

UNIVERSIDADE FEDERAL DO RIO DE JANEIRO

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**HAPPINESS AT WORK:
An exploratory study of antecedents based on
middle managers' work-life narratives**

Rio de Janeiro

2020

Gisela Sender

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A thesis presented to the COPPEAD Graduate School of Business, Federal University of Rio de Janeiro, as part of the mandatory requirements for the degree of Doctor of Sciences in Business Administration (D.Sc.)

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2020

SS474h Sender, Gisela
Happiness at Work: An exploratory study of antecedents based on middle managers' work-life narratives / Gisela Sender. -- Rio de Janeiro, 2020. 208 f.

Orientadora: Denise Fleck.
Tese (doutorado) - Universidade Federal do Rio de Janeiro, Instituto COPPEAD de Administração, Programa de Pós-Graduação em Administração, 2020.

1. happiness at work. 2. job satisfaction. 3. middle management. 4. narrative analysis. 5. antecedents. I. Fleck, Denise, orient. II. Título.

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2020

ACKNOWLEDGMENTS

To Denise, for joining me and guiding me through the journey of knowledge for the second time, helping me to come closer to achieving happiness at work.

To Sungu and Marc, for giving me the opportunity to expand my horizons and for supporting me beyond one could ever expect.

To the amazing individuals that agreed to share their stories, for making me sure that this topic can really help people and organizations.

To my parents Boris and Tova, for always being by my side, no matter what.

To Dani and Debi, for everything and more.

ABSTRACT

SENDER, Gisela. **Happiness at Work**: An exploratory study of antecedents based on middle managers' work life narratives, Rio de Janeiro, 2020. Tese (Doutorado em Administração) - Instituto COPPEAD de Administração, Universidade Federal do Rio de Janeiro, Rio de Janeiro, 2020.

The topic of happiness has been capturing the attention of humankind for a very long time. The centrality of work in peoples' lives and the believed effects on organizational outcomes make the topic of Happiness at Work the Holy Grail of management research. However, after almost a hundred years of studying the topic, researchers have not reached a definitive and convergent conclusion regarding Happiness at Work. The present study aims to achieve an understanding of the phenomenon by identifying what makes individuals happy at work, focusing on antecedents.

The research was conducted following an exploratory and comprehensive approach, using a large set of theoretical knowledge about Happiness at Work from different fields as a conceptual basis. A thorough review of these theories related to antecedents, consequences, and measures of Happiness at Work, along with happiness theories mainly from Daniel Kahneman and Martin Seligman, were crucial to analyze and achieve the conclusions presented. Data from 167 Work Experiences (the primary unit of analysis) of 16 individuals in 53 organizations were collected through middle managers' work-life narratives. The choice to study middle managers was due to their vulnerable position that stemmed from being under pressure from both the upper and lower levels of the organizations they were a part of.

The data collected was then scrutinized using coding processes, allowing analyses in aggregate, within-person, and between-person levels. An indicator to measure Happiness at Work through narratives was developed and used in these analyses. The results led to five findings: (i) Individual Factors have a considerable impact on Happiness at Work; (ii) The Direct Supervisor is the most mentioned antecedent, playing a key role; (iii) Relationship with Colleagues and Organization Climate are the antecedents that most differentiate positive and negative work experiences; (iv) Due to the relevance of individual factors in Happiness at Work, organizations should focus on Person-Organization Fit; and (v) The combined effect of antecedents is even more important than each isolated antecedent's effect. The relevance of individual characteristics on how happy people are at work (Finding i) is a central one, meaning that individuals have the primary responsibility and acting power over their own Happiness at

Work. Organizations that want to contribute to their workforce's happiness should know their teams to make decisions on employee-related matters, avoiding "one size fits all" solutions.

Keywords: happiness, happiness at work, job satisfaction, middle management, antecedents

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1 INTRODUCTION

“Oh Happiness! our being's end and aim!
 Good, pleasure, ease, content! whate'er thy name:
 That something still which prompts th'eternal sigh,
 For which we bear to live, or dare to die.” (Alexander Pope, 1732)

The search for happiness is a topic that has been capturing the attention of humankind for a very long time, since the time of Ancient Greece, discussed by philosophers such as Aristotle. However, the commitment to happiness in the Western culture was only consolidated during the Enlightenment Age in the 18th century, when “the pursuit of happiness has gained momentum and spread to every aspect of behavior, from religion and politics to work and parenting” (Stearns, 2012, p. 107). Since then, the pursuit of happiness, which was also described as an unalienable right by Thomas Jefferson in the USA Declaration of Independence (1776), has been driving individuals and societies.

More recently, in the late 1990s and early 2000s, the study of happiness has flourished alongside the emergence of Positive Psychology, a field of psychological research that focuses on the positive experiences, positive individual traits, and positive institutions to enhance happiness (Seligman, 2002). Prestigious North American universities like Harvard, Yale, and Florida International University Business School offer courses¹ related to Happiness or Happiness at Work that became the most popular one in each institution, with hundreds of students per class. In Brazil, there is a similar course related to happiness offered by Universidade de Brasília. The topic of happiness was also studied and discussed by very prominent scholars of the 21st century, such as Daniel Kahneman (Kahneman, 2011) and Yuval Noah Harari (Harari, 2015).

Although happiness has been studied by a vast number of fields and disciplines (e.g., Philosophy, Psychology, Sociology, Biology, Economics), the centrality of work in individuals' lives (Dejours & Deranty, 2010) puts Happiness at Work in the spotlight of the Business Administration field. The Hawthorne studies in the early 20th century identified the employee's psychological state as an essential factor of productivity, leading to better organizational outcomes (Brannigan & Zwerman, 2001). This finding changed the current management

¹ Harvard - Positive Psychology (Dr. Tal Ben-Shahar); Yale – The Science of Well-Being (Dr. Laurie Santos); FIU – Happiness at Work (Dr. Sungu Armagan)

philosophy at the time, based on Adam Smith's and Frederick Taylor's thoughts, and demanded new lines of research and management methods for organizations. Since then, many constructs, measures, theories, and causal tests have been developed. In the last decades, the emergence of the field of Positive Psychology resulted in placing even more attention on the topic in the workplace context as well, being considered the Holy Grail of management research (Wright & Cropanzano, 2004).

Nevertheless, after almost one hundred years of research, researchers are yet to reach a definitive and convergent conclusion on what makes people happy at work and which consequences it may bring for organizations. According to Danna e Griffin, 1999, "there exists a vast but surprisingly disjointed and unfocused body of literature across diverse fields that relates directly or indirectly to (...) well-being in the workplace" (Danna & Griffin, 1999, p. 357). Moreover, it is difficult to generalize the results found, as the studies are conducted with specific organizations and groups of workers, and they are rarely replicated (Sant'anna, Paschoal, & Gosendo, 2012).

Thus, the research on Happiness at Work is embedded in controversies and several ill-answered questions. Saks e Gruman (2014) cite two of these questions. The first concerns the lack of consensus on its definition, with overlapping constructs such as Job Satisfaction, Employee Engagement, Organization Commitment, Job Involvement, and Subjective Well-Being. The second is related to its measurement. The fact that there is not a measure widely accepted by academics and managers makes it difficult for scientific studies to test causal relationships, both in terms of their antecedents and their effects on organizations' results (Fisher, 2003). This fact leads to a well-known controversy on the topic called *happy-productive worker thesis*, with studies pointing to contradictory results on whether happiness at work really impacts organizational outcomes (Ledford Jr, 1999; Wright & Staw, 1999b, 1999a).

More recently, the lack of definitive and convergent conclusions on Happiness at Work led to a new line of discussion according to which people should not try so hard to be happy because it has the opposite effect (Fanjul, 2019; Livni, 2018; Peppercorn, 2019; Spicer, 2018; Spicer & Cederström, 2015).

The management field, therefore, has not fully achieved so far, the objective of helping organizations and individuals in the search for happiness. Thus, the present study was developed to take a step back and achieve a broad understanding of the phenomenon, covering as many factors as possible. It aims to contribute towards a comprehensive view of the topic; however, in light of the wide range of aspects involved in the Happiness at Work topic, this study has focused on Happiness at Work antecedents. To that end, it seeks to answer the

following research question: What makes individuals more or less happy at work in organizations?

Given the proposed comprehensiveness and the complexity of the phenomenon, a qualitative and exploratory approach was adopted, since it allows the inclusion of nuances, elements, and relations not previously mapped.

Since this study has the aim of being as comprehensive as possible, although it is focused on antecedents, it was equally important to understand other aspects of the Happiness at Work phenomenon. Thus, besides identifying the antecedents to happiness at work, the literature review included basic concepts related to happiness in general and at work as well as their measurement and consequences, as shown in Figure 1.

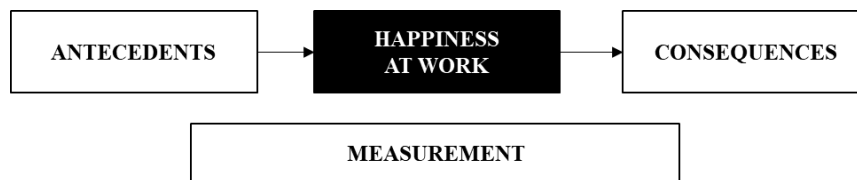


Figure 1 – Literature review structure

The empirical research was conducted from the individual's point of view instead of the organizations' perspective, and the research method chosen was the narrative analysis. Moreover, it focuses on middle management, due to the emotionally vulnerable position these professionals hold within organizations (Anicich & Hirsh, 2017; Kellaway, 2014; Lam, 2015; Pati, 2018; Souto, 2016; Wilkie, 2018; Zenger & Folkman, 2014). The selected middle managers told their work-life history in the course of an in-depth and semi-structured interview (Mann, 1979; Selltiz, Jahoda, Deutsch, & Cook, 1974; Vieira & Tibola, 2005). The narratives were subdivided into Work Experiences, which constitute stable contexts, in terms of the company, the job, the team, and/or personal circumstances.

Each Work Experience was assessed as positive or negative based on the description provided by the interviewer. Additionally, a quantitative measure of Happiness at Work was developed to allow comparisons among different Work Experiences. Then, factors and situations described by the individuals (the antecedents) were analyzed *vis-a-vis* their impact on these Work Experiences throughout their professional lives. This longitudinal approach allowed for within- and between-person analyses based on data derived from a detailed coding process of the narratives.

In Chapter 2, the vast knowledge identified in the Literature Review was organized into subsections that follow Figure 1: Happiness at Work, Antecedents, Consequences, and

Measurement. Chapter 3 presents the Research Methodology, including the research question and method, the conceptual model, and matters regarding the data selection, collection and processing. It also presents a proposition of a measurement method, developed specifically for the present study, through an indicator of Happiness at Work. Finally, it explains the analyses that were performed to answer the research question. In Chapter 4, the results obtained from the three different levels of analyses proposed (i.e., aggregate, within-person, and between-person) are presented and discussed. Chapter 5 presents the study's conclusions, including contributions, implications, limitations, and future studies.

2 LITERATURE REVIEW

To explore the vast literature and to make this study as comprehensive as possible, the literature review has not focused on specific journals, keywords, authors, or types of research. Thus, starting from the term *happiness at work*, papers were identified, in the order of relevance in database search engines such as EBSCO, Web of Science, Scopus, and Google Scholar. These papers found tended to be theoretical studies or literature reviews. They were used as a starting point of a *snowball* approach, seeking texts that were more frequently cited, trying to ensure the coverage of each topic's principal works (e.g., Job Satisfaction (Locke, 1969) and Employee Engagement (Kahn, 1990)). In situations where a more fundamental knowledge of the subject was necessary, theory books were sought to serve as a basis for a better understanding of the concepts (e.g., Pinho e Vasconcellos (1993) and Davidoff (1983)).

This strategy brought about the possibility of exploring the literature, including the theories of several disciplines not previously mapped, and that would probably not be considered if a more systematic literature review was performed only in Business Administration and Management. The papers were expected to be found in journals on Business Administration, Human Resources, and Organizational Behavior. Still, they were also found in Marketing, Operations, Sociology, and Medicine journals, not to mention in a specific journal on the subject - Journal of Happiness Studies, rated A1 at Capes.

As mentioned before, this literature review was organized into blocks, as shown in Figure 1. Happiness at Work (section 2.1) reviews the basic concepts of happiness in general, mostly from Psychology and the happiness-related constructs developed specifically for the workplace. The subsection on Antecedents (section 2.2) is the most detailed one since it is the focus of this study. The Consequences, mainly for organizations, ultimately denotes the importance of the topic for the Business Administration field and are presented in section 2.3. Finally, Measurement in section 2.4 shows how the constructs have been operationalized in past studies.

