relationship between happiness and well-being, they are interconnected, suggesting that one can exist without the other, one influence other, but they often complement each other. Some indicated that achieving well-being is essential for sustained happiness, while happiness can serve as an emotional boost that contributes to overall well-being. 21% of respondents expressed uncertainty or indicated that they do not perceive a meaningful difference between happiness and well-being. They view the concepts as closely related, suggesting that happiness can be considered an aspect of well-being. According to Diner (1998), happiness is a comprehensive subjective well-being that includes affective and cognitive aspects including life satisfaction and psychological, social, and emotional well-being. (Ryff & Singer 2008) eudaimonic well-being truly is the to right way to live, presumably it will benefit their health, both in terms of health behaviors, but also regarding neurobiological processes that underlie their phenomenological experiences of growth and development. Sponville (2011) mentioned happiness is the source of enjoyment.

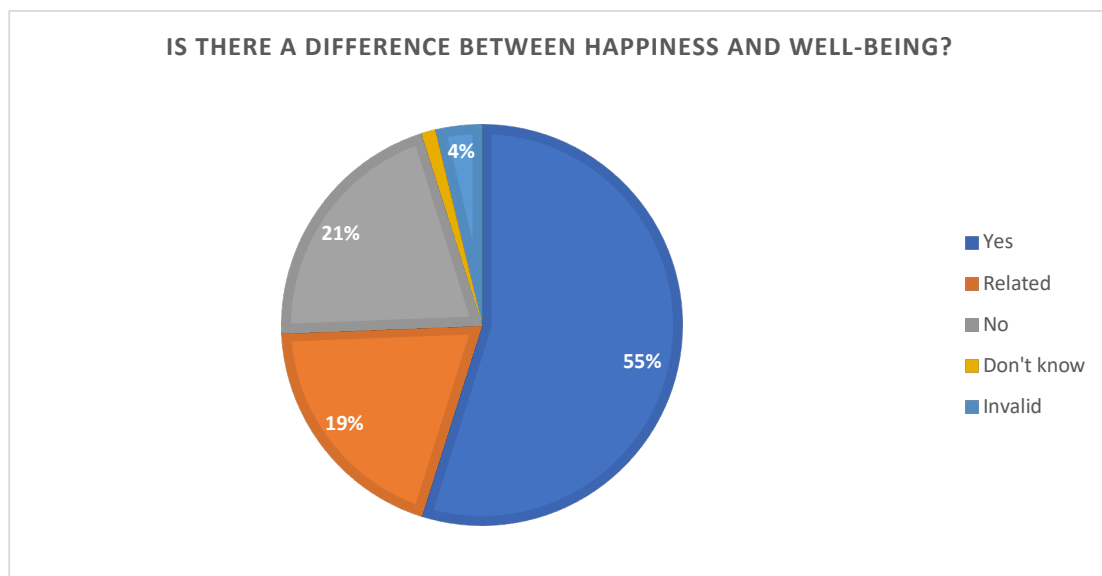


Figure 4.17 Percentage of employee's mind about is there a difference between happiness and well-being

When asked about the three factors most important to happiness, health emerged as the top priority, mentioned by 22% of respondents. Well-being and Balance are also seen as essential. Love (mentioned 21 times) and Family (mentioned 17 times) are central to individuals' sense of happiness, with friends also play a significant role. Additional factors mentioned included professional fulfillment, stability, satisfaction, financial security, freedom, peace, recognition, gratitude, and personal achievement. While in the following question, we asked to explain more detail to the most important factor contributing to their happiness, many respondents emphasized the importance of health, sharing insights such as: “Sem saude não existe mais nada” , “Sem saúde, ninguém consegue viver com qualidade” “A saúde é a base de tudo.” , Many respondents express that if one’s health is compromised, other life aspects like career, family, or emotional well-being take a back seat. Family is also one of importante factor, respondents described “É um fator essencial, se a família está bem, tudo o resto é mais fácil”, “Sem o apoio da minha família em geral não conseguiria aguentar o dia a dia” “A minha família é o meu pilar” , Family is more like a emotional support for them.

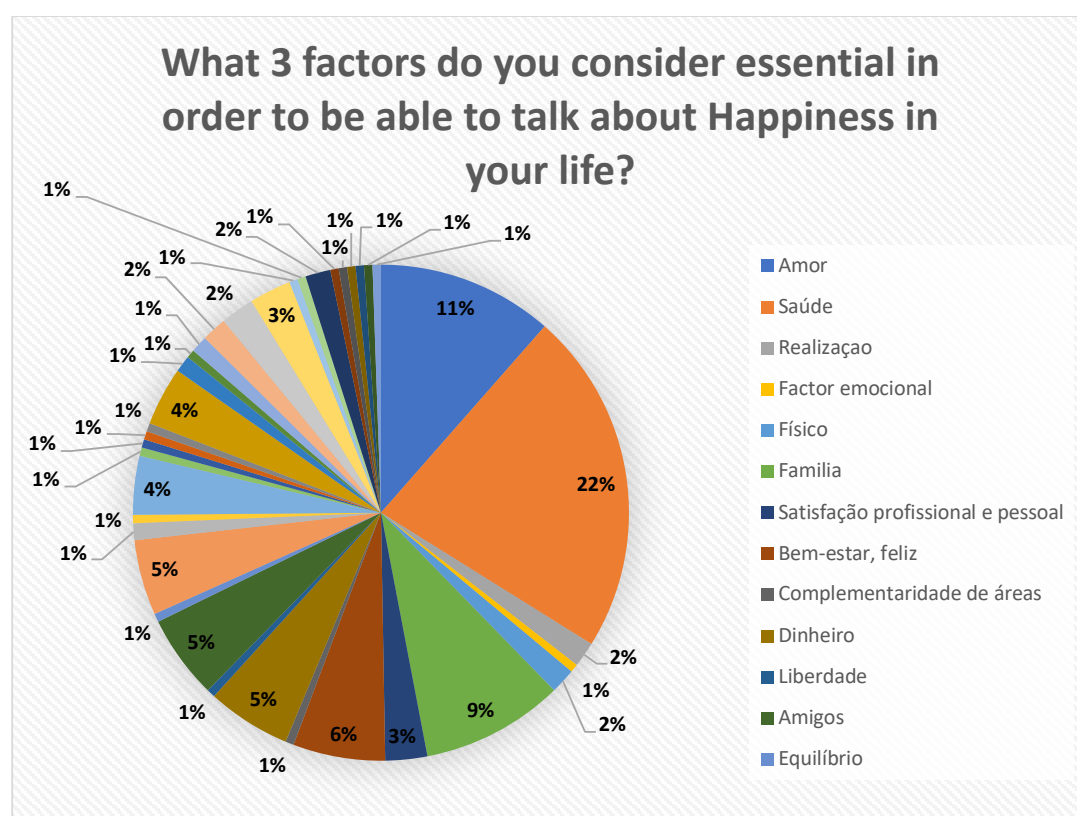


Figure 4.18 Percentage of word exist most in the question ‘what 3 factors do you consider essential in order to be able to talk about happiness in your life’

In terms of what contributes to happiness in the workplace, respondents highlighted several key factors, including recognition, respect, a good working environment, and interpersonal relationships, those appear more times compare to other, being highlighted as crucial for fostering happiness in the workplace. Equally important are professional growth opportunities, and clear communication. In the following question, we ask more detail about the most important factor. Recognition was identified as a important motivator, with employees emphasizing that being acknowledged for their efforts significantly impacts their sense of value and job satisfaction. For example, they described “Recognition pelo trabalho realizado”, ““Para mim o reconhecimento é a empresa dar importância ao trabalho desenvolvido e reconhecer o empenho do colaborador motivando-o a gostar do que faz”. Regarding to the word respect, “Sem respeito nao se consegue criar nem laço”, “Respeito entre colegas, chefias promove bem estar e boa relação entre todos”, suggest that respect is importante for teamwork and collaboration. Respondents indicated that mutual respect among colleagues and leaders is essential for a healthy work environment. Similary, a good working environment was considered essential for happiness, for example, “O bom ambiente de trabalho na minha empresa reproduz nas pessoas uma boa disposição, produtividade e vontade de crescer e fazer mais pela organização” ““Um ambiente de trabalho positivo promove a produtividade” A positive work environment can increased productivity and motivation.

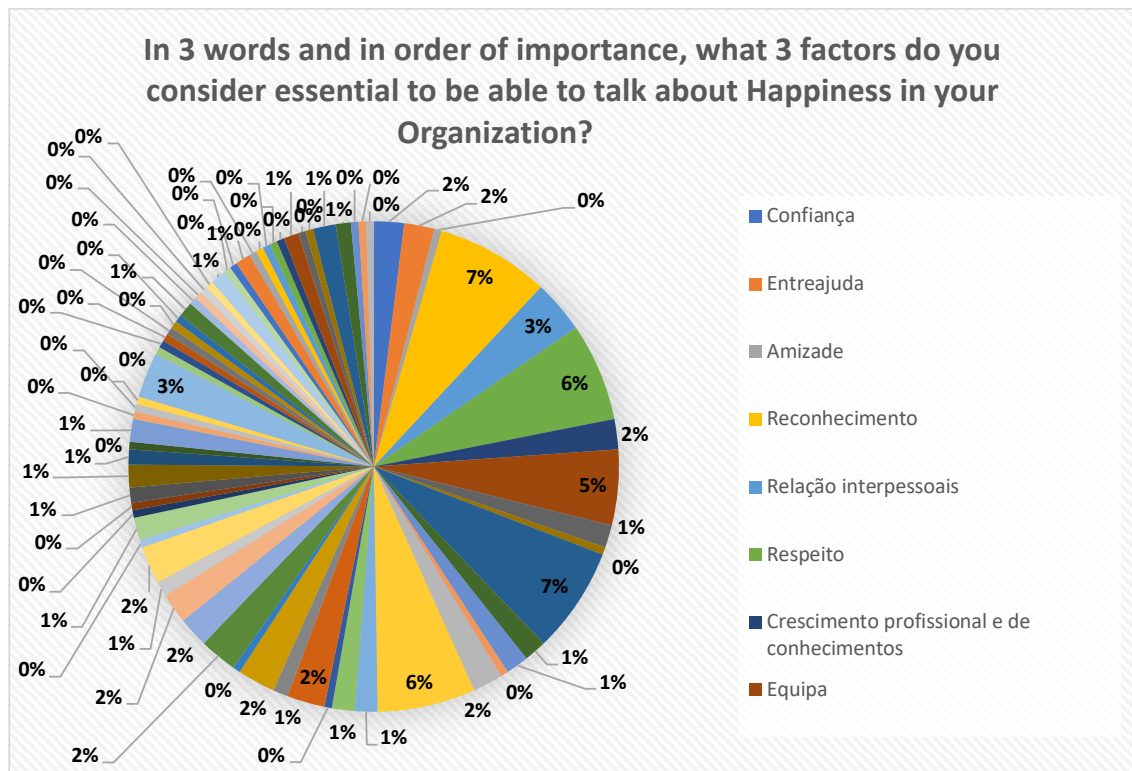


Figure 4.19 Percentage of word exist most in the question ‘In 3 words and in order of importance, what 3 factors do you consider essential to be able to talk about Happiness in your Organization?’

The question regarding three crucial things to discuss when discussing employee happiness brings to light a number of vital elements that are thought to be necessary for an organization's employees to be happy. In contrast to the last question, there are some similarities. Recognition and wellbeing also garnered a lot of attention. An important component of employee satisfaction is still recognition. Recognizing their efforts can improve their general morale, motivation, and job satisfaction. (Review of the literature) Other elements like communication, motivation, respect, compensation, and a positive work environment also receive a high proportion and give employees insight into how happy they are at work. In the next question we asked more details about those factors. For Recognition, respondents think “ Seremos reconhecidos pelo esforço que fazemos pela empresa.”, “Reconhecimento é a validação e a valorização das contribuições dos colaboradores” , For the fair salaries, they think “ "Vencimento adequado, maior motivação." É necessário haver

estabilidade financeira” etc. Employee happiness as well as employee well-being, according to Meister, J. (2021), it has shifted from promoting physical health to developing a culture of holistic health, which includes professional, community, emotional, financial, social, and purposeful aspects of well-being. The experience of workers who are motivated and excited about their work, find meaning and purpose in their work, have positive connections at work, and feel devoted to their work is what Kun.P (2022) characterizes as workplace happiness.

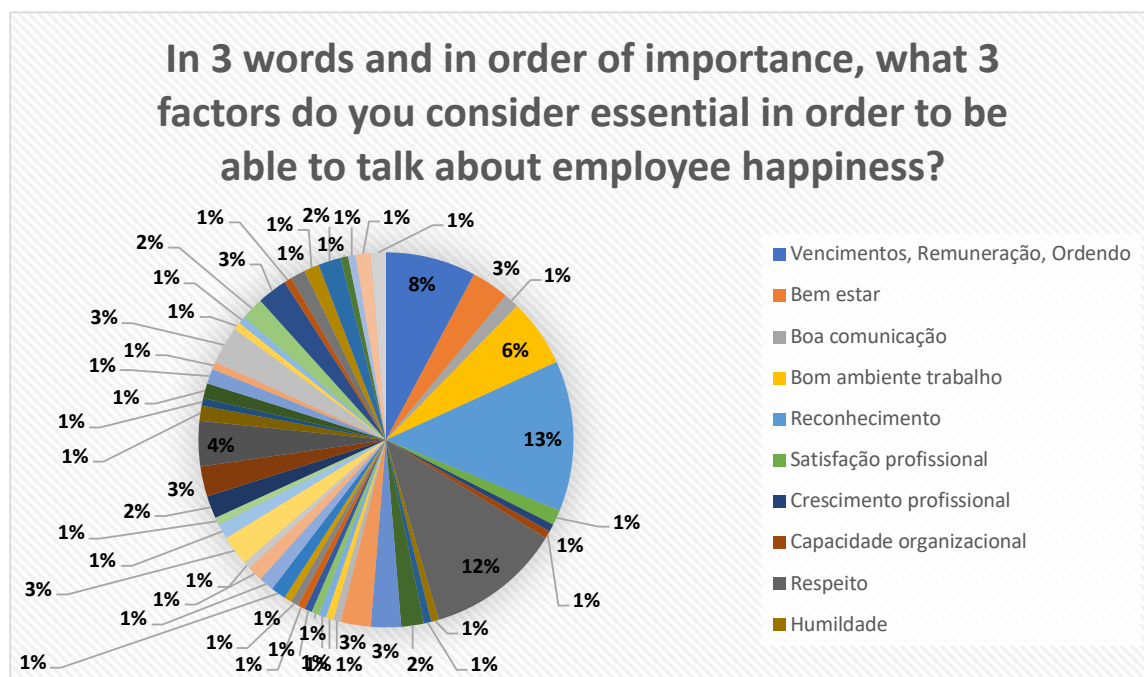


Figure 4.20 Percentage of word exist most in the question ‘In 3 words and in order of importance, what 3 factors do you consider essential in order to be able to talk about employee happiness?’

Health is consistently identified as a top priority for happiness across the responses from the above three questions about the factor of happiness in employees, organization, life. Family and love, alongside friendships, are crucial for happiness. A recurring theme is the importance of balance, particularly work-life balance. Recognition for work efforts and mutual respect among colleagues and leaders were consistently mentioned as important for fostering happiness in the workplace. As response to question about the connection between personal and organizational happiness, the majority of employees (79%) believe there is a strong connection between personal happiness, organizational well-being, and employee

happiness. Some respondents think they are connect and cited physical and mental health as essential to both personal and professional satisfaction. For exemple, "Saúde Física e mental permite interpretar/encarar os desafios profissionais de uma forma mais prática e resolúvel." Several responses highlight the importance of achieving work life balance,with employees valuing flexible working conditions that allow them to dedicate time to both their careers and personal lives. Sentences like "Quando temos tempo para trabalhar e para vida pessoal também."