2.1. HAPPINESS AT WORK

“During the last ten years we have learned many new facts about happiness. But we have also learned that the word happiness does not have a simple meaning and should not be used as if it does. Sometimes scientific progress leaves us more puzzled than we were before” (Kahneman, 2011, p. 407)

“What is happiness, anyway? More words have been penned about defining happiness than about almost any other philosophical question” (Seligman, 2002, p. 15)

Defining happiness is not an easy task to accomplish. With the emergence of *Positive Psychology* in the late 1990s and early 2000s, happiness has been following a positive psychological state notion, being defined as an “optimal psychological experience and functioning” (Deci & Ryan, 2008, p. 1), and most authors affiliated with this approach distinguish two state levels. The first mention of these two levels of happiness remounts to Aristotle's times, who defined the concepts of *Hedonics* and *Eudaimonia*. From the Hedonic perspective, happiness is a result of an individual's degree of experience of pleasure versus pain. In contrast, the concept of *Eudaimonia* is generally defined as living a complete, virtuous and exemplary life, with the realization of genuine human potential (Deci and Ryan 2008; Fisher, 2010; Ryan et al. 2008; Tomer 2011).

Seligman (2002) introduced some concepts that are related to Aristotle's two levels. *Momentary Happiness* can be distinguished from *Enduring Happiness*. The former is related to the pleasures of eating chocolate or receiving a compliment, while the latter cannot be accomplished by increasing the number of these pleasant moments. Likewise, what he calls *Pleasant Life*, which could be achieved through having a good drink or driving a nice car, differs from *Good Life*, which consists of a state of flow (full absorption, total immersion, and absence of consciousness). The Good Life is produced by *Gratifications*, not by the experience of *Pleasures*. In fact, it is the suspension of emotions, not the presence of pleasures, that brings the Good Life. Following the same idea, Dolan (2015) has proposed that happiness could be defined as a combination of Pleasure and Purpose experiences.

Kahneman (2011) also proposes two visions of happiness, presenting two selves: *Experiencing Self*, the one that answers questions about how one is feeling now, and *Remembering Self*, that answers questions about how things have been overall.

Two findings were revealed by studies using experiments that measured levels of pleasure and pain in each moment during a situation and after it. These findings illustrate the differences between how people experience the situation and how they remember it (Experiencing Self and Remembering Self): the *Peak-end rule* and the *Duration neglect*. According to *Peak-end rule*, the remembering rate is a function of the average between the pain level at the worst moment of the experience and its end. *Duration neglect* states that the duration of a situation does not influence the assessment of total pain (Kahneman, 2011).

Although researchers proposed these two visions of happiness, laypeople usually associate happiness to the more immediate concept, related to pleasures achieved by frequent new accomplishments as “shortcuts to feeling good” (Seligman, 2002, p. 8), like chocolate, sex,

and shopping. This constant search for things that could bring happiness is what Seligman (2002) calls *Hedonic Treadmill*, following Aristotle's' concept of Hedonism, which is related to the achievement of happiness through instant pleasure.

The endless search for new accomplishments occurs because people have a baseline level of happiness to which they tend to return after some variation in the usual conditions of life. This baseline is called *Set Point* and is related to a genetic component. Studies with identical and fraternal twins separated in their childhood showed that identical twins tend to have a closer level of happiness even in different life circumstances than fraternal ones (Lykken & Tellegen, 1996). Recently, new studies have discovered what is being called the *Happiness Gene* (Amsterdam, 2016).

Seligman (2002) uses other analogies besides the treadmill to explain how happiness works. One is the presence of a *Steersman* inside every individual, who directs the course of his/her emotional life. People inherit this steersman, which brings them to a specific level of happiness. Each one has his/her own level, which they invariably return to, as if it were a *happiness thermostat*, just like the one in air conditioners. In other words, happiness would be a personality trait, such as being optimistic or pessimistic.

The steersman brings happiness to a baseline level right after good things happen, but the mechanism works for negative situations as well. In the second episode of her Podcast, “The Happiness Lab”, Dr. Laurie Santos, professor of Yale’s most popular course (“The Science of Well-Being”), brings the testimony of a man who was sent to Iraq war at age 19. After his vehicle was attacked, he had 34% of his body burned and spent three years in a hospital. Today, about 15 years later, he describes this episode as a blessing because he believes that all he has accomplished since then is a result of this experience (Santos, 2017).

The *Focusing Illusion* also helps to explain why people tend to go back to their baseline level of happiness (i.e., the Set Point). There is a bias in favor of good and initially exciting experiences, but usually, over time, attention to new situations decreases as the situations become familiar. Thus, “adaptation to a new situation, whether good or bad, consists in large part of thinking less and less about it” (Kahneman, 2011, p. 405), or, in other words, “emotions, left to themselves, will dissipate (...) by ‘emotional osmosis’” (Seligman, 2002, p. 70). Therefore, once people get used to the stimulus or the stimulus ceases, the habituation demands “bigger doses to deliver the same kick as originally” (Seligman, 2002, p. 103).

The existence of a Set Point does not mean that one’s happiness level is not changeable or manageable. According to scientific research on the topic, the genetic influence on happiness level is about 50% of the total. The other 50% would refer to the circumstances in which we

live (about 10%) and voluntary factors that are under our control (about 40%) (Lyubomirsky, 2007).

This proportion is represented in Seligman (2002) by the equation $H = S + C + V$, where S is the Set Point (50%), that he calls Set Range, C stands for the Circumstances (10%), and V for the Voluntary control factors (40%).

Circumstances refer to contexts that cannot be changed (e.g., age and gender) or when changes are complicated (e.g., place of residence and level of education). However, the participation of voluntary factors or intentional activities (V) means that our emotional state and personality can be improved with some effort.

Some aspects of life have more effect on one's happiness than others (Kahneman, 2011). For example, regarding money, having more wealth may enhance happiness, but there is a limit beyond which happiness no longer increases. A study showed this limit as a household income of about \$75,000 in high-cost areas (Kahneman & Deaton, 2010).

The example of the money's influence links happiness in general to the focus of the present study, since money usually comes from work. Seligman (2002) describes three main realms of life: work, love, and raising children. Since people that work in organizations usually spend more time in the workplace than with their families, work has a significant role in people's lives and, thus, in their level of happiness.

Almost 250 years ago, Adam Smith, the father of modern capitalism, suggested that people tend to be indolent and lazy at work and work only for pay and that they would be more productive if the work was divided into small and specialized tasks (A. Smith, 1776). These ideas influenced the way work was organized in the following years, as in Frederick W. Taylor's Scientific Management movement (Taylor, 1911). However, although Adam Smith had influenced the scientific focus on work fragmentation, he was concerned with the impact of this fragmentation on individual moral autonomy and self-realization (Michaelson, Pratt, Grant, & Dunn, 2014).

In the 1920s, the Hawthorne studies on the Bell Telephone Western Electric Company plant in Chicago indicated that the psychological effect of acknowledging that the management was trying to improve the work conditions was more relevant than the physical changes themselves. Such conclusions turned these studies into the "most important investigation of the human dimensions of industrial relations in the early 20th century" (Brannigan & Zwerman, 2001, p. 55). At this point, researchers recognized the importance of considering not only physical conditions but also emotional and cultural aspects and personal aspirations (Brannigan & Zwerman, 2001). Since then, academics and practitioners have shown a growing interest in

understanding the influence of emotional factors on individual productivity (Bagtasos, 2011; Fournet, Distefano, & Pryer, 1966; Ledford Jr, 1999; Spicer & Cederström, 2015). As a result, scientists have introduced several constructs that gave rise to different forms of measuring how individuals feel about their work.

In 2010, Fisher’s comprehensive review about happiness at work proposed an umbrella concept, which included constructs that belong to the “family of happiness-related constructs” (Fisher, 2010, p. 384) including job satisfaction, organizational commitment, job involvement, employee engagement, work motivation, and subjective well-being. The happiness-related constructs, their definitions, and the number of cited papers are shown in Table 1.

Table 1 - Family of happiness-related constructs by chronological order

#	Construct	Definition	Reference	Number of Papers
1	Job Satisfaction ^a	Combination of psychological, physiological, and environmental circumstances that makes a person satisfied with their job	Hoppock, (1935); Locke (1969)	25,686
2	Work Motivation ^a	Energetic forces that originate within and beyond an individual’s being that influence their behavior	Ambrose & Kulik (1999)	2,284
3	Job Involvement	Job as a “central life interest” and self-image, satisfying important needs and contributing to self-esteem	Dubin (1956); Lodahl & Kejnar (1965)	738
4	Organizational Commitment	Individual’s attachment or linkage to an organization or social system	Mowday et al. (1982)	6,918
5	Subjective Well-Being ^b	Reflects the experience of the individual and his assessment of his own condition, while the objective well-being relates to physical conditions (e.g., comfort and wealth)	Diener (1984)	1,383
6	Employee Engagement ^a	Employment and expression of an individual’s self physically, cognitively, and emotionally during role performances	Kahn (1990); Schaufeli et al. (2002)	3,803

Source: “Web of Science” database (Topics, 1965-2018, retrieved on 10/08/2019)

Notes: (1) Due to the lack of convergence on some of the constructs’ names, some terms were searched using variations existing in literature: ^a job OR work OR employee OR worker; ^b psychological well-being OR subjective well-being OR well-being at work OR affect at work; (2) The oldest articles of each construct were manually examined to make sure that they were truly related; those that did not fit were excluded (e.g., Asai et al. (1980) for EE); (5) Web of Science database only includes items since 1965.

More recently, the Happiness at Work concept has evolved into a construct on its own (Lutterbie and Pryce-Jones 2013; Salas-Vallina et al. 2017, 2018; Singh and Aggarwal, 2018). It has similarities with the subjective well-being construct; therefore, there is a tendency to treat happiness and well-being as synonymous or interchangeable terms (Demo & Paschoal, 2016;

Lyubomirsky, 2007; Nunes, Hutz, & Giacomoni, 2009; Seligman, 2002; Wright & Huang, 2012).

Happiness at Work is thus considered as a positive psychological state, which influences the individual's behavior and can lead to positive outcomes for organizations (Macey & Schneider, 2008; Meyer & Allen, 1991). Such a perspective is based on the Job Characteristics Model (Hackman & Oldham, 1976), which has the psychological state as a causal nucleus. Through this state, individuals experience positive affect, which works as an incentive for him/her to have a good performance, generating what the authors call "self-perpetuating cycle of positive work motivation powered by self-generated rewards" (Hackman & Oldham, 1976, p. 256). This approach also considers the concepts of Happiness described at the beginning of this section to Happiness at Work.

2.2. ANTECEDENTS OF HAPPINESS AT WORK

Many studies have attempted to identify the determinants of Happiness at Work. The attention devoted to theories that seek to explain how individuals respond to work is understandable given the importance of Happiness at Work for the individual well-being and its believed impact on organizational outcomes, as will be presented in section 2.3 (Staw, 1986).

Although the existence of individual differences in Happiness at Work has been recognized since the formal beginning of the studies on this topic, most debates have focused on situational theories, giving greater importance to external influences than to personal factors (Ilies & Judge, 2003; Staw & Ross, 1985). Situational factors or circumstances, in the case of Happiness at Work, are linked to the organization that the person works for and the job s/he performs.

According to O'Reilly (1977), "evidence has demonstrated that affective responses to work may be more directly related to the structural characteristics of jobs or the organization than to individual differences" (O'Reilly, 1977, p. 36), which was the belief at that time. The influence of dispositional factors started to gain more attention in the mid-1980s (Ilies & Judge, 2003; Staw & Ross, 1985). Going further, the studies on Fit brought an "interactional psychology perspective in which aspects of both individual and situation combine to influence a focal individual's response to a given situation" (O'Reilly, Chatman, & Caldwell, 1991, p. 487).

Given the studies reviewed so far, the antecedents to Happiness at Work can be related to **Individual factors**, **Job characteristics**, **Organizational conditions**, and the alignment

between them. Antecedents related to Individual Factors are described in section 2.2.1. Organizational Conditions are presented in section 2.2.2 and the Job Characteristics in section 2.2.3. The concept of Fit is described in section 2.2.4. Finally, an Integrated Perspective is proposed to provide a comprehensive view of how Antecedents impact Happiness at Work is presented in section 2.2.5.

2.2.1. Individual Factors

The antecedents related to the individual were identified mainly in Biology, Psychology, Sociology, and Economics studies.

The biological point of view is related to Set Point described in the previous section. According to **genetic** studies, life events (positive and negative) have a temporary effect; individuals adapt to them, returning to a predetermined level of happiness (Arvey, Bouchard, Segal, & Abraham, 1989; Lykken & Tellegen, 1996; Schnittker, 2008; Sosis, 2014).

From a psychological perspective, personal characteristics such as **personality traits** (Handa & Gulati, 2014; Ilies & Judge, 2003; Judge, Heller, & Mount, 2002; Staw & Ross, 1985) and **intelligence** (Ganzach, 1998) impact how an individual perceives work. The influence of the **family of origin** mainly in **childhood** and the values transmitted about work (R. Jones, 2016; Schnittker, 2008), as well as other **demographic variables** such as age and sex (Dolan, Peasgood, & White, 2008; Lok & Crawford, 2004), are also relevant in this perception.

Theories originated in Psychology, such as the **Hierarchy of Needs** (Maslow, 1943) and the **Motivation-Hygiene** theory, also known as the two-factor theory and dual-factor theory (Herzberg, Mausner, & Bloc, 1959), were adapted to the work environment. The study of **Psychodynamics of Work** (Dejours, 2004; Dejours, Abdoucheli, & Jayet, 1993) also made relevant contributions to the understanding of happiness at work.