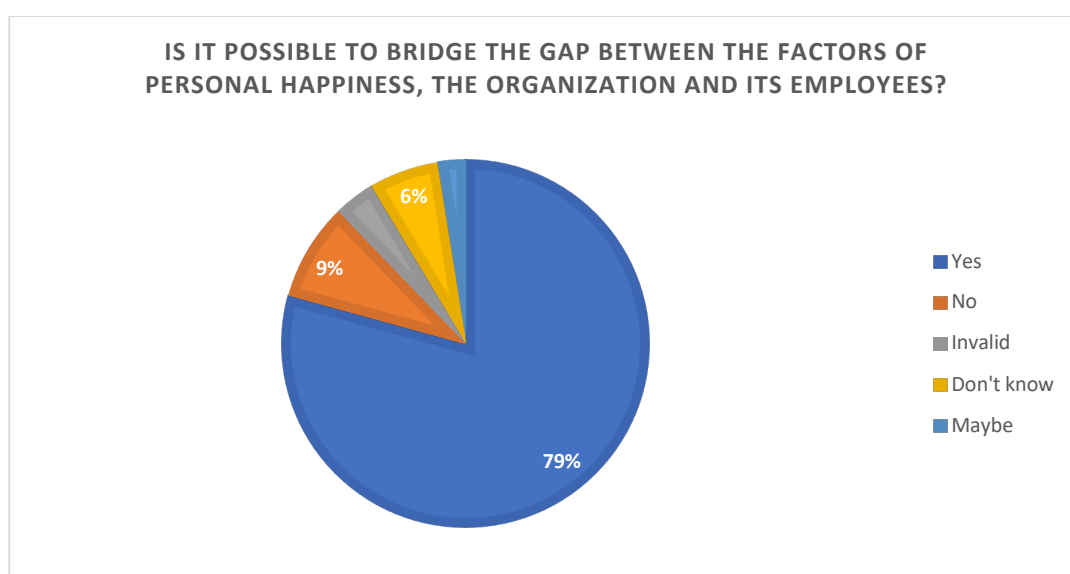


Figure 4.21 Percentage of the question ‘is it possible to bridge the gap between the factors of personal happiness, the organizational and its employees? ’

When asked whether there were inconsistencies between their personal definition of happiness and how their organization operates, 63% of employees do not perceive significant contradiction. However, still have 20% of respondents pointed out the issues, such us lack of communication and leadership. The lack of transparency and communication affect employee happiness, "Sim, falta de comunicação das chefias/coordenadores." A few employees pointed out that there is a gap between what the organization promotes (e.g., well-being, mental health) and what is actually practiced. "Fala-se muito nas redes sociais de saúde mental mas internamente existe muita pressão para o cumprimento de objetivos." Also some respondentes mentioned that there is a discrepncy in compensation, they feel unfair and

dissatisfaction. "Estar numa empresa há mais de 20 anos e ganhar o mesmo que alguém que acaba de entrar." Employees also mentioned excessive workloads and a lack of resources. " Talvez o excesso de trabalho possa ser um exemplo de uma incoerência." Some employees feel their differing opinions are not welcomed or valued " "As opiniões divergentes não são bem acolhidas." Some employees indicated their happiness usually aligns with organization practices, but sometime there is a gap stil, for example, Some sensitive issues being addressed publicly rather than in private. "Por vezes alguns temas são abordados de uma forma pública e não em privado." The pursuit of organizational goals can sometimes disrupt employees' work-life balance. Interventions are a potential strategy to actively safeguard the health and wellbeing of employees, according to Sonnentag (2023). Individuals' workspaces and behaviors, interpersonal and team dynamics, and organizational leadership have all been researched in relation to health and well-being.

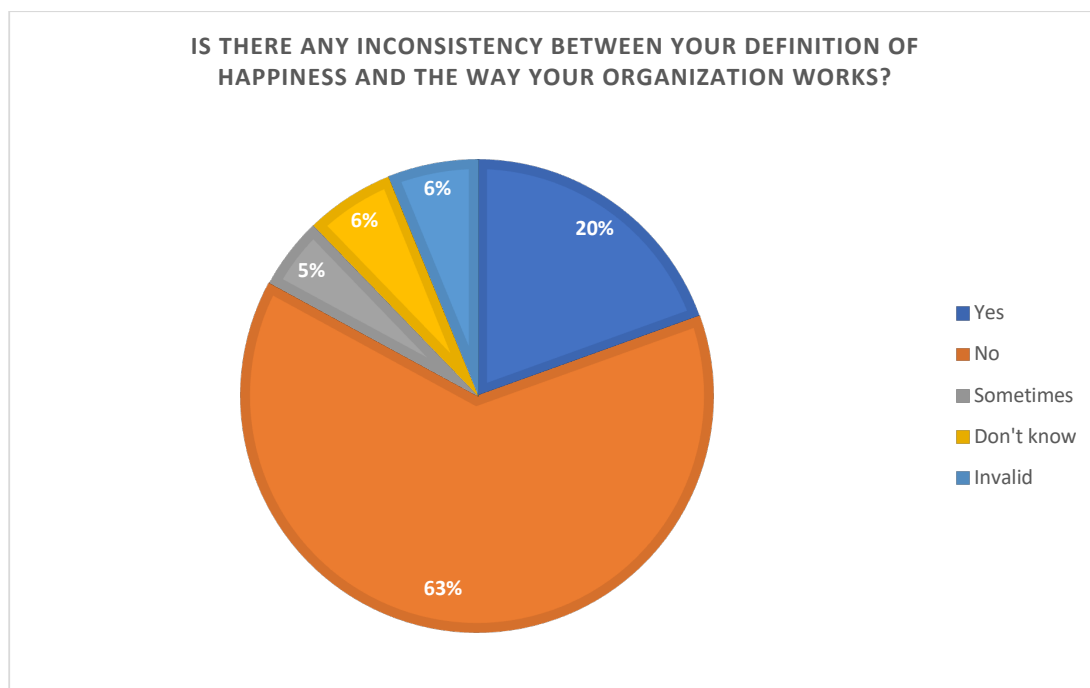


Figure 4.22 Percentage of the question 'is there any inconsistency between your definition of happiness and the way your organization works '

V. Strategy, Tools, and Evaluation

This section explores the strategies, tools, and assessment methods that employees have identified as critical to enhancing well-being in their organizations. Additionally, it examines the organization's current structure and assesses its efficacy, offering insights into what functions well and what needs to be improved.

In question of “Que estratégias/ferramentas pensa serem importantes para fomentar a Felicidade na sua Organização e a Felicidade dos seus colaboradores?” (“What strategies/tools do you think are important for fostering Happiness in your Organization and the Happiness of your employees?”), employees identified various strategies and tools that could foster happiness in the organization and among colleagues. The most frequently mentioned strategy was communication, with 17% of employees emphasizing the importance of clear and simple communication within the organization. Statements like “Comunicação Simples e Eficaz”, “Estabelecer uma comunicação eficaz” The second most cited factor was employee well-being, with 13% of employees suggesting that organizations should prioritize this through various initiatives. Comments such as “Disponibilizar meios e ferramentas para que as pessoas possam ter tempo para serem felizes”, “Programas de saúde e bem-estar”. Recognition and rewards, Respect and Empathy, Motivation and Professional Growth, each of them gain 10%. Employees highlighted the need for recognition and rewards, statements like “Reconhecimento, premiações por desempenho, trabalho em casa”, “Recompensar os antigos funcionários, pois quem entra de novo vai receber o mesmo que o antigo”. Respect and empathy were mentioned as critical for fostering happiness, comments such as “Empatia para com as necessidades profissionais e pessoais dos colaboradores”. “Respeitar o número de horas de trabalho, ter noção do limite de trabalho atribuído a cada colaborador”. Professional motivation and growth are crucial to employee happiness. Answers like “Desenvolver competências de comunicação e de liderança”, “Oferecer oportunidades de crescimento e desenvolvimento”. W.M. Verhoeven (2022) acknowledged the value of communication in the workplace and offered a framework that can assist managers and staff in enhancing role clarity by outlining expectations for employee communication and facilitating access to more strategic and effective communication tools.



Figure 4.23 Percentage of the strategies /tools are important for fostering happiness in organization and the happiness of employee

In response to “Como saberá se essas estratégias/ferramentas vão funcionar?” (“How will you know if these strategies/tools are working?”), employees identified various methods to determine whether the proposed strategies and tools for fostering happiness within the organization would be effective. Feedback and communication were the most frequently mentioned method. Statements like “Através do feedback.”, “Falar com as pessoas traz sempre bons resultados, saber o que pensam”, emphasize the value of ongoing conversations to understand the impact of the strategy. Gathering formal and informal feedback is seen as a way to measure whether programs are resonating with employees. Employees also suggested that measuring the results of the strategies. Comments like “Através de eventuais sugestões e dos resultados”. “A longo prazo mediante a avaliação de resultados de cada um dos colaboradores”, point out the importance of tracking individual and organizational performance to see if strategies are successful. This could include metrics related to productivity, employee retention, or employee engagement. Monitoring the happiness and satisfaction of employees can also see the result of the strategies. Statements like “Pela felicidade das pessoas em trabalhar nessa organização”, “Analisar a satisfação dos colaboradores”, reflect the belief that happiness itself is a valid measure of organizational success. Some respondents emphasized the need to experiment and apply strategies to see

how they work in practice. Comments such as “Tentando”, “Só pondo em prática e ver resultados”. Suggesting that trial and error, coupled with trial and error, can provide valuable insight into which programs resonate most with employees. Employees also mentioned that survey can access the result, “Questionários anónimos.”, “com questionários como este”. The value of collecting confidential feedback was emphasized as it provides a more authentic and detailed insight into employee perceptions. Additionally, according to Mamula et al. (2020), feedback is a helpful strategy for raising employee performance. Effective feedback promotes employee development and helps workers balance their own motivation with the demands of the company. A precise system with well-defined objectives and KPIs to monitor work performance and feedback is required to accomplish these aims.

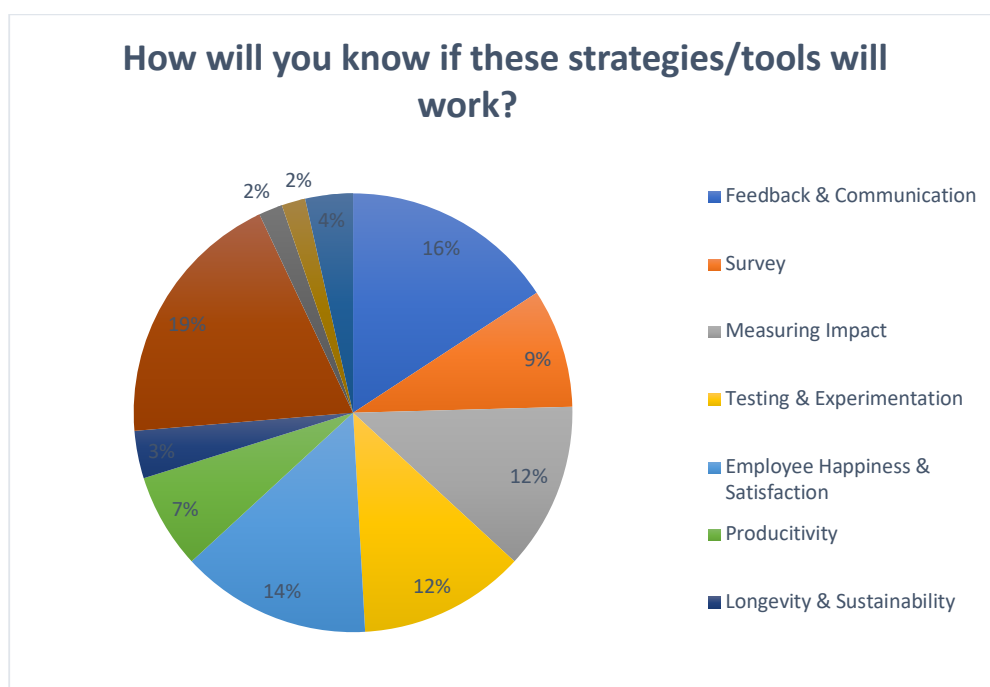


Figure 4.24 Percentage of the useful measurement for strategies/tools

The responses to the question regarding successful actions in promotion happiness in the organization highlighted the organization has taken different approaches to promote happiness. The most frequently mentioned is workplace well-being and mental health, focus on mental health support, including chiropractic consultations and massages, also in physical health, including pilates classes and gymnastics sessions. Another highly popular initiative

involves team-building activities and corporate events, for example, corporate gatherings, day of company, interaction between teams, etc. Flexibility in workplace is also a key initiative, most employees give the example of flexible working hours, teleworking. Additionally, recognition and support for employees is another driver of happiness, with examples like increase salary, provide positive feedback, showing appreciation for good work, acknowledge employee contributions, etc. According to a study by Goetzel et al. (2014), workplace health promotion initiatives can enhance employee satisfaction, engagement, and productivity in addition to having a positive impact on a variety of health behaviors, biometric metrics, and financial outcomes that are significant to employers.



Figure 4.25 Percentage of example of success in promoting happiness in organization

In the question about giving an example of fail to promote happiness in the organization, a significant portion of employees (31%) expressed that they could not identify any failures in their organization's efforts to promote happiness. This indicates that a significant number of employees feel that their workplace has taken effective steps to ensure their well-being and job satisfaction. This positive feedback reflects the overall success of the organization in

creating a supportive and happy work environment. Moreover, 25% of respondents said they did not know or could not provide specific examples. Although many respondents had positive feedback, A substantial number of respondents identified specific areas where organizations failed to improve well-being. These failures provide valuable insight into where organizations can improve their employee satisfaction strategies. 9% of respondents pointed out a lack of communication, statements like “Falta de comunicação clara”, “Por vezes o tipo de comunicação/abordagem/linguagem utilizada” , “Comunicação de alguns procedimentos sem envolvimento dos colaboradores”. 8% of employees also mentioned that inadequate resources hampered their ability to carry out their tasks effectively, statement like “Por vezes, alguma falta de recursos para poder fazer um trabalho com mais resultados.”. 9% respondents noted that their opinions were not heard or valued by management. Comments like “ Quando a opinião dos colaboradores não se sentem ouvidos”, “Necessário o alinhamento e coesão das lideranças”, Reflecting the need to incorporate and consider staff views more in the decision-making process. Other identified issues include lack of participation or coercion, lack of coordination, inadequate recognition / support, inflexibility and work life balance, lack of growth opportunity, the bad attitude and also complain of client.



Figure 4.26 Percentage of example of failure in promoting happiness in organization

VI. Happiness Variables and Change Factors

In this section, employees shared their happiness at work, strategies to promote happiness, and considerations for job changes. When asked about their happiness in the workplace, employees provided a happiness rating on a scale of 1 to 10. The average score is 7.68, which indicates that employees generally have a positive outlook. 69 out of 82 employees rated their happiness between 7 and 10. This shows that the majority feel content in the workplace. However, out of the 82 employees, 11 employees scored between 3 and 6 on the happiness scale and only one employee scored 3, indicating that while overall employee happiness is positive, a few employees' happiness could be improved. The next question, "Are you happy with your job?", revealed an even higher average score of 8.05, Reflects greater employee satisfaction with the specific tasks and responsibilities handled. 60 out of 82 employees rated their job satisfaction between 8 and 10, it means that the majority people feel satisfaction in their job. However, 22 employees rated their job satisfaction between 4 and 7, showing that while most are satisfied, a notable portion still experiences moderate levels of dissatisfaction.



Figure 4.27 Happiness score in the workplace (left)



Figure 4.28 Happiness score with the job (right)

In the question about the action of employees will take to promote happiness, majority of employees (27%) importance of maintaining a positive mindset and attitude to make themselves happy and then influence others. Responses like “Agir de forma positiva”, “Ter uma atitude positiva e transmitir essa atitude aos meus colegas” ,” Levar a boa disposição

diariamente” and this positive attitude include also the dedication of employees, Comments such as “Continuar com o empenho e dedicação” , “continuar a fazer o meu trabalho corretamente de acordo com o solicitado pela empresa e "desligar””. Another significant portion (14%) mentioned helping colleagues and being available to support others, statements like “Ajudar sempre que puder”, “Estar disponível para ajudar”, “Motivar e apoiar os colegas” , indicate that the role of collaboration and teamwork in promoting happiness. 14% of employees expressed the importance of being respectful and empathetic. Comments such as “Simpatia, empatia e profissionalismo”, “Ser amigável e acolhedor, escutar ativamente, dar feedback construtivo, partilhar conhecimento”. 10 % of employees highlighted the importance of recognition and rewards. They want organization and colleagues to admit and compliment their work, give attention to their importance, statements like “Equilibrar a importância de cada um” , “Premiar por desempenho, promoção da saúde” . A small percentage (13%) mentioned that they had no idea. Research of Seligman (2002) also talked about the effect of positive mindset on workplace dynamics. Fredrickson B.L. (2004) highlighted the broaden and build theory, which contends that a more harmonious workplace may be achieved by fostering pleasant feelings among workers.