Another personal element related to psychology that impacts Happiness at Work is the **vocation**. According to Bellah *et al.* (1985), there are three ways people see their work: as a *Job*, as a *Career*, or as a *Calling*. While the *Job* is focused on financial return and needs, the *Career* relates to advancement, promotion, and status (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997), and the *Calling* represents the work that is “morally inseparable from his/her life” (Bellah *et al.*, 1985, p. 66).

From a sociological perspective, the **meaning of work** as a way of inserting people into society and creating an identity influences how individuals perceive work (Cartwright &

Holmes, 2006). As social beings, individuals tend to stay together in family, academic, religious, social, and professional groups (Davidoff, 1983). With the growing fragmentation of old forms of social cohesion (e.g., villages, neighborhoods, churches), interaction in the workplace is one of the few remaining sources of stable and continuous contact outside the family environment (Cartwright & Holmes, 2006; Johnson, 1991).

Finally, in Economics, the new field of **Economics of Happiness** offers an evolution of the original concepts of the usefulness of work, going beyond financial retribution (Frey & Stutzer, 2002; Graham, 2005; Rätzel, 2012; Spencer, 2014).

2.2.2. Organizational Conditions

Work in organizational research is often defined as the exchange of effort and loyalty for financial and emotional benefits. According to the Organizational Support Theory (OST), individuals have a perception of how much the organization values their contribution and cares about their happiness through favorable treatment received, which is called Perceived Organizational Support (POS). POS grows if the individual perceived this treatment (e.g., recognition, salary raise) as a decision of the organization and not as an external demand (e.g., union or legal requirements) or indiscriminate treatment (e.g., salary raises to all employees) (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Some dimensions are usually associated with POS, such as the ones based on Oliveira-Castro, Pilati e Borges-Andrade (1999): benefits and health; comfort, working conditions, and well-being; development and career; incentives, compensation and performance management; relationship, communication, and participation.

Another very well-known concept emerged in the late 1950s: Quality of Work-Life (QWL). In the late 1960s, Irving Bluestone, a General Motors employee, used this expression for the first time. The first QWL program in the United States allowed individuals to play an active role in decisions about their working conditions, humanizing the workplace, but always with a focus on increasing productivity (Bagtasos, 2011; T. Singh & Srivastav, 2012). QWL is usually described through some dimensions. The criteria proposed by Walton (1973) have eight dimensions: adequate and fair compensation; safe and healthy working conditions; immediate opportunity to use and develop human capacities; future opportunity for continued growth and security; social integration in the work organization; constitutionalism in the work organization; work and the total life space; and the social relevance of work life.

As can be noticed, there is considerable convergence in the dimensions of POS and QWL. Thus, a consolidated list of these dimensions will be used as the Organizational conditions antecedents for the present study, as described below.

Compensation. The Industrial Revolution created a production system in which the main incentive for work was remuneration. As mentioned previously, Adam Smith suggested that people tend to be indolent and lazy, and that they work only for pay (A. Smith, 1776), an idea that influenced the subsequent thoughts on labor relations in the following centuries (Ariely, 2013; Schwartz, 2015a, 2015b; Spencer, 2014).

According to Walton (1973), “the typical impetus for employment is earning a living” (Walton, 1973, p. 13); therefore, achieving this goal affects the quality of life at work. Thus, he proposed a criterion called Adequate and Fair Compensation in QWL. For the author, an adequate income should meet both socially accepted standards of sufficiency (enough to satisfy basic worker needs such as food, health, housing, clothing, and leisure) and individual subjective standards (Kurogi, 2008; Walton, 1973).

A fair compensation, on the other hand, can be assessed through several criteria such as: the relationship between payment and factors such as training requirements, the responsibility of the function, the harmfulness of working conditions, the supply-demand relationship of specific skills in the community, and the financial conditions of the company (more profitable firms should pay more) (Walton, 1973).

As mentioned before, Kahneman e Deaton (2010) conducted a study that concluded that happiness rises when compensation is higher, “but there is no further progress beyond an annual income of \$75,000” (Kahneman & Deaton, 2010, p. 16489). On the other hand, low compensation creates the same emotional pain associated with unfortunate events (e.g., divorce, ill health, being alone) or worse.

According to Dejours (2004), besides its financial role in people’s lives, compensation is also considered as material retribution. The salary represents a symbolic recognition of work, which is important since Happiness at Work depends on the balance between contribution and retribution.

Training. According to Jones *et al.* (2008), the impact of skill acquisition in Happiness at Work is not straightforward. The acquisition of general skills can make it easier for the individual to switch to another job that makes him happier. On the other hand, specific skills link the individual to the organization, creating an exit barrier gate. Thus, authors suggest that ideally there should be a match between the job demands and the level of education, avoiding situations of “under-” or “over-training”, both reducing the level of Happiness at Work.

Development. Regarding career development, there are two approaches to define who is responsible for this growth: individual and organizational. An organization can develop and follow a strategy, implement policies, and apply many practices to help career development. On the other hand, there is a clear trend in recent decades that individuals should manage their own careers. However, even in the individual view, organizations still have a significant role in career development (Baruch, 2006).

Job Security. According to the traditional definition, security is created when the organization provides a sense of relevance and purpose to individuals (Kets de Vries & Balazs, 1997). The definition of Job Security experience, however, has evolved over the years from a more simplistic approach of stability in the workplace to a broader dimension of organizational commitment, loyalty, and trust of individuals when in difficult situations, affecting the roles that they play (Bose & Sampath, 2016).

Physical Conditions. According to Walton (1973), "It is widely accepted in our society that workers should not be exposed to physical conditions or hourly arrangements that are unduly hazardous or detrimental to their health" (Walton, 1973, p. 13). Sosis (2014) states that changes in levels of happiness that happened in the last years are not only due to political and social improvements but also seemingly trivial environmental variations (e.g., noise level), which can have a significant impact. The physical conditions of the work environment are studied by the discipline of Ergonomics, which studies the factors that have a direct relationship with the performance of the activity since they can generate discomfort, cause suffering or illness or, on the other hand, facilitate the work (Sznclwar, Lancman, Wu, Alvarinho, & Santos, 2004). What used to be a significant health concern now became a differential factor, with innovative office design, focusing on collaboration, movement, and flexible arrangements (Loubier, 2017).

Workload. The work presents a paradox from a psychic point of view: it is a source of balance for some people and a cause of fatigue for others. The workload is composed of the physical load associated with the mental load (Dejours et al., 1993).

The physical workload is defined by Spector e Jex (1998) as the total volume of work required of an individual. According to Timossi *et al.* (2009), work experience can have positive and negative effects in other areas of one's life. For example, one's relationship with his or her family can be affected by extended periods of working overtime.

However, a high volume of work does not necessarily lead to stress as some individuals may enjoy work and find it pleasurable. On the other hand, a high workload can generate

uncertainty on whether the work can be completed, bringing anxiety and concern (Spector & Jex, 1998).

Working Hours. The working hours in Brazil are regulated by the CLT² (Title II, Chapter II) in terms of the number of hours and days off. It was created in 1943, and then it became a regulation to prevent abuse by companies. On the other hand, due to a lack of flexibility, the regulation ends up preventing agreements between individuals and organizations, such as in the case of overtime compensation. This discussion is even more critical with the evolution of technology that allows interaction outside the physical work environment and the possibility of remote work.

In recent years, there has been a considerable increase in flexible work practices (FWP), through which individuals can control “when, where, or how much they work” (Leslie, Manchester, Park, & Mehng, 2012, p. 1407). Research on the topic, however, has been contradictory. On the one hand, FWP could facilitate career performance and success, since, for example, individuals who work remotely have fewer interruptions and choose the hours when they are most productive with regards to working. On the other hand, managers may have the perception that these individuals allow their personal responsibilities to reduce their commitment to the organization, penalizing them, for example, by refusing salary increases, promotions, and other rewards related to their career (Leslie et al., 2012).

Relationships with Colleagues. Since “people need people” (Davidoff, 1983, p. 667), pleasant relationships with other individuals are also a source of Happiness at Work (Fisher, 2010). Relationships of support at work can be critically important for maintaining psychological well-being and physical health (Kirmeyer & Lin, 1987). Social support is widely studied in research related to work stress. It is characterized by: emotional support (i.e., affect, empathy, pleasure, and respect), instrumental support (i.e., direct and tangible forms of aid), informational support (i.e., the information needed to get the job done), and appraisal support (i.e., shared opinions and information relevant to self-assessment) (Dormann & Zapf, 1999; House, 1981).

There are two theoretical models used in studies on social support: buffer, where social support is protective, mitigating the negative consequences of stressful events; and direct/main effect, where social resources are considered beneficial regardless of whether or not the individual is under stress (Seidl & Tróccoli, 2006).

² The Consolidation of Labor Laws Decree Law No. 5452 governs labor relations in Brazil, issued in 1943 by President of Brazil, Getúlio Vargas.

Social support in the workplace impacts Happiness at Work through the fulfillment of human needs for companionship and group membership, a significant influence on the socialization of individuals through promotion of patterns of behavior, and, combined with work control (to be discussed in the next section), the protection from structural demands and pressures (Johnson, 1991).

Walton (1973) also mentions some attributes related to relationships in the workplace that could favor one's perception about his/her work, such as: the existence of face-to-face groups marked by reciprocal help patterns and socio-emotional support to each individual; a sense of community; and the organization's openness to the individual's ideas and feelings.

Regarding Happiness at Work, researchers investigated the hypothesis that social support would have a negative relationship with stress (Dormann & Zapf, 1999), based on the assessment of the degree of isolation or integration of the person in a social network. Therefore, social support can be associated with happiness (Seidl & Tróccoli, 2006).

Organizational Culture. Organizational culture has many definitions in management research, usually including elements such as values, beliefs, assumptions, norms, relationship patterns, and behaviors. It is also the shared understanding by individuals in organizations of how things are done in the company, reflecting the mentality that predominates in the organization, which influences the way people management is conducted (Boxx, Odom, & Dunn, 1991; Odom, Boxx, & Dunn, 1990; Taniguchi & Costa, 2009; Wallach, 1983).

In the 1980s, the topic became popular in management studies but usually related to marketing (e.g., sales effectiveness, customer orientation in organizations, and strategic marketing planning). However, in the 1990s, the broad characteristics of Organizational Culture led to the recognition of other underlying dimensions and its impact on variables related to individuals, including happiness (Lund, 2003).

Studies like Odom, Boxx e Dunn (1990), and Lund (2003) assessed the relationship between Organizational Culture and happiness-related constructs. For this purpose, they used types of organizational culture as Wallach (1983) and Cameron (1985), respectively.

Although results seem to converge, describing a culture that is appropriate for all organizations is impossible, since its characteristics, its external environment, and the situation in which it finds itself imply different values, beliefs, and behaviors (Boxx et al., 1991). Thus, it is more common to find the relationship between Organizational Culture and Happiness at Work evaluated in terms of the Fit between the individual and the organization and between the individual and the culture, as will be described in section 2.2.4.

2.2.3. Job Characteristics

The job performed by individuals in their day-to-day lives is a central element for Happiness at Work. Psychologically, when individuals have a specific type of work to do (e.g., with challenges, variety and autonomy) and when they work with a specific type of supervisor (e.g., has clear expectations, is fair and recognizes good performance), they feel involved and behave in adaptive and constructive ways that produce positive results (Macey & Schneider, 2008). Overall, Job-related antecedents can be discussed through three themes: job design, job execution, and direct supervisors.

Job Design. Many authors have studied the effect of job design on individuals' Happiness at Work. According to some, Taylorism and Scientific Administration are at the root of much of what is stressful in the modern work environment since they emphasized job fragmentation, reduced skill demand, high control and separation between concept and execution (Aronsson, 1991; Johnson, 1991; Taylor, 1990; Walton, 1973).

As described in the previous section, Walton (1973) proposed a QWL criterion linked to the opportunity to use and develop human capabilities. This criterion is based on Autonomy (work allows substantial autonomy regarding external control); Multiple Skills (work enables the individual to exercise a wide range of skills instead of being a repetitive and unique activity); Information and Perspective (the individual obtains meaningful information about the complete work process and the results of his own actions in order to understand their relevance and consequences); Complete Tasks (the individual is responsible for a significant complete task and not just a fragment of it) and Planning (the work includes planning in addition to the implementation of activities). These elements minimize the impacts of Taylorism characteristics mentioned above.

Following the same concept of QWL, **Job Characteristics Theory** proposes that five job characteristics (autonomy, job identity, job significance, skill range, and feedback) lead to a series of personal and organizational results (Oldham & Hackman, 1981). Morgeson e Humphrey (2006) complemented the five characteristics above with additional 13, grouping them into: task characteristics (autonomy, variety, significance, identity, feedback), knowledge characteristics (function complexity, information processing, problem-solving, variety of skills, specialization), social characteristics (social support, interdependence, interaction outside the organization, feedback from others) and contextual characteristics (ergonomics, physical demand, working conditions, use of equipment). Social and contextual characteristics were discussed in section 2.2.2.