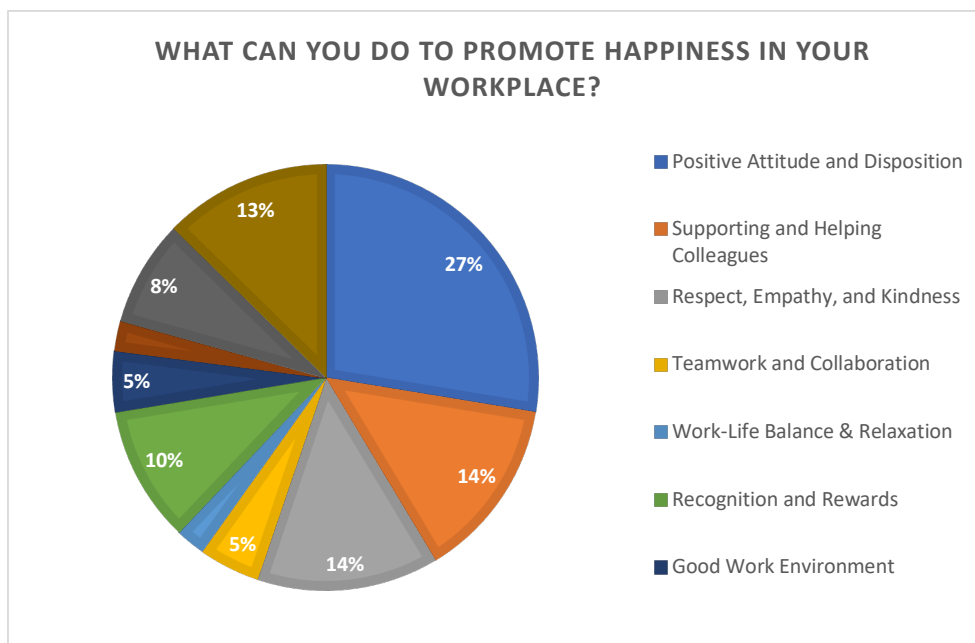


Figure 4.29 Percentage of the method to promote happiness in workplace

In the question about how organization can improve happiness levels, The most common suggestion was increased compensation (21%), calling for increase salary, statements like “Aumento salarial”, “Tratar-me bem e garantir equidade na remuneração e condições oferecidas” A portion 14% of employees felt satisfied about what the orgniazaiton did, they mostly answer “nada apontar porque tem feito tudo para as pessoas se sentirem muito bem no local onde trabalham” , “De momento realizado!”, “tudo bem de momento “ indicating the level of satisfaction with current efforts. 13% of employees expressed the desire for more flexible work arrangements, such as working four days a week and remote work to better balance personal and professional responsibilities, statements like “Implementar a semana de 4 dias”, “ Teletrabalho, permitir estar perto dos meus filhos”. 11% of employees talked about they want the organization admire their work and get greater recognition of their work. Comments such as “Flexibilidade e reconhecimento”, “Valorizando o trabalho”, “Apreciação e reconhecimento”. Other actions include work life balance, communication, working condition, care more about employees, Career development, management decision. Adams (2008) discussed the equity theory, emphasizing how important fair compensation is to job happiness. Organizational loyalty and employee morale are directly impacted by views of pay parity. Employees are more likely to remain engaged and motivated when they believe they are being adequately compensated.

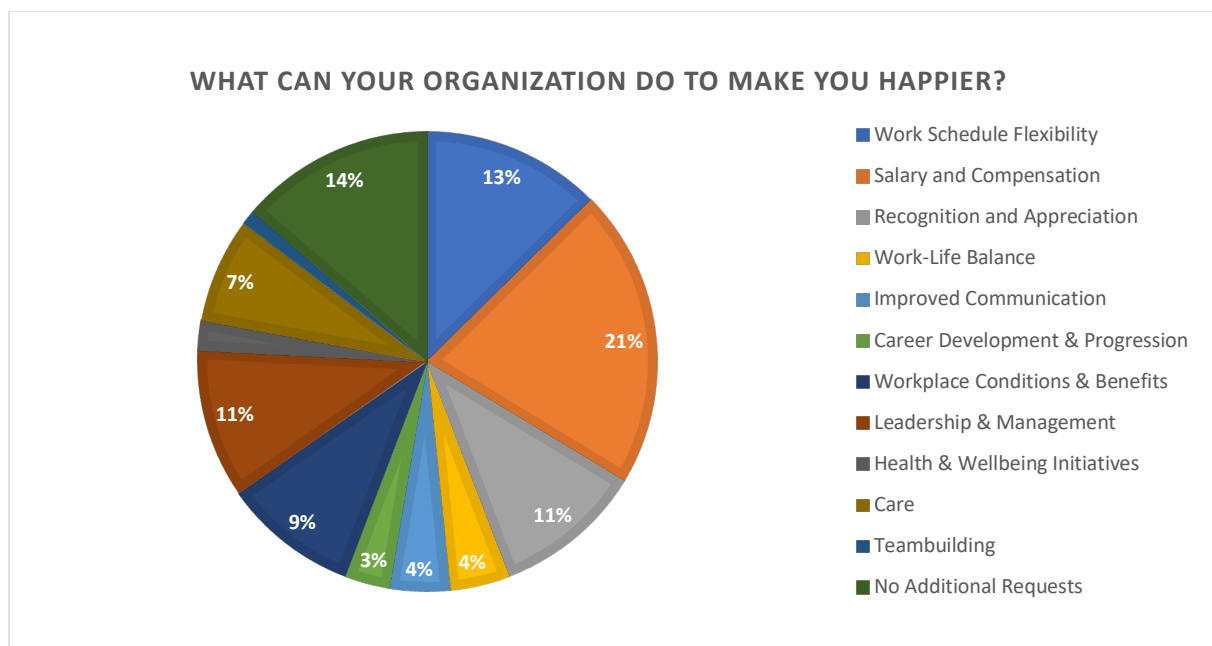


Figure 4.30 Percentage of the action that organization to do to make employee happy

When asked if they had ever considered changing their job or workplace, 55% of employees said they had not considered leaving. 41% said they had, the reason of considering changing the place of work are mainly related to career progression and opportunity. Some employees are driven by the desire for growth, with comments like "no sentido de progressão de carreira", "porque não me sinto valorizada / por falta de oportunidade" pointing to a need for more development opportunities. Financial Motivations, want to have higher salary or gain better, statements like "Sim, por razões salárias que foram posteriormente colmatadas", "Sim! Ganhar mais! Não mudei porque me identifico totalmente com os valores da empresa", Workplace Environment, some employees pointed to issues like lack of respect "Sim, por falta de respeito", Health and Well-Being, concerning about the mental and physical health, statements like "Sim, várias vezes por perceber que a minha saúde mental está afectada", "Sim, devido a problemas de saúde.". A portion of employees expressed a desire to seek better, comments such as "Sim. Porque acho que devemos sempre procurar algo melhor. Talvez ainda não tenha sentido que encontrei a oportunidade certa". According to the McClelland's three needs theory, one of the key elements is achievement. Individual will be motivated to do better in order to get achievement. Individuals with a high need for achievement are more likely to seek positions that provide advancement and recognition for their accomplishments. This align with result of career development opportunities are a key factor influencing organizational loyalty.