The **Job Demand-Control Model** (Karasek, 1991) is another well-known model, which looks at the impact of job characteristics on employee well-being, health, and performance, combining two aspects: the work demands and the resources that the individual has to control these demands. *Demand* is defined as the psychological cost necessary to perform the task, linked to the workload (a combination of quantity and work rate). *Control* is the degree to which the individual has the ability or freedom to make decisions about his/her activities to meet the demand, and it is also called *Autonomy*. The reciprocal relationship between these two aspects determines the resulting tension and any psychological and psychosomatic reactions. The consequences are harmful in terms of health and well-being when work is characterized as *high tension* (i.e., a high level of demand and fewer resources) with a low level of control (Baillien, De Cuyper, & De Witte, 2011; De Spiegelaere, Van Gyes, De Witte, & Van Hootegem, 2015).

As seen in the Organizational Conditions models presented in section 2.2.2, the job design models also show convergence in their elements as: control/autonomy; a variety of activities and skills; a balance between complexity and capacity; clear and immediate feedback and information; relevance, significance, and identity.

Job Crafting. It refers to adjustments made in predetermined job design during task execution (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012; Wrzesniewski & Dutton, 2001). The way tasks should be performed, as the company and its managers determine, is called *Prescribed Work* by Dejours (2004), as opposed to *Real Work*, which is how the activity is actually performed. For Dejours (2004), in his study of Psychodynamics of Work, the difference between prescribed and real work is central to the individual's Happiness at Work. In the *Prescribed Work*, knowledge of the rules and procedures, the discipline of their application, and individual evaluation are invoked instead of the individual's know-how and experience. Thus, when unforeseen circumstances arise, these circumstances bring stress.

Wrzesniewski e Dutton (2001) believe that the individual has an essential role in shaping the tasks and social relationships that are part of the job. According to the authors, work identity is not fully defined by the formal requirements of the function. Individuals have a certain degree of freedom in deciding how to perform their work. Thus, the authors use the term *Job Crafting* as the physical and cognitive changes that individuals make in the task or the boundaries of their work. This definition is opposed to the *Job Design* perspective, where managers have the role of *job crafters* since they are the ones who design the tasks, changing the motivation and satisfaction of individuals through the change of characteristics of these tasks. Therefore, instead of assuming that individuals will look for tasks that make them happier, Wrzesniewski e Dutton (2001) believe that they could change the task to create a job that they are happier

with. The possibility of crafting the job could then influence the level of Happiness at Work, as found in Petrou *et al.* (2012).

Direct Supervisor. According to Fisher (2010), there is evidence that the behavior of leaders is related to individuals' Happiness at Work. In their literature review, Carasco-Saul, Kim e Kim (2015) found many studies in which transformational leadership has a positive relationship with Happiness at Work at the individual level. The definition of this kind of leadership highlights the effect of leadership on team members by transforming their values, priorities and motivations to perform better (Kark, Shamir, & Chen, 2003).

Besides transformational leadership, many other leadership styles were studied to examine the psychological mechanisms underlying the leadership-happiness relationship (Carasco-Saul et al., 2015). A case in point is the Leader-Member Exchange (LMX), an often cited theory in the context of Happiness at Work, which assumes that leaders differentiate among their subordinates. According to Li e Liao (2014), the quality of the established LMX determines how much the leaders' rewards, which are instruments to satisfy the needs of individuals in exchange for their personal effort and energy, lead to greater Happiness at Work. In addition, since leaders are in control of organizational resources, individuals with higher levels of LMX quality have greater confidence that they will obtain the resources needed to complete their tasks. This confidence has a positive impact on Happiness at Work (refer to the Job Demand-Control Model). Finally, the leader has a fundamental role in the individual's feeling of security.

2.2.4. The Fit

As described previously, antecedents related to the individual, organization, and/or job can impact Happiness at Work. However, according to Caldwell & O'Reilly (1990), the interaction among them explains the phenomenon better than each one alone. Therefore, interactional models were developed to understand and predict behavior, considering personal and situational factors, and how they are related (Chatman, 1989).

The broader concept of fit is known as PE fit (person-environment fit) and refers to the coherence or similarity between the individual and the environment (Edwards, 2008; O'Reilly et al., 1991). Individuals have positive experiences when work provides an environment compatible with their personal characteristics (Kristof-Brown, Jansen, & Colbert, 2002). This adequacy is studied related to function, organization, workgroup, vocation, and organizational culture, as presented in Table 2.

Table 2 – Types of Fit

Fit		References
Person-Organization	P-O	Boon, Den Hartog, Boselie, & Paauwe (2011); Edwards (2008); Sousa & Porto (2015); Vogel & Feldman (2009)
Person-Job	P-J	
Person-Group	P-G	Kristof-Brown et al. (2002); Vogel & Feldman (2009)
Person-Vocation	P-V	Vogel & Feldman (2009)
Person-Culture	P-C	O'Reilly et al. (1991)

Source: Sender e Fleck (2017)

2.2.5. Integrated Perspective

Individual, Organization, and Job-related antecedents described in the previous sections are summarized in Table 3.

Table 3 – Examples of antecedents to Happiness at Work

Focus	Antecedents	References
Individual	Genetic inheritance	Arvey <i>et al.</i> (1989); Lykken e Tellegen (1996); Schnittker (2008); Sosis (2014)
	Personality traits	Handa e Gulati (2014); Ilies e Judge (2003); Judge, Heller e Mount (2002); Staw e Ross (1985)
	Intelligence	Ganzach (1998)
	Family of origin/childhood	Jones (2016); Schnittker (2008)
	Demographic variables ^a	Dolan, Peasgood, & White (2008); Lok & Crawford (2004)
	Vocation/Calling	Wrzesniewski <i>et al.</i> (1997)
	Meaning of work	Cartwright & Holmes (2006); Dejours (2004); Morin (2001); Morin, Tonelli, & Pliopas (2007); Rosso, Dekas, & Wrzesniewski (2010); Wrzesniewski & Dutton (2001)
Organization	Compensation	Eisenberger et al. (1986); Walton (1973)
	Training and Development	Baruch (2006); Eisenberger, Huntington, Hutchison, & Sowa (1986); M. K. Jones et al. (2008); Walton (1973)
	Job security	Bose e Sampath (2016); Eisenberger <i>et al.</i> (1986); Kets de Vries e Balazs (1997)
	Physical conditions	Eisenberger et al. (1986); Morgeson & Humphrey (2006); Walton (1973)
	Workload and Working hours	Aronsson (1991); Dejours, Abdoucheli, & Jayet (1993); Leslie et al. (2012); Morgeson & Humphrey (2006); Oliveira & Cavazotte (2013); Spector & Jex (1998); Walton (1973)
	Relationship with Colleagues	Dejours (2004); Johnson (1991); Kirmeyer & Lin (1987); Paschoal et al. (2010)
	Organizational culture	Boxx, Odom, & Dunn (1991; Fernandes & Zanelli (2006); Lund (2003); Odom, Boxx, & Dunn (1990)
Job	Control/Autonomy	Aronsson (1991); Csikszentmihalyi (1991); Hackman & Oldham (1976); Karasek (1991); Morgeson & Humphrey (2006)

Variety of activities and skills	Dejours (2004); Hackman & Oldham (1976); Johansson (1991); Morgeson & Humphrey (2006); Walton (1973)
Balance between complexity and capacity	Csikszentmihalyi (1991); Morgeson & Humphrey (2006)
Clear and immediate feedback	Csikszentmihalyi (1991); Hackman & Oldham (1976); Morgeson & Humphrey (2006)
Relevance, significance and identity	Hackman & Oldham (1976); Morgeson & Humphrey (2006)
Possibility of job crafting	Dejours (2004); Handa & Gulati (2014); Wrzesniewski & Dutton (2001)
Direct Supervisor	Carasco-Saul, Kim, & Kim (2015); Dejours (2004); Karasek (1991); Lennerlöf (1991); Li & Liao (2014).

Source: Adapted from Sender e Fleck (2017)

Note: ^a e.g., age, tenure, qualification, gender

Additionally, theories and models mentioned before are summarized in Table 4. Some of them encompass several of the elements presented in the previous table.

Table 4 – Examples of antecedent-related theories/models applied to Happiness at Work

Focus	Theory/Model	Authors
Individual	Hierarchy of Needs	Maslow (1943)
	Motivation-Hygiene	Herzberg et al. (1959)
	Psychodynamics of Work	Dejours (2004)
	Economics of Happiness	Various
Organization	Quality of Work-Life (QWL)	Various
	Perceived Organizational Support (POS)	Eisenberger et al. (1986)
Job	Job Characteristics	Hackman & Oldham (1976)
	Demand-Control	Karasek (1991)
	Leader-Member Exchange (LMX)	Graen, Novak e Sommerkamp (1982)

Source: Adapted from Sender e Fleck (2017)

In order to provide a comprehensive and integrated approach of the diverse and disperse knowledge on the antecedents presented in the previous sections and summarized in the tables above, Sender e Fleck (2017) proposed the Integrated Perspective shown in Figure 2.

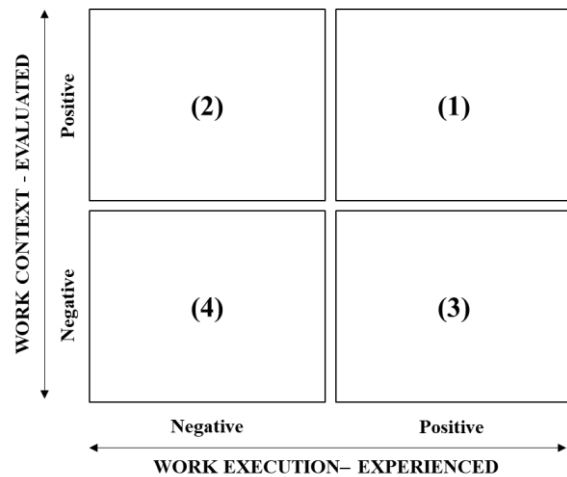


Figure 2 - Integrated perspective of antecedents of Happiness at Work
Source: Sender e Fleck (2017)

Instead of having antecedents as a starting point, the proposed perspective focuses on their effect on the individual, which becomes the unit of analysis of Happiness at Work. In other words, the focus is on how the individual perceives his/her work, and the antecedents influence this perception.

The two dimensions proposed are based on Kahneman & Riis's (2012) two perspectives of happiness: the experienced and the evaluated well-being. The first dimension is related to the task performed - how individuals experience work. Since they usually spend most of their time at work performing the activities inherent to their job, how they experience these tasks can be considered an important issue. The second dimension is related to context - how an individual evaluates work. This dimension considers issues such as the location of the job, the compensation, the social environment, the schedule, the company, and the position status.

These two dimensions can lead to four situations for individuals: (1) they like what they do, and they are fine where they are; (2) they do not like what they do, but they are fine where they are; (3) they like what they do, but they are not quite fine with where they are; and (4) they do not like what they do, and they are not fine with where they are.

The four situations described and presented in Figure 2 represent different psychological states related to Happiness at Work. Situations (1) and (4) are subject to a more direct interpretation: (1) can be considered a happy state, while (4) is an unhappy state, leading to, respectively, positive and negative workplace behaviors and consequences to organizations (to be detailed in the next section, 2.3).

On the other hand, situations (2) and (3) are intermediate states, where the perception would depend on individual characteristics. Thus, individuals who value the context more than

the experience could perceive work in a more positive way even if they do not like what they do. Still, they are happy where they are, and individuals who value the experience more than the context would have more negative perceptions in the same situation (2). Situation (3) would be the opposite - individuals who value the context more would have more negative perceptions, and those who value experience more would have more positive perceptions.

In both situations (2) and (3), however, if the two dimensions cannot be counterbalanced (e.g., even if the individual values the context more, the task execution is so bad that it would minimize or eliminate the positive aspect of this context), the behavior could be neutral or, still, negative.

Organizational antecedents are directly integrated into the Work Context dimension, and antecedents related to the Job are integrated into the Work Execution dimension.

Antecedents related to Fit determine how individual characteristics are related to both the Work Execution and the Work Context. Thus, different fits influence the point at which the individual will be positioned in the matrix, leading to the fact that similar situations may lead different individuals to different spots since they can evaluate and experience the work differently. Finally, antecedents related to the Individual influence the behaviors derived from the position in the matrix.

2.3. CONSEQUENCES OF HAPPINESS AT WORK

As mentioned previously, the Hawthorne studies in the 1920s made researchers recognize the importance of considering not only physical conditions but also emotional and cultural aspects and personal aspirations (Brannigan & Zwerman, 2001). Since then, researchers and practitioners alike have been fascinated by the relationship between positive emotions and productivity (Iaffaldano, Michelle & Michinsky, Paul, 1985; Staw, Bell, & Clausen, 1986). However, despite the significant interest in the topic for over 70 years and the large number of published studies, there is yet to be a conclusion on whether this relationship really exists (Cropanzano & Wright, 2001b; Staw et al., 1986).

Right after the reputation of the Hawthorne studies, Hersey (1932) reinforced the notion that emotions impact productivity, concluding that “it would seem impossible to escape the conclusion that in the long run at least, men are more productive in a positive emotional state than in a negative” (Hersey, 1932). On the other hand, in the same year, Kornhauser & Sharp (1932) identified that job attitudes were not related to efficiency and many authors remained skeptical of the relationship between happiness and productivity (Cropanzano & Wright,

2001b), considering it as a “folklore of management” (Staw & Barsade, 1993). Brayfield & Crockett (1955), for example, concluded that job satisfaction did not imply strong motivation for outstanding performance. Besides, Iaffaldano, Michelle & Michinsky, Paul (1985) found that the correlation between job satisfaction and job performance was low. Judge et al. (2001) analyzed 312 studies between 1945 and 2000 and showed that the correlation between job satisfaction and job performance ranged between -0.39 and 1.43, as shown in Figure 3. They also conducted a meta-analysis of these studies, reaching a combined correlation of 0.30, which could denote a weak relationship between the two variables (Judge et al., 2001).

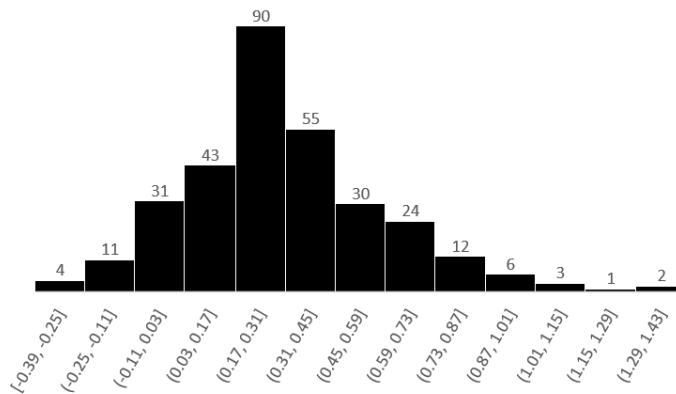


Figure 3 – Results of job satisfaction x job performance studies
Source: Based on information in Judge et al. (2001)

Since decades of research have failed to demonstrate a solid relationship between job satisfaction and job performance, “the field of organizational behavior has ceased investigating whether happier workers are also more productive” (Wright & Staw, 1999a, p. 1). The debate about whether happier workers are more productive was revived in the late 1990s (Ledford Jr, 1999; Wright & Staw, 1999a, 1999b), about the same time that positive psychology flourished. Since then, it has been known as the *happy-productive worker thesis*, referring to the term *happy-productive worker* used for the first time by Staw (1986). Due to the relevance of this potential relationship between happiness and productivity for improving organizational outcomes, many researchers and practitioners consider the *happy-productive worker thesis* as the holy grail of the organizational behavior research (Cropanzano & Wright, 2001a; H. M. Weiss & Cropanzano, 1996; Wright & Cropanzano, 2004). Figure 4 summarizes the main milestones of research regarding the *happy-productive worker thesis*.

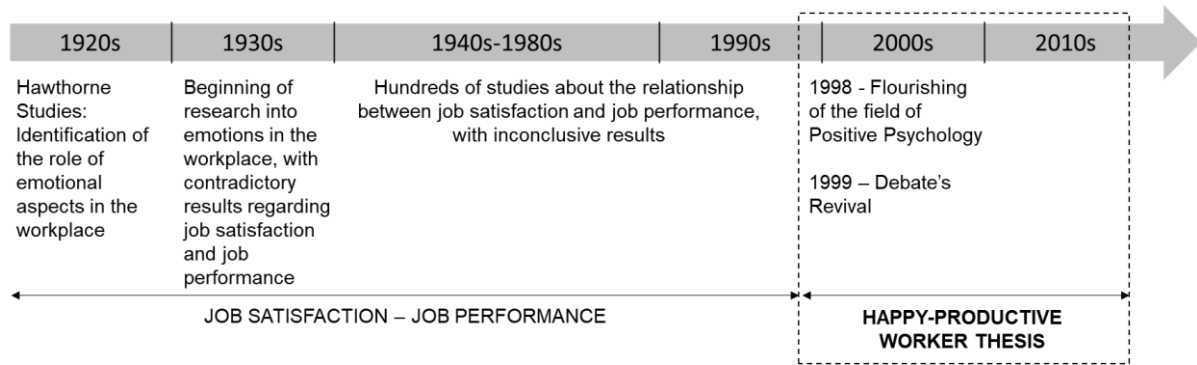


Figure 4 - Research overview of the *happy-productive worker thesis*

The “new wave of happy/productive worker research” (Page & Vella-Brodrick, 2009, p. 449), which began in the late 1990s, assumed that no correlations between job satisfaction and job performance were found because previous research considered job satisfaction as equal to happiness (Page & Vella-Brodrick, 2009). Therefore, new research began to test the relationship between happiness and productivity using other concepts such as positive and negative affect, emotional exhaustion, and psychological well-being (Wright, 2004).

Despite research which showed that the correlation between job satisfaction and job performance is relatively weak (Fisher, 2003), it seems that the assumption of happier workers being more productive has much intuitive appeal (Hosie, Willemyns, & Sevastos, 2012; Iaffaldano, Michelle & Michinsky, Paul, 1985), especially for laypeople (Fisher, 2003). It is evidenced by the vast number of articles published in business magazines such as *Forbes* (Preston, 2017) and *Fortune* (Addady, 2015).

If it seems natural that happiness and productivity should be related, why is it challenging to prove it, assuming that there is indeed a significant relationship between the two? Most of the problems lie in the definition and operationalization of the concepts of happiness and productivity. As described in section 2.1, Happiness at Work is operationalized by a range of different constructs, such as job satisfaction and well-being. Even when different studies use the same construct, the measurement itself may not be the same, for example, with Job Satisfaction, which is measured through Job Descriptive Index (JDI) or Minnesota Satisfaction Questionnaire (MSQ) (Iaffaldano, Michelle & Michinsky, Paul, 1985).

The same applies to productivity, also referred to as performance. Productivity and performance are related concepts that tend to be used interchangeably since performance could be considered as a set of “actions that are relevant to the achievement of organizational goals and can be measured in terms of each individual’s productivity” (Zelenski, Murphy, & Jenkins, 2008). As in the case of happiness, productivity, and performance could also be operationalized

by a diversity of constructs such as efficiency, client satisfaction, or personnel costs (Taris & Schreurs, 2009).

The differences in conceptualization that lead to the controversy about results regarding the consequences of Happiness at Work can be illustrated through the analysis of the 29 papers originated by the studies on the *happy-productive worker thesis* in the period from 1999 to 2018. The full list of papers and their references are shown in Table 5.

Table 5 – Published work on happy-productive worker thesis (1999-2018)

#	Paper Title	Reference
1	Affect and favorable work outcomes: Two longitudinal tests of the happy-productive worker thesis	Wright e Staw (1999b)
2	As a happy kindergarten teacher: The mediating effect of happiness between role stress and turnover intention	Yang <i>et al.</i> (2018)
3	Dispositional affect and job outcomes	Diener <i>et al.</i> (2002)
4	Further thoughts on the happy-productive worker	Wright e Staw (1999a)
5	Happiness at work	Moccia (2016)
6	Happy-productive groups: How positive affect links to performance through social resources	Peñalver <i>et al.</i> (2017)
7	Healthy, happy, productive work: A leadership challenge	Quick e Quick (2004)
8	Is there a relationship between burnout and objective performance? A critical review of 16 studies	Taris (2006)
9	Job satisfaction and innovative performance in young Spanish employees: Testing new patterns in the happy-productive worker thesis-a discriminant study	Ayala <i>et al.</i> (2017)
10	Job satisfaction: The management tool and leadership responsibility	Hantula (2015)
11	La thèse du travailleur heureux-productif revisitée: une analyse par profils	Dagenais-Desmarais, Gilbert e Malo (2018)
12	My strengths count! Effects of a strengths-based psychological climate on positive affect and job performance	Woerkom e Meyers (2015)
13	Psychological well-being and job satisfaction as predictors of job performance.	Wright e Cropanzano (2000)
14	Research as design: Developing creative confidence in doctoral students through design thinking	Ulibarri <i>et al.</i> (2014)
15	Stress and student job design: Satisfaction, well-being, and performance in university students	Cotton, Dollard e Jonge (2002)
16	Sustainable wellness at work: Review and reformulation	Peiró, J. M., Ayala, Y., Tordera, N., Lorente, L., & Rodríguez (2014)
17	The emergence of job satisfaction in organizational behavior: A historical overview of the dawn of job attitude research	Wright (2006)
18	The happy/productive worker thesis revisited	Zelenski, Murphy e Jenkins (2008)
19	The happy-productive worker thesis revisited	Wright e Cropanzano (2007)
20	The impact of happiness on managers' contextual and task performance	Hosie, Willemyns e Sevastos (2012)
21	The moderating role of employee positive well-being on the relation between job satisfaction and job performance	Wright, Cropanzano e Bonett (2007)
22	The need for and meaning of positive organizational behavior	Luthans (2002)
23	The role of "happiness" in organizational research: past, present and future directions	Wright (2004)
24	The role of psychological well-being in job performance: A fresh look at an age-old quest	Wright e Cropanzano (2004)

25	The “what”, “why” and “how” of employee well-Being: A new model	Page e Vella-Brodrick (2009)
26	Well-being and organizational performance: An organizational-level test of the happy-productive worker hypothesis	Taris e Schreurs (2009)
27	When a "happy" worker is really a "productive" worker: A review and further refinement of the happy-productive worker thesis	Cropanzano e Wright (2001a)
28	When a happy worker is a productive worker: A preliminary examination of three models	Wright <i>et al.</i> (2002)
29	Why do lay people believe that satisfaction and performance are correlated? Possible sources of a commonsense theory	Fisher (2003)

Note: These papers were selected from Scopus and Web of Science databases, using a query with the string “happy-productive”, in the period 1999 to 2018, only for peer-reviewed publications. Redundancies (i.e., the same articles being found in both databases) were eliminated; remaining papers were submitted to a preliminary assessment (i.e., in-depth reading), and papers not related to the topic were discarded as well.

These papers present different kinds of consequences of Happiness at Work, which have an impact on three instances. The first is individual effects that relate only to one’s personal life with no direct consequence to the organization. The second is workplace behaviors (i.e., how people behave at work), which should lead to the third one, organizational outcomes. Table 6 shows the kinds of consequences of Happiness at Work considered by the papers, and how many papers considered each of them (one paper may refer to more than one consequence).

Table 6 – Consequences of Happiness at Work

Groups	As described in papers	Number of papers	Instance ^a
Performance		18	WB
Task	task performance, in-role performance	7	
Contextual	contextual performance, extra-role performance	6	
Overall	job performance, quality of performance, quantity of performance	5	
Teamwork	team building, work facilitation, support	8	WB
OCB	citizenship behavior, OCB, organizational citizenship behavior, OCBO (OCB beneficial to the organization), OCBS (OCB beneficial to the supervisor)	5	WB
Innovativeness	creative performance, creative task performance, creativity, innovative performance, innovativeness	5	WB
Goal emphasis	goal emphasis, job content innovation	4	WB
Customer service	client satisfaction, customer satisfaction, number of positive and negative interactions	3	OO
Productivity	productivity at work, items produced, number of service hours delivered, productivity	3	WB/ OO
Knowledge and skills	cognitive test, grade point average (GPA), knowledge and skills	3	IE
Performance relative to the group	performance relative to the workgroup, position in performance ranking	2	WB
Personnel costs	average salary, cost efficiency of one service hour	2	OO
Effectiveness	effectiveness, efficiency	2	OO
Turnover intention	turnover intention	1	WB

Confidence	Confidence	1	IE
Unemployment	unemployment history	1	IE
Counterproductive performance	counterproductive work performance	1	WB
Effort	effort	1	WB
Income	Income	1	IE

Note: ^a IE: Individual Effect; WB: Workplace Behavior; OO: Organizational Outcome

Also, based on the papers published on the topic in the last 20 years, Table 7 presents the happiness-related constructs, grouped by conceptual similarity, and the number of papers that used them. As in the nature of the consequences, each paper could consider more than one construct.

Table 7 – Happiness at Work’s groups of related constructs

Groups	Constructs presented in papers	Number of papers
Affect	affect, affective disposition, affective state, affective well-being, dispositional affect, dispositional affectivity, emotional experience, mood, positive affect, positive affectivity, positive and negative ^a , affectivity, negative affect ^a , negative affectivity ^a	22
Job Satisfaction	employee job satisfaction, job satisfaction	18
Well-being	well-being, psychological well-being, PWB, emotional well-being, subjective well-being, SWB	10
Burnout ^a	burnout, emotional exhaustion, depersonalization, role stress, workaholism	6
Life Satisfaction	life satisfaction	3
Growth and Purpose	personal growth, purpose in life	2
Quality of Work-Life	quality of work-life, QWL	1

Note: ^a Negative affect and burnout are the opposite of happiness. Therefore, they are mentioned in articles in a reverse relationship to happiness.