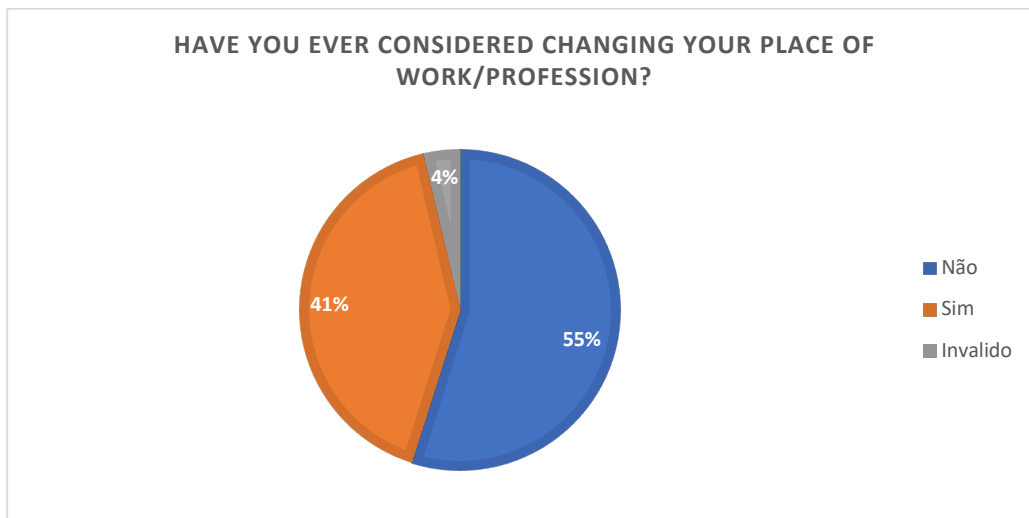


Figure 4.31 Percentage of considering about changing the place of work /profession

VI. Prospective Outlook

The responses to question about the measure will implement if you were the Minister of Happiness reveal some method for fostering happiness in the workplace. The most frequently mentioned theme revolves around creating a better balance between work and personal life. For example, “Horário flexível”. “mais tempo para a família”, “Mais dias de férias”, focus on Flexible work hours and more vacation days. Another significant theme focuses on mental and physical health with suggestions for measures such as “Obrigatoriedade no estado saudável”, “mais sessões com o massagista da empresa”, “Programa de saúde mental e física”, promoting more mental health and physical well-being programs, offering health insurance. Respondents frequently mentioned the need for fair and adequate compensation. For example, “Aumentar o Ordenado mínimo”, “remuneração”, mainly focus on increase salary and more compensation. A significant portion of the responses also highlight the importance of employee recognition, suggestion such as “Medir o nível de felicidade organizacional”, “Ouvir os colaboradores”, Regular recognition of individual contributions and organizational happiness measurements.

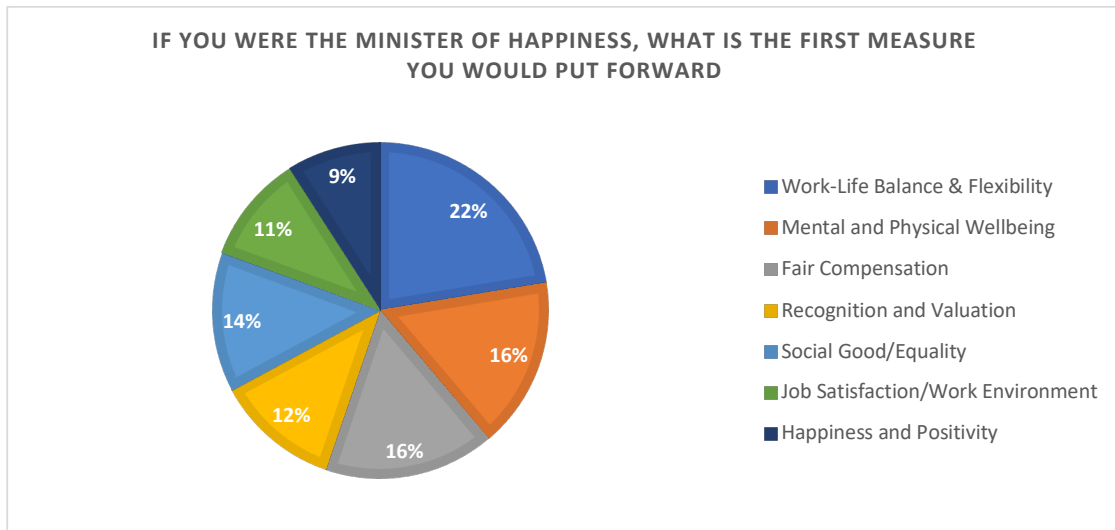


Figure 4.32 Percentage of first measure to put forward if you were the minister of happiness

The question about the law/practice to be abolished provide the idea of employees about the law that will affect their happiness and well-being. The most frequent theme revolves around the desire to eliminate fixed work hours and excessive working time. For example, “Horário fixo”, “Horas extras excessivas”. They most want to reduce the working hours or be more flexible. A significant number of respondents criticized bureaucracy and forms of discrimination within organizations, mentioning “Autoridade rígida e discriminatória”, “Autoridade rígida e discriminatória”. Concerns about workplace conditions also emerged, “exigência de longas jornadas de trabalho sem a devida compensação ou flexibilidade”, “alteração constante das condições de trabalho”. Some employees mentioned a desire to eliminate unproductive practices, such as “Reuniões às 2as de manhã cedo”, “Falta de apoio ao bem-estar no local de trabalho”.

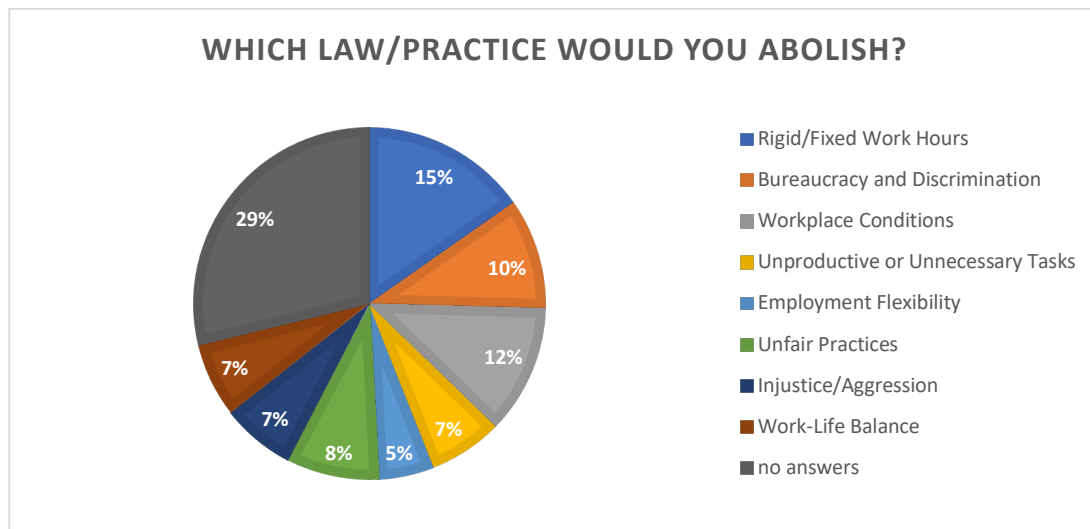


Figure 4.33 Percentage of law/practice that employee would abolish

Interview with Professor Jorge:

In the beginning, ask the question about how the interviewee define himself because he is a professor also publish a lot about happiness and well being and then The interviewee defines themselves as a researcher, professor, and disseminator of scientific knowledge. While not a philosopher in the traditional sense, they are evolving towards the development of their own philosophical ideas. This combination of roles is critical to understanding their impact on organizational well-being. As researchers and communicators, the interviewees are well placed to bridge the gap between theoretical knowledge and practical application, a key factor in making philosophical concepts accessible and relevant to the corporate environment. From a research perspective, this highlights the importance of a multidisciplinary approach. The combination of rigorous academic research and practical dissemination makes tools such as (h)Apy-Phi both theory-based and accessible to a wide audience, including non-academics. After, the interviewee provide the history of increasing people concening about happiness and philosophy, especially in organization context. They mentioned that between 1998 and 2015, there was limited focus on happiness in the corporate world. However, by 2015, there was a noticeable shift, as more companies and organizations began to explore the role of happiness in the workplace. This shift is in line with contemporary management trends, where organizations are increasingly focusing on purpose,

meaning and employee engagement. As employees seek more than financial rewards, companies are turning to philosophical tools to help identify problems from different perspectives to help align individual values with organizational goals.

The interviewee has published some papers about philosophy methods in individual clients and in organizational context. In this interview, he distinguishes the difference of these two projects. The project@ approach is designed for individual clients seeking personal and professional improvement, while (h) Appy-Phi meets the needs of corporate clients by providing organizations with tools to assess and improve workplace well-being.