Seventeen of these 29 papers are empirical and provided 58 tests of the happy-productive worker thesis, using 32 pairs of nature of consequences and happiness-related constructs. These tests were mapped and are listed in Table 8.

Table 8 - Results of the happy-productive worker thesis by pair

Pair	Happy constructs	Productive criteria	Confirm	Not Confirm	Total of tests
1	Affect	Income	1	-	1
2	Affect	Innovativeness	2	-	2
3	Affect	OCB	1	-	1
4	Affect	Overall performance	4	7	11
5	Affect	Productivity ^a	2	1	3
6	Affect	Task performance	2	-	2
7	Affect	Teamwork	3	1	4
8	Affect	Unemployment	1	-	1
9	Burnout	Contextual performance	-	1	1
10	Burnout	Customer service	2	-	2
11	Burnout	Efficiency	-	1	1

12	Burnout	OCB	1	-	1
13	Burnout	Overall performance	1	1	2
14	Burnout	Personnel costs	1	-	1
15	Burnout	Productivity ^b	1	-	1
16	Burnout	Task performance	1	-	1
17	Burnout	Turnover intention	1	-	1
18	Job satisfaction	Customer service	1	-	1
19	Job satisfaction	Efficiency	-	1	1
20	Job satisfaction	Overall performance	2	3	5
21	Job satisfaction	Personnel costs	-	1	1
22	Job satisfaction	Productivity ^a	-	1	1
23	Job satisfaction	Productivity ^b	-	1	1
24	Job satisfaction	Task performance	1	-	1
25	Job satisfaction	Teamwork	-	1	1
26	Life satisfaction	Overall performance	-	1	1
27	Life satisfaction	Productivity ^a	-	1	1
28	Quality of work-life	Productivity ^a	-	1	1
29	Well-being	Contextual performance	-	1	1
30	Well-being	Overall performance	4	-	4
31	Well-being	Teamwork	1	-	1
32	Well-being	Turnover intention	1	-	1
Total:			34	24	58

Note: ^a Productivity tested at the individual level; ^b Productivity tested at the organizational level

Even though understanding the relationship between happiness and productivity has been a topic of many studies, many of the related papers state that there is no conclusion about it (Cropanzano & Wright, 2001b; Hosie et al., 2012; Zelenski et al., 2008). According to Wright (2004), “these inconsistent findings primarily result from the variety of ways in which happiness has been operationalized” (Wright, 2004, p. 221). In fact, this section shows a large range of concepts utilized in understanding and studying the topic. Constructs as different as affect, job satisfaction, well-being, life satisfaction, quality of working life, and burnout have been used to represent happiness. Productivity has also been represented by different kinds of consequences with individual effects, workplace behaviors and organizational outcomes.

The probability that different constructs, criteria, and measures would lead to different results is much higher than if the same methodology would be applied consistently across all studies. However, when tests are organized according to the happiness-related constructs and the kinds of consequences providing answers for smaller-scale, more specific questions, it is possible to reach different conclusions given all the knowledge generated in the last 20 years. Therefore, four different situations were identified: 1) promising conclusions in confirming the *happy-productive worker thesis* when the constructs of Burnout and Well-being were utilized; 2) conclusions that the thesis could not be confirmed when the construct Job Satisfaction was

used; 3) some inconclusive situations due to the existence of contradictory results (i.e., confirming *and* not confirming the *happy-productive worker thesis* for the same pair). Out of 32 *happy-productive* pairs, only five were in this situation (i.e., providing contradictory results); and 4) some situations that have not even been tested (e.g., Burnout and Productivity).

2.4. MEASURING HAPPINESS AT WORK

As mentioned previously, the Happiness at Work concept considered for the present study defines it as positive psychological state. Moreover, this core notion follows a process perspective. The psychological state is perceived by the individual (perceptions) and its presence is influenced by some factors (antecedents). This state also impacts individual behavior in the workplace (consequences) (Macey & Schneider, 2008; Meyer & Allen, 1991) once it serves as an incentive for him/her to perform well (Hackman & Oldham, 1976). Figure 5 represents this process perspective.

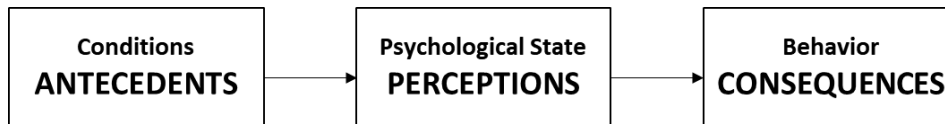


Figure 5 – Happiness at Work process perspective

To understand how happiness-related constructs presented in section 2.1 have been measured, a set of representative questionnaires was selected. The questionnaires selected were identified with the help of Fisher's (2010) literature review paper, on which many studies of this topic have drawn (Edmans, 2012; Gabini, 2018; Salas-Vallina & Alegre, 2018; Salas-Vallina et al., 2017; Sender & Fleck, 2017; S. Singh & Aggarwal, 2018; Sousa & Porto, 2015). The only exception is two questionnaires related to Happiness at Work itself because this construct is more recent. The Happiness at Work questionnaires were identified with the help of Singh & Aggarwal's (2018) paper.

The initial list of questionnaires included 16 instruments. Careful analysis of all the questions included in those questionnaires revealed not only links between some questionnaires but also duplicated questions. In the latter case, one of the questions was excluded from the database. The final list includes 13 questionnaires and 440 questions. A citation search regarding the selected questionnaires has provided evidence of their relevance. Table 9 summarizes key information on the questionnaires selected for analysis.

Table 9 - List of Selected Happiness at Work Questionnaires

Construct ^a	#	Questionnaire	Code	Questions	Reference	Citations ^a
Job satisfaction	1	Minnesota Satisfaction Questionnaire	JS-MSQ	100	Weiss, Dawis, England, & Lofquist (1967)	4,083
	2	Job Descriptive Index ^b	JS-JDI	90 ^b	Smith, Kendall, & Hulin (1969)	7,539
Organizational commitment	3	Organizational Commitment Questionnaire	OC-OCQ	15	Mowday, Steers, & Porter (1979)	11,825
	4	Three Component Model	OC-3CM	36	Meyer, Allen, & Smith (1993)	7,711
Job involvement	5	Ego Involvement Scale ^c	Jl-EIS	65 ^c	Saleh & Hosek (1976)	3,041
	6	Job and Work Involvement Questionnaire	Jl-JWIQ	16	Kanungo (1982)	2,429
Work motivation	7	Work-related Flow inventory	WM-WOLF	13	Bakker (2008)	418
Affective Well-being	8	Job-Related Affective Well-Being Scale	WB-JAWS	30	Van Katwyk, Fox, Spector, & Kelloway (2000)	751
	9	Positive and Negative Affect Scales	WB-PANAS	20 ^d	Watson et al (1988)	34,876
Employee engagement	10	Utrecht Work Enthusiasm Scale	EE-UWES	17	Schaufeli et al. (2002)	7,565
	11	Gallup Workplace Audit	EE-GWA	12	Harter, Schmidt, & Hayes (2002)	4,835
Happiness at work	12	iPPQ based HAW Scale	HAW-iPPQ10	10	Lutterbie & Pryce-Jones (2013)	8
	13	Happiness at Work Scale	HAW-HAWS	16	Singh & Aggarwal (2018)	11

Notes: ^a Number of citations of the Reference paper, based on Google Scholar (10/15/2019); ^b Includes Job in General Scale (JIG); ^c Includes Job Involvement Scale (JIS); ^d Includes Job Affect Scale (JAS)

The selected questionnaires use one or more of the elements of the process perspective to assess Happiness at Work. Questions related to self-reported perceptions (e.g., feel content, feel anxious) directly capture *how* people feel about work. Antecedents-type questions follow antecedents' focus structure presented in section 2.2, referring to job-related, organization-

related, or individual-related elements that may give rise to a positive relationship between the individual and his/her work. Likewise, consequences-type questions address the presumed relationship between one's behavior at work and its positive impact on the organization, as identified in section 2.3. Table 10 summarizes some distinguishing features and includes examples of the three types of questions.

Table 10 – Question types

Perspective	Type	Description	Capture	Examples
What makes people feel how they feel?	Antecedents	Elements (task, organization or individual) that influence one's feelings about work	Indirect	"Company policies and the way in which they are administered." (MSQ) "To me, my job is challenging." (UWES) "I have a best friend at work." (GWA)
How do people feel about work?	Perceptions	One's feelings towards one's work	Direct	"I feel happy during my work" (WOLF) "My job made me feel angry" (JAWS) "How much do you like your job?" (HAWS)
Why does it matter to organizations?	Consequences	One's behavior that may impact organizational outcomes	Indirect	"I find that I also want to work in my free time" (WOLF) "Quite often I feel like staying home from work instead of coming in." (EIS)

From the 440 questions analyzed, 279 are antecedents-oriented, 113 are perceptions-oriented and only 48 are consequences-oriented questions.

The analysis of the 113 perception-oriented questions has identified 77 positive feelings questions and 36 negative feelings questions, as presented in Table 11. By grouping the same roots words, such as *pride* and *proud* into *pride* and *enjoyable*, *enjoyment*, and *enjoy* into *enjoyment*, the analysis produced 38 positive perception terms and 33 negative ones. Only 17 out of the 71 identified terms (i.e., less than 25%) have been used more than once.

Table 11 – Perception-oriented questions

Perception themes	Perception codes
Positive (77)	Accomplishment (8)
	Pride (7)
	Enjoyment (5)
	Good (5)
	Enthusiastic (4)
Negative (36)	Bad (3)
	Stress (2)
	Other ^c (31)

Note: (a) The number in parenthesis indicates the number of questions in each feeling (total = 113);

(b) Positive perceptions mentioned in only one question (Acceptable, Active, Alert, Ambition, Attentive, Burst with energy, Calm, Determined, Driven, Ease, Ecstatic, Elated, Energetic, Excellent, Fit expectations, Glad, Gloomy, Ideal, Live/eat/breath, Relaxed, Strong, Superior, Vigorous);

(c) Negative perceptions mentioned in only one question (Afraid, Angry, Annoyed, Anxious, Ashamed, Bored, Confused, Depressed, Disagreeable, Discouraged, Disgusted, Fatigued, Feel pushed, Frightened, Frustrated, Furious, Guilty, Hostile, Inadequate, Intimidated, Irritable, Jittery, Miserable, Mistake, Nervous, Poor, Rotten, Scared, Undesirable, Upset, Waste of time)

In contrast to the highly dispersed Perception-oriented codes, no more than 7 Antecedents-related themes were identified, within the 279 Antecedents-oriented questions, as shown in Table 12. The three most frequent themes account for more than 60% of the questions. Each theme comprises several codes, with the noticeable exception of the theme of the interpersonal relationships, which includes only two codes (co-workers and supervisors).

Table 12 – Antecedents-oriented questions

Antecedent themes	Antecedent codes
Task-related factors (80)	Autonomy (18); Task significance (13); Ability utilization (11); Variety (9); Challenge (7); Job complexity (7); Supervising other people (6); Workload (5); Feedback from job (2); Task identity (2)
Interpersonal relationships (56)	Co-workers (29); Supervisor (27)
Individuals' intrinsic factors (56)	Importance of work (29); Occupation choice (13); Moral values (6); Necessity/lack of options (4); Personality (2); Purpose (2)
Organizational conditions (34)	Resources (12); Policies (8); Work Conditions (6); Job security (5); Leaders (2); Justice (1)
Career-related factors (28)	Promotion (14); Recognition (9); Development (5)
Extrinsic rewards (15)	Payment (11); Income (3); Reward (1)
State of flow (10)	Forget everything else (4); Absorption (3); Immersion (3)

Note: The number in parenthesis indicates the quantity of questions in each category (total = 279).

Since there were fewer questions, only two themes were identified among the set of Consequences-oriented questions, as displayed in Table 13.

Table 13 – Consequences-oriented questions

Consequence themes	Consequence codes
Attachment to organization (30)	Sense of belonging/attachment (19); Loyalty (13); Turnover intention (10); Recommendation for friends (1)
Organization Performance (18)	Extra-role behavior (10); Absenteeism (3); Job performance (3); Perseverance/Resilience (2)

Most of the Consequences-oriented questions (more than 60%) refer to the individual's attachment to the organization. The codes included in this theme reflect behaviors that usually lead to organizational outcomes related to human resources, as lower turnover rates³, less need

³ For example, "I have very strong ties with my present job which would be very difficult to break" (JWIQ)

for financial compensation⁴ and better recruitment⁵. The other theme arising from the content analysis includes behaviors that contribute to better organizational performance, usually in terms of productivity and quality.

In order to bring some light on how to apply these instruments in research and in organizations, and to direct further development on the topic knowledge, a framework is proposed. This framework aims to organize the 13 selected questionnaires according to the nature of their questions, based on the process perspective. More specifically, the suggested framework organizes the 11 themes that have emerged out of the analysis of Perceptions-related, Antecedents-related, and Consequences-related questions in the 13 questionnaires (refer to Table 11, Table 12, and Table 13 respectively) into a two-dimensional chart, as presented in Figure 6.

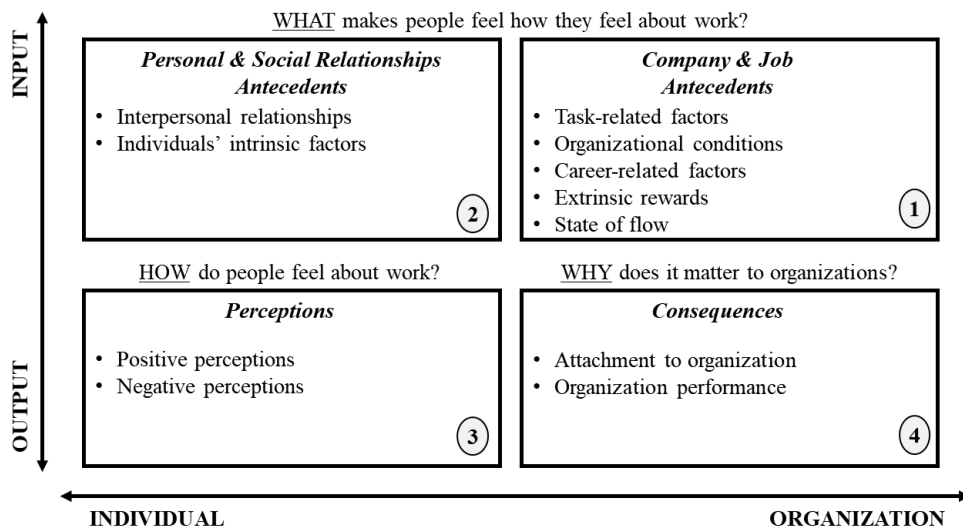


Figure 6 - Organizing Framework for questionnaires

The first dimension distinguishes between a focus on the individual and one on the organization. The second dimension discriminates between input factors, which would likely promote positive feelings about work, and output factors, which would provide evidence of how one feels (individual output), and the likely impact on the organization (organizational output). Although the antecedents' questions have an input nature, they vary in terms of focus. Some antecedents are related to the person, while others to the organization. So, the antecedents' themes were organized in Individual and Social Relationship (referring to individuals) and Company and Job (referring to organizations).

⁴ For example, "I would still do this work, even if I received less pay" (WOLF)

⁵ For example, "Would you recommend working at your organisation to a friend? (iPPQ10)

Quadrant 1 includes themes over which organizations may exert some control, typically through HR practices and job design. Quadrant 2, on the other hand, encompasses individual-specific factors not likely amenable to be addressed by standardized organizational policies that would fit everyone's idiosyncrasies. Nevertheless, ensured from both sides (i.e., person and organization), the best possible Person-Organization Fit (Chatman, 1989) could address Quadrant 2 factors. Quadrant 3 is the most transient, subjective, and personal one. A wide range of elements that lie outside the work environment may influence the answers individuals may provide to these kinds of questions. Finally, Quadrant 4 includes those behaviors that organizations would aim to foster when they invest in encouraging individuals to have positive feelings about work, in order to affect the organizational bottom-line positively.

The position (x, y) of each questionnaire in the organizing chart proposed in Figure 6 is determined based on the number of questions coded in themes in each quadrant. The closer the questionnaire is from the middle of the matrix, the more balanced it is in terms of a variety of elements measuring how people feel about work. On the other hand, the further the questionnaire is from the focus point, the more specialized it is.

Figure 7 displays the 13 selected questionnaires into the proposed chart over time according to dates presented in Table 1 (plus the Happiness at Work construct itself, that emerged after the year 2000).

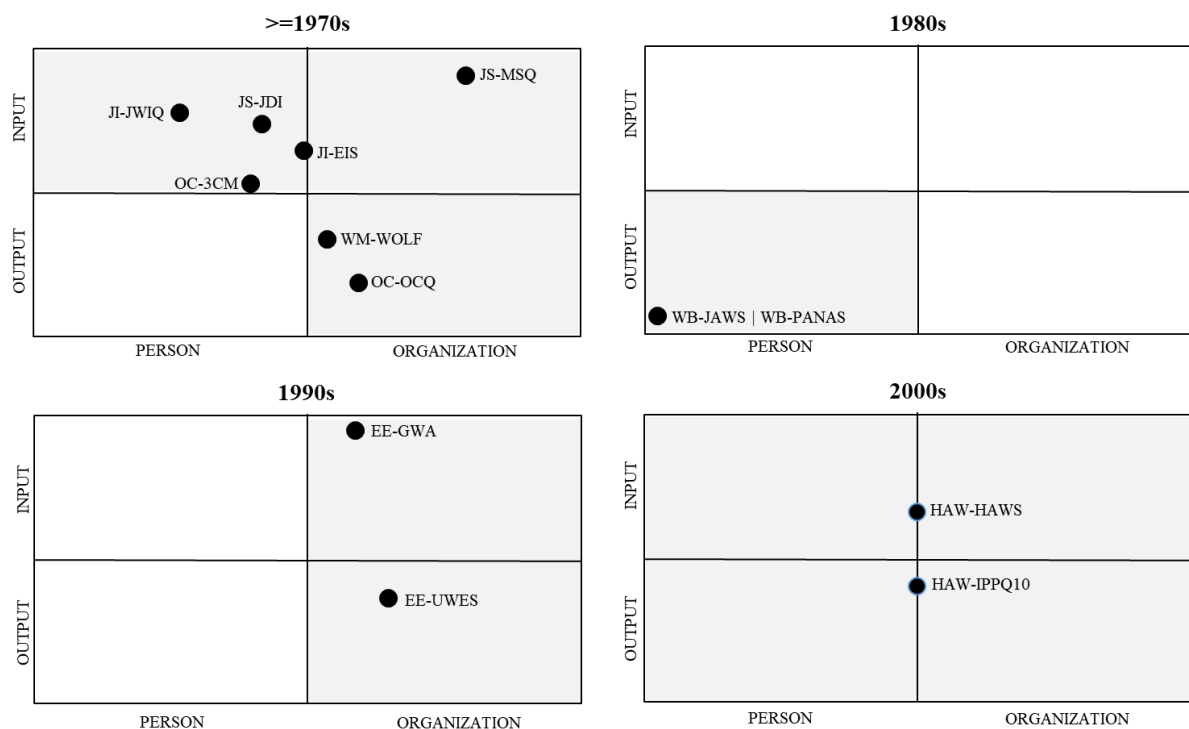


Figure 7 - Plotting the selected questionnaires into the Organizing Framework

Throughout the first phase (up to the late 1970s), construct measurement spread over all quadrants, except for Quadrant 3. In some constructs, the questionnaires' positions lie in different quadrants. Job satisfaction measures, for instance, lie in Quadrants 1 and 2, organizational commitment's questionnaires are in Quadrants 2 and 4, while job involvement's instruments are in Quadrant 2 and the very intersection between Quadrants 1 and 2. In the 1980s, perception-oriented questionnaires fill the previously identified gap, and both of them lie in Quadrant 3.

In the 1990s, employee engagement construct focuses on organization-related issues, locating the two questionnaires in Quadrants 2 and 4. Finally, in the 2000s, the two questionnaires on happiness at work have elements of all quadrants, being closer to the chart's center point than any of the previous instruments. The fact that they are located in opposite positions on the y-axis (input/output dimension) indicates their complementarity. Although encompassing more elements related to how people feel about work (perceptions, antecedents and/or consequences) may seem more representative of the phenomenon as a whole, it is not suitable for the application of the questionnaire in case of more focused objectives are the case.

3 RESEARCH METHODOLOGY

3.1. RESEARCH QUESTION AND METHOD

As seen in the previous section, much has been studied about Happiness at Work. However, the knowledge generated by the vast literature lacks convergence, making it difficult to have a single and full view of the topic. First, there is no consensus on the concept of happiness itself; there are many different constructs related to the theme.

Regarding the antecedents, the integration of the knowledge generated is also faulty. The elements that act as antecedents of Happiness at Work are often considered in an isolated way or small groups. Existing theories assess the relationship between one or more elements and Happiness at Work, providing a broader view of the elements, but still considering individual and organizational levels of analysis separately. The concept of Fit, on the other hand, tries to integrate the individual and the organization views; but does not explain the influences of each level of analysis, only the alignment between them. In sum, the lack of integration between the

various studies related to Happiness at Work leads to a lack of comprehensive perspectives that cover both levels of analysis - individual and organization.

Other relevant issues are related to measurement, which is a crucial point in the evolution of scientific knowledge on the subject. If there is no consensus that a specific form of measurement reflects the underlying concept, any relationship studied, whether of cause or effect, is questioned. Furthermore, studies using different forms of measurement can yield conflicting results, and this is where the study of Happiness at Work lies: multiple constructs and studies based on different measures, raising questions, and thus leading to inconclusive answers.

This study aims to increase the understanding of the phenomenon as a whole to help organizations and individuals make decisions related to Happiness at Work.

From the organizational point of view, there are issues about the theme that influence HR strategy with an impact on costs. Can a company really make an employee happy? If so, what is under the organization's scope that can be done?

From the individuals' point of view, there are also several doubts regarding being happy at work. Should they expect organizational initiatives to make them happy, or is it the individuals' responsibility to seek Happiness at Work?

To help solve these issues, the present study's research question is:

**WHAT MAKES INDIVIDUALS MORE OR LESS HAPPY
AT WORK IN ORGANIZATIONS?**

The wide nature of the research question can provide a broad and comprehensive overview of the subject given the gap identified in the literature review previously. However, the question was unfolded to operationalize the research and define its design, as presented in Table 14.

Table 14 – Research question and implications for research

Question excerpt	Implication for research design
WHAT MAKES	The research will focus on Happiness at Work Antecedents
INDIVIDUALS	The phenomenon should be evaluated from the individual's point of view/Person Level
MORE OR LESS HAPPY	Research should consider many situations of individuals along their lifetime
AT WORK	The focus should be on each person's work-life
IN ORGANIZATIONS	The research should consider work situations that happened inside companies (an "employer/employee" type of relationship), making it possible to verify the impact of the organizations on the phenomenon. Therefore, work relations such as an independent professional, entrepreneurship initiatives, part-time teaching, among others, should not be considered.

A specific public was chosen to be the focus of this study in order to allow a better between-person comparison. The selected group includes individuals currently working in middle management positions, due to its intermediate position in the companies' hierarchical structures, generating high pressure on its members. Middle managers are considered "the unhappiest employees at U.S. organizations" (Wilkie, 2018, p. 1), which can be explained by some factors.

First, middle managers must make several decisions every day, but these decisions are often not the ones that define the future of the business. They also bear all the hard work of managing subordinates while responding to superiors whose policies are to be enforced - even when they have not participated in their definition, they must defend them if their subordinates oppose them (Lam, 2015; Wilkie, 2018). In addition, middle managers have to deal with different balances of power according to whom they are relating to (superior or subordinate), which can be exhausting and lead to conflict if they cannot move well between these two roles (Anicich & Hirsh, 2017).

This vulnerable position of middle managers was reflected in the results of a study at Columbia University's Mailman School of Public Health, which points out that individuals near the middle of the hierarchy suffer more depression than those at the top or bottom. ("Anxious? Depressed? Blame It on Your Middle-Management Position," 2015; Lam, 2015).

This scenario can also be seen in Brazil, further aggravated by the cuts in personnel and resources resulting from the economic crisis and digital transformations. Middle managers are most affected by these cuts as they receive a larger workload with leaner structures. They do not earn top management salaries and bonuses, have little influence on decisions, and need to meet set goals. Often they cannot match the overworked teams in terms of professional growth and salary increases (Pati, 2018; Souto, 2016).

Based on the nature of the proposed question, a Qualitative (Belk, Fischer, & Kozinets, 2012; Creswell, 2003) and Process (Van de Ven, 2007) approach was chosen. A study with this type of approach is usually developed primarily based on data obtained from people through open-ended interviews (Creswell, 2003; Van de Ven, 2007). Therefore the method used for data collection was the in-depth and semi-structured interview, also known as less systematic or informal (Mann, 1979; Selltitz et al., 1974; Vieira & Tibola, 2005). Since they were semi-structured, the interviews were based on an open script, with some key points to ensure that the main elements found in the literature review and necessary for the analysis were addressed.

The selection of a narrative as the data collection method for this study includes some limitations inherent to this method. When someone tells a story, it is “about significant events and memorable moments” (Kahneman, 2011, p. 387), and *Duration neglect* and *Peak-end rule* (Kahneman, 2011) influence what and how it is remembered. Moreover, the story being told is their version, not necessarily what really happened. However, since the purpose of the present study is to understand the Happiness at Work phenomenon from the individual’s perception, these initial limitations, in fact, collaborate with the research design.

The interviews were conducted to identify positive or negative situations during specific periods in order to answer the proposed research question. These periods were called *Work Experiences*. The decision of structuring the analysis on Work Experiences was based on the concepts of occurrences and events that are inherent in process studies, such as the present one. Occurrences (or incidents) are operational empirical observations (a directly observable group of first-order activities), while events are abstract groupings of incidents (a more abstract second-order construction) (Abbot, 1984; Van de Ven, 2007).