Project methodology: Developed in the early 2000s, this methodology, initially tailored to individuals, involves multiple levels of personal development and is divided into structured segments based on time frames or specific objectives.

(h) Appy-Phi: Developed to meet the needs of corporate clients, this tool uses a customized questionnaire to diagnose philosophical problems within an organization. The data collected is then used to develop tailored action plans to address these issues and improve well-being.

In this research, we are trying to see if (h) Appy-Phi method works well and as a tool to help in organizational development. (h) Appy-Phi provides organizations with a comprehensive approach that enables them to identify implicit philosophical issues that may affect organizational culture and performance. For example, if an organization values individual achievement over collaboration, employees who prefer teamwork may feel at odds with the company's philosophy, leading to disengagement. There is a need for tools like (h) Appy-Phi that focus on collective well-being. Respondents felt that the (h) Appy-Phi tool plays a key role in identifying and resolving philosophical issues within an organization. The tool asks key questions about personal and organizational philosophies, aiming to determine whether there is an alignment or disconnect between the two. The results of the analysis are then used to develop customized plans to address specific issues such as stress or values misalignment through workshops or other interventions. This data-driven analysis process, coupled with a tailored action plan, is an example of how philosophy can be used to diagnose and solve organizational problems. This approach is particularly effective because it addresses issues that are often overlooked in more traditional approaches to employee well-being.

We have talked about the philosophical problem the company will face, including some ethical, ontological, and epistemological issues. Interviewee think that Many organizations are not aware of these issues and allow them to develop, with consequences for both the individual and the organization as a whole. Without addressing these fundamental philosophical issues, organizations run the risk of creating environments where individuals feel disconnected from their work. (h) The Appy-Phi tool provides a way of revealing these differences and working towards solutions. The growing importance of philosophy in the corporate environment reflects a broader cultural trend in which organizations are expected to deliver not just work, but meaningful work. And respondents emphasized the importance of certain philosophical competencies, such as critical thinking, creativity, and mental organization, in promoting employee well-being and happiness. These competencies equip individuals with the skills needed to navigate complex organizational environments, make better decisions and enhance their overall sense of autonomy. These capabilities highlight the value of philosophy in developing a more engaged, autonomous, and productive workforce. By integrating philosophy training into the workplace, organizations can create an environment that not only promotes well-being, but also improves employee performance. As we mentioned in the literature review, there is a raise of new role like Happiness Managers and Chief Philosophy Officers. Interviewee also recognized this rise. These posts reflect the growing recognition of the importance of happiness and philosophy in the workplace. As companies recognize the value of these disciplines, the creation of dedicated positions to manage well-being and philosophy reflects a strategic commitment to improving employee engagement and organizational culture.

Interview with Professor Tiago (can combine with Jorge)

Professor Tiago is one of contributor in (h)Appy-Phi initiative, (h)Appy-Phi project is based on a combination of research and counseling practice experience, and is a product of philosophical thought combined with humanistic psychology. Respondents identified the shortcomings of traditional approaches to personal growth, noting that the combination of philosophical frameworks and psychological practices provided a more holistic solution. They emphasized that self-knowledge and self-awareness are key components of a happy and fulfilling life. Through counseling, they recognized that philosophical reflection helps

individuals find meaning, purpose and clarity in their personal and professional lives. The main purpose of (h) Appy-Phi is to promote self-development and self-awareness. The tool encourages individuals to look at their current situation, understand the challenges they face and explore potential solutions to achieve a more harmonious and happy life. In the business environment, (h)Appy-Phi seeks to align individual values and goals with broader organizational goals, thereby promoting a healthier work environment. (h) The impact of Appy-Phi is measured through participants' self-reports and pre- and post questionnaires. These tools provide feedback on how the initiative has impacted an individual's sense of self and overall well-being. While this approach may not be as precise as quantitative indicators, it allows for a more personalized assessment of the effectiveness of the tools. The philosophical foundation of (h)Appy-Phi is deeply rooted in Carl Rogers' humanistic and person-centered approach. Key concepts such as empathy, acceptance, and unconditional positive regard form the core of this initiative. These principles encourage individuals to express themselves freely and engage in self-exploration without fear of judgment.

Interviewee felt that businesses now recognize the importance of purpose, well-being and existential meaning. This shift reflects a broader societal understanding that life is not just about working and surviving, but about finding meaning in everyday experiences. (h) The Appy-Phi tool can help organizations tap into these deeper philosophical questions and create environments where employees feel more connected to their work and to each other. Interviewee also indicated that there were no significant challenges to incorporating philosophical principles into (h)Appy-Phi. The real challenge lies in working with those who lack a philosophical attitude - those who are not willing to engage in self-reflection or question their existing views. Looking ahead, respondents see a bright future for integrating philosophy into business. They believe that the (h)Appy-Phi model has the potential to be extended to other organizations, especially if businesses can avoid the resistance described in the previous question. By promoting philosophical attitudes and implementing tools such as (h)Appy-Phi, organizations can develop a more purposeful and happier workforce.

Interview with Director of Centralmed Rute

In the beginning of the interview I asked about the background of the company. The Director know Professor Jorge in a pros graduate program, The introduction to Jorge's

philosophical consultations and the potential for individual transformation as a tool for organizational improvement raised the company's interest. Professor Jorge have talked with company's directors about this project and the survey, they agreed to join us and are looking forward to the results of these questionnaires, which they believe will add value to the company.

Interviewee convinced that business philosophy contributes to the development of personal and professional competencies. Recognizing that life and work are interrelated, they believe that philosophy provides tools for personal reflection that can also be applied in the professional sphere. The value of philosophy in business is reflected in its ability to promote critical thinking, ethical reasoning and strategic problem solving. The interviewee highlights ethics and values as central to business. These elements were critical for respondents to emphasize that ethics and values are essential for businesses to define their company's purpose and to engage employees, customers, and stakeholders.

Centralmed have implemented several internal initiatives aimed at promoting employee well-being. These include role-swapping programs aimed at building empathy, internal gatherings, carpooling programs, and financial support for employees with serious illnesses. However, interviewees acknowledged that these initiatives are not effectively measured, making it difficult to assess their true impact on employees. This is why they felt they needed a philosophical application tool to help them find programs. Supervisors have been emphasizing that while the company is clearly committed to employee well-being, it needs more data-driven insights to ensure its efforts are truly valuable and relevant to its workforce. However, she also said that the main challenge in implementing these initiatives was not in execution, but in communication and measurement. Interviewees noted that while they have many programs in place, internal communication around them is often inadequate and there is no systematic way to assess their effectiveness. The lack of a clear measurement system makes it difficult for Centralmed to determine whether its actions are aligned with the needs of its employees and whether it is making the right investments.

5. Case study

Since its establishment in 1997, CENTRALMED has emerged as a benchmark in the fields of Occupational Health and Safety, Food Safety, and Vocational Training. The company is dedicated to preventing occupational and food-related risks while promoting the health and well-being of both workers and consumers. In addition to its core services, CENTRALMED places a strong emphasis on the well-being of its own employees. The company prioritizes the development of its staff, fostering a positive corporate culture, and adhering to principles of sustainable development. This holistic approach ensures that CENTRALMED not only meets regulatory requirements but also promotes a healthy, supportive, and sustainable work environment.

As in the interview with Director Rute, Centralmed focuses primarily on occupational health and safety, but also operates in other areas such as training and food safety. The company's mission is to promote an occupational safety culture that enhances the role and psychosocial well-being of workers and contributes to a safe, healthy and productive work environment. The company's mission reflects a holistic approach to employee well-being, recognizing the importance of physical and mental health in achieving organizational success. This is consistent with the philosophy of our program and makes for a good Case study. Centralmed's dedication to employee well-being and organizational culture has made it an ideal setting for the (h)Appy-Phi initiative. Their proactive approach to staff development and commitment to sustainability provided invaluable support in the completion of this case study. The Director want to use this opportunity to create a plan for the company to improve.

The results of this survey reflect Centralmed employees' perspectives on Philosophy, Happiness and Well-being and explore their evaluation of the measures taken by the company in these areas. Analyzing employee feedback reveals potential problems in the company's management of philosophy, happiness and well-being and suggests directions for further improvement. The survey indicates a strong alignment between individual and organizational philosophies. 75 out of 82 respondents confirmed that their personal philosophy aligns with that of Centralmed. This is a very positive observation, as Posner, B.Z et al. (1985) stated that the personal philosophy is the same as the company, and that the strength of the relationship between the values of an organization and its employees affects both the quality

and character of the managerial commitment, as well as the direction of the energies and efforts on behalf of the organization. In the relationship between the clarity of the company's philosophy and the behavior of its employees, those companies with the lowest actual turnover rates and the strongest normative commitment of the work group to high productivity are characterized by having the most clearly articulated and consistently reinforced organizational value system. Most employees think that happiness and well-being are part of both personal and organizational philosophies. As Dias J..H. (2024) Philosophical principles such as happiness and employee well-being have impact on create a effective management practices.

The organization's ethical framework was also clarified by the poll. There may be a weakness in the company's efforts to integrate ethics into the company's culture because some people believe that the company has a code of ethics while others believe that they are unaware of it. This suggests that the company is not transparent in this area, that there is a significant communication gap, and that Director Rute stated in the interview that the company does not currently have a code of ethics but is working to develop one quickly. Additionally, a large portion of respondents were uncertain about the specific monitoring processes in place, which highlights a lack of transparency or awareness of how performance and ethical behavior are tracked. This uncertainty is further reinforced by responses to the question about the existence of an Ethics Committee. The absence of clear knowledge about the Ethics Committee, combined with ambiguity surrounding the Code of Ethics, suggests a communication and ethical leadership gap. Kyriazoglou, J. (2020) talked By communicating ethics, values, and conduct guidelines, organizational philosophy controls promote an empowered and aligned culture. They also play a critical role in fraud prevention by implementing internal controls and creating a culture of honesty and integrity. As the research of Giorgini, V et al. (2015) shows Many are unaware of the existence of such guidelines or unsure how and when to apply them. This lack of knowledge increases the risk of failing to follow professional norms and codes of conduct. However, self-awareness of this ignorance may reduce the risk, as it could motivate individuals to seek out relevant guidelines in ethical situations. People use guidelines when they are clear and specific, provide a clear course of action, and the consequences of not following the guidelines are

severe. Increased communication and visibility of ethical governance structures can improve employee awareness, compliance and ethical decision-making throughout the organization.

The findings highlight a positive overall workplace sentiment at Centralmed, but they also indicate the need for focused strategies to improve happiness for those who feel less satisfied. According to the part about employee happiness, well-being, and organizational dynamics, point out several key areas that influence both personal and professional happiness, also highlights how personal happiness connects with organizational well-being. By the definition of Happiness and Well-Being in individual and in workplace, the most frequently mentioned theme was family and relationships, Emotions and satisfaction, balance and well-being, health, Professional fulfillment, financial security, stability, recognition, respect, a positive work environment, and interpersonal relationships. Those factors can be the things that the company to consider when they think about some action to promote a positive organizational culture, a happiness environment and organizational well being. While Centralmed has implemented numerous programs to support employee happiness (e.g., massages, Pilates, team-building events), issues like lack of communication, leadership gaps, workload pressure and salary structures were mentioned as detractors from employee happiness. Furthermore, a disconnect between personal definitions of happiness and organizational practices has led to dissatisfaction among 20% of employees. These factors create a barrier to achieving greater employee happiness and well-being, which are critical for long-term organizational success. Cohen et al. (2023) state that in order to improve employee well-being, workplace interventions can concentrate on changing routine organizational procedures and behaviors. Companies can also use a variety of strategies to lessen burnout and enhance worker well-being. These include methods of relaxation like massage chairs, yoga, acupuncture, and meditation. Through training and goal-setting, the organization can enhance teamwork and improve the quality of care while lowering workplace stress by implementing general job creating tactics centered around weekly goals. It can also be helpful to encourage a happy outlook among staff members through exercises like professional coaching, choir singing, and gratitude journals. Addition the several strategies that Centralmed employees believe are essential for promoting happiness, these strategies focus on communication, well-being initiatives, recognition, respect, empathy, and professional growth. Centralmed could improve transparency and more effective

communication from leadership will help bridge the gap between advocacy and practice. Ensuring that leaders are approachable and open to feedback will help to create a more inclusive work environment. It is equally important to ensure that all employees feel respected and valued. Providing more flexibility and addressing workload pressures will help employees maintain a better balance between their personal and professional lives, increased compensation, ultimately enhancing both employee happiness and organizational well-being. The levels on which workplace interventions and activities should be concentrated to support employee performance and well-being are suggested by Nielsen, K. (2017). By enhancing resources at any of the four levels, organizations can effectively raise employee performance and well-being. This includes building social capital by implementing teamwork structures (group level resources), whilst autonomy can be supported by training employees in problem solving skills (individual level resources) and training leaders in transformational leadership skills (leader level resources), and it is also suggested that employees with high self-efficacy can engage more positively with their peers and line managers. Therefore, training employees in self-efficacy can create more resources, improve team climate, and enable leaders to exercise transformational leadership behaviors.

However, the survey also explored employees' thoughts on leaving the company. 41% indicated that they had considered leaving, with their reasons shedding light on potential areas of concern for Centralmed. The most common reason for contemplating a job change was career progression and opportunities for growth. Centralmed can continue to enhance employee happiness, reduce turnover risk, and create an even more supportive and fulfilling workplace culture. On the other way around, Centralmed should reduce the problem of rigid work schedules and excessive overtime, bureaucratic structures and discriminatory practices, Workplace Conditions and Unproductive Practices, employees criticized in those area. After trying to use thoses practices to promote happiness , Centralmed employees also identified methods to assess the effectiveness of the proposed happiness-enhancing strategies though Feedback and Communication, Measuring Results, surveys, the satisfaction of employee.

6. Conclusions

The case study of CENTRALMED provide valuable insight of (h)Appy-Phi project, highlight that (h)Appy-Phi as tool for company to find out philosophical problem and how philosophical counseling and well-being management can be applied within corporate settings to enhance employee and organizational outcomes, guide the company where they can improve to ultimately enhance the organizational happiness and well being .

Overall workplace satisfaction and performance are positively impacted by the survey's findings, which demonstrate a solid connection between employees' personal philosophies and Centralmed's corporate ideals. Nonetheless, there are certain aspects of the business's operations that may be enhanced, especially in the areas of ethics and communication. Employees' sense of satisfaction and well-being, both personally and professionally, was strongly correlated with their values of health, family, respect, and recognition. Employee satisfaction and organizational well-being have been found to be significantly influenced by a positive work environment, clear communication, respect, acknowledgment, and opportunity for professional development. Despite Centralmed's efforts to improve employee happiness and well-being through various initiatives, gaps in leadership, communication, workload management, and pay structure continue to impact employee happiness and well-being. This study reinforces the importance of integrating philosophical principles into business practices. It shows that for a workplace to be in line with employees' personal beliefs and improve their happiness, well-being, and productivity, ethical clarity, open communication, and the development of a supportive culture are crucial.

There are several limitations of this study that need to be noted. Firstly, this study only uses CENTRALMED as a case study, which limits the applicability of the findings to other organizations, especially those with different structures, cultures and industries. In addition, CENTRALMED is only a small-medium-sized company, which makes it difficult to generalize the findings to organizations of different sizes, it is challenging to extend the conclusions to companies of varying sizes, particularly large or small firms, where results may differ. Secondly the analysis did not account for a diverse range of factors, there are still many different variable that affect the organizational happiness and well-being, such as age, salary, or gender, which could influence the results. As Wesarat et al. (2014) shows that

people with greater incomes who have better employment status are happier than people with lower incomes who have worse employment status. For further research, More variables can be analyzed in more detail and may yield different results. Thirdly, the survey data relies on employees' self-reports which may be biased and more subjective, and may also be influenced by social expectations, societal moral norms, and so on. This may lead to overestimating or underestimating the true impact of philosophical principles on employee satisfaction. In addition, the study's reliance on qualitative feedback makes it difficult to quantify the exact impact of certain factors (e.g., ethical leadership or well-being practices) on organizational outcomes. This study did not delve into the effects of the implementation of (h) Appy-Phi's recommendations. For future research, this could be a long-term study in which, after proposing an action plan for Centralmed, the researcher could follow up on the results of the implementation of these actions. Future research could focus on measuring the long-term impact of philosophical interventions on specific organizational indicators.

7. Bibliography

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