The Work Experience is defined for this study as an occurrence that, at a specific moment in time, encompasses a situation pointed out by the interviewees with a stable context, in terms of the company where they work, the job they performed, the team they belong to and/or their personal circumstances. A new Work Experience arises at the moment the interviewees themselves consider that there was a change in one or more of these conditions that impact their situation in terms of the proposed topic (e.g., a job rotation, a new direct supervisor, a change of physical workplace).

The **Work Experience**, therefore, is the **basic unit of analysis** of this study. In addition, longitudinal analyses of the **Person** were also developed, comparing Work Experiences in different companies. Although the research question of the present study is focused on an individual point of view, the data collected allows for some considerations about the **Organization**, comparing Work Experiences of different Persons in the same company.

Figure 8 shows a visual representation of the units of analysis of this study.

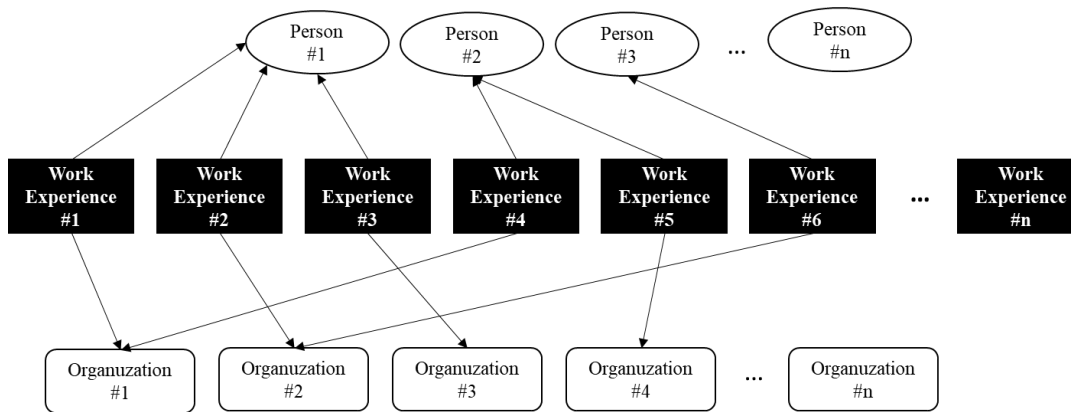


Figure 8 – Units of analysis

3.2. CONCEPTUAL MODEL

Fisher (2010) describes Happiness at Work stating that “happiness-related constructs in organizational research vary in several meaningful ways (...). First is the level at which they are seen to exist; second is their duration or stability over time” (Fisher, 2010, pp. 385–386). She presents three different levels of happiness: the *Transient Level* includes positive moods and discrete emotions and varies over time for the same person; the *Person Level* focuses on the differences between the individuals and is more stable over time; and the *Unit Level*, related to the happiness of groups (e.g., teams, work units or organizations). The present study focuses on the two first levels.

Based on the literature reviewed (Section 2), the research question and the method proposed (Section 3), it is possible to define a conceptual model that will guide the operationalization of the present research.

Figure 9 shows how Happiness at Work is impacted and impacts other elements. In the literature, different positive antecedents impact happiness positively at work, while various negative antecedents impact it negatively. These impacts are moderated by the personal context. On the other hand, the more happiness one experiences at work, the more positive the consequences are, while less Happiness at Work leads to more negative consequences.

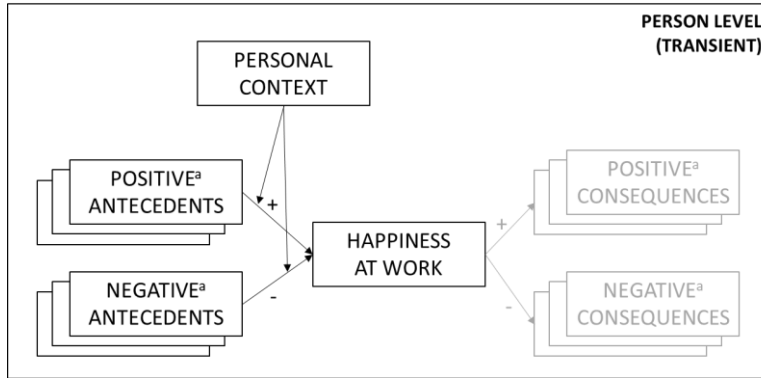


Figure 9 – Preliminary conceptual model (pre-research) – Part I

Note: Although the present study does not focus on consequences, they are shown in the model for the sake of completeness

This conceptual scheme reflects a Person Level but in a transient state. It represents the Work Experience unit of analysis. However, “Happiness (...) vary in level, from transient affective experiences typically measured repeatedly for each respondent, to more stable attributes that characterize and differentiate persons from each other” (Fisher, 2010, p. 386). Thus, Happiness at Work is a phenomenon that should be studied at a Person level in a longer perspective, not only in a specific period.

A more comprehensive Person level model was then proposed, based on the concepts of Kahneman e Riis (2005), according to whom “an individual's life could be described-at impractical length-as a string of moments” (Kahneman & Riis, 2005, p. 285). Additionally, they “examined the requirements for deriving an adequate measure of the total utility of an episode from reports of moment utility over its duration” (Kahneman & Riis, 2005, p. 290). Based on these ideas, the Person level Happiness at Work is defined here as a sequence of the person’s Work Experiences, each one influencing the next one, as shown in Figure 10.

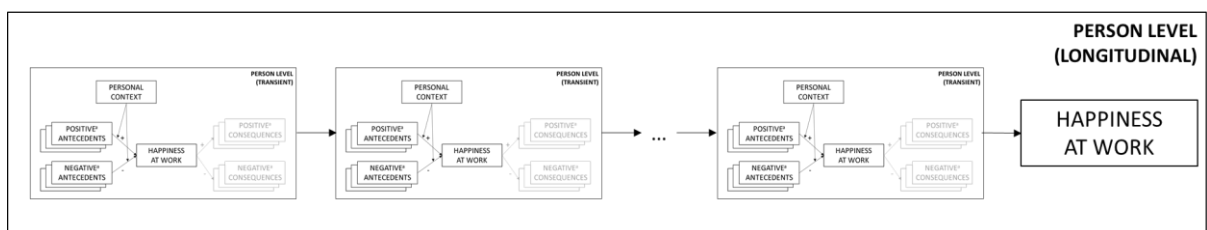


Figure 10 - Preliminary conceptual model (pre-research) – Part II

Longitudinal models such as the one in Figure 10 are becoming increasingly prevalent in behavioral sciences. Besides being more comprehensive, longitudinal data permits the disaggregation in between-person and within-person perspectives when analyzing the effects on the phenomenon under study (Curran & Bauer, 2011). Thus, this study will be developed using analyses at a **Person Level**, based on the variations presented in Table 15:

Table 15 – Perspectives of analysis at a Person Level

Conceptual Model	Perspective	Object
Transient (Part I)	Aggregate	All Work Experiences
Longitudinal (Part IIA)	Within-person	Work Experiences of the same person
Longitudinal (Part IIB)	Between-person	Work Experiences of different people

Based on the definitions provided in previous sections, the research question of the current study can be made more specific to guide data analysis:

General Research Question: WHAT MAKES INDIVIDUALS MORE OR LESS HAPPY AT WORK IN ORGANIZATIONS?

Specific Research Question: FROM THE **MIDDLE MANAGERS'** POINT OF VIEW, HOW DO **ANTECEDENT FACTORS** IMPACT A PERSON'S **POSITIVE AND NEGATIVE WORK EXPERIENCES**?

3.3. DATA COLLECTION

3.3.1. Interviewee Selection

The interviewee selection is a key element of the success of the study, allowing for different nuances of the research question to be assessed. Within the universe of middle managers, this study's target group, the interviewee selection process sought to ensure a diversity of situations that would allow exploring the issues proposed here, based on comparisons between similar or antagonistic cases (Van de Ven, 2007; Yin, 2009). The respondents' selection procedure sought to provide variety in several respects: organizational (i.e., people that worked in different companies, from different industries); jobs (i.e., people that worked in different departments, performing different activities); demographics (gender, and age); and life cycle stage comprising marital status (i.e., single, married, divorced) and family status (having children or not). These criteria were established in order to balance focus and diversity and are summarized in Figure 11.

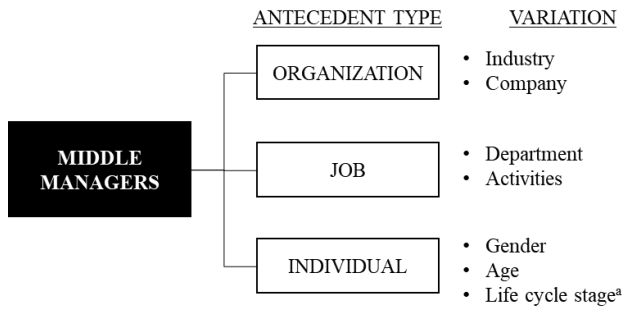


Figure 11 – Interviewee selection criteria

Note: (a) Marital status, with or without children

3.3.2. Data Collection Protocol

A protocol was adopted to conduct and record the interviews. This protocol was tested in two pilot interviews and adapted for the other ones. Then, it was strictly followed and worked effectively. The protocol is presented below.

a) Before the interview:

1. Selection of interviewee candidates based on the criteria presented in Figure 11;
2. Initial contact using a standard message, adapted to a given situation as necessary, via Whatsapp, Messenger or private message on LinkedIn;
3. Interview scheduling, requesting two hours of availability in a quiet location;
4. Confirmation of the interview a day before through WhatsApp.

b) During the interview:

5. Opening the interview, addressing matters of confidentiality, recording authorization, approximate interview time length, and interview dynamics, which consists of the narrative of the interviewee's professional life beginning from choice of career and college;
6. Conducting the interview by following the pre-established open script
 - Let the interviewee lead the narrative, which allows the emergence of some other factors besides those already identified in the literature review;
 - Identify Work Experiences: period/duration, company, position, main responsibilities, and the stage of the personal lifecycle;

- If the interviewee does not mention it spontaneously, ask questions about the main antecedents identified in Section 2.2 (refer to Table 3);
- Before closing, ask the interviewee to indicate the best and the worst moments of his/her career and why those moments were the best or the worst.
- Record the interview on at least two devices, and take notes of the main points/ impressions throughout the interview.

7. Closing the interview.

c) After the interview:

8. Register the interviewee, interview, companies, and Work Experiences in the database;
9. Backup audios on hard disk and cloud (Google Drive);
10. Thank the interviewee for the interview via WhatsApp the next day;
11. Transcript audio to word document;
12. Review the document and send it to the advisor.

3.3.3. Data Collected

Data collection was performed in three rounds, as presented in Table 16.

Table 16 - Data collection interview rounds

Round	Objective	Period
(1) Pilot Interviews	Improve script and interview protocol	02/20 to 03/02/2018
(2) Interviews	Collect data to support the analysis structure to be proposed in the project incorporating pilot adjustments	03/28 to 05/17/2018
(3) Additional interviews	Complement data collection incorporating committee suggestions	10/02 to 12/03/2018

The interviews were conducted at one of the following locations: a) the interviewee's workplace; b) the interviewee's residence; c) the interviewer's office; or d) a public location such as a restaurant. The preference was always for the interviewee's workplace in order to obtain additional information about the work environment. The public location was always the last option due to noise or possible inhibition of the interviewee, but it worked well when needed. Figure 12 shows the locations where the interview was conducted, indicating that most were performed at the interviewee's workplace.

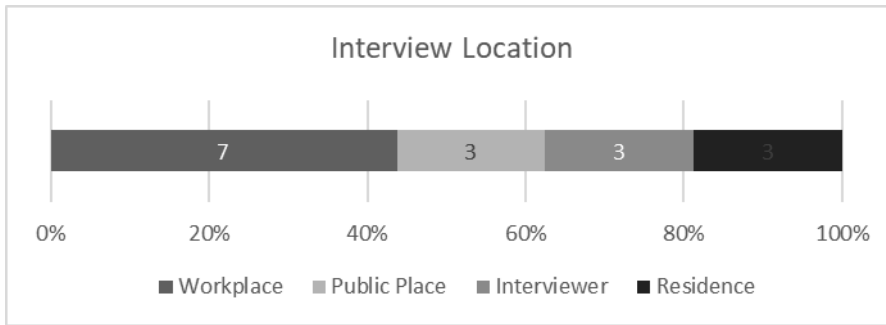


Figure 12 – Interview locations

Since interviews were semi-structured and in-depth, the expectation was to gather a reasonable amount of data in each interview, which was accomplished, leading to a satisfactory amount of information. There were 167 experiences in 53 companies collected from 16 individuals through more than 30 hours of interviews and 600 pages of transcriptions. The interview cycle was closed when it was observed that the Work Experiences were bringing similar contents and insights, indicating saturation. Figure 13, Figure 14, and Figure 15 show the profile of companies, individuals, and Work Experiences involved in the interviews, respectively. The complete lists of individuals and organizations, including key information, can be found at APPENDIX 1 and APPENDIX 2.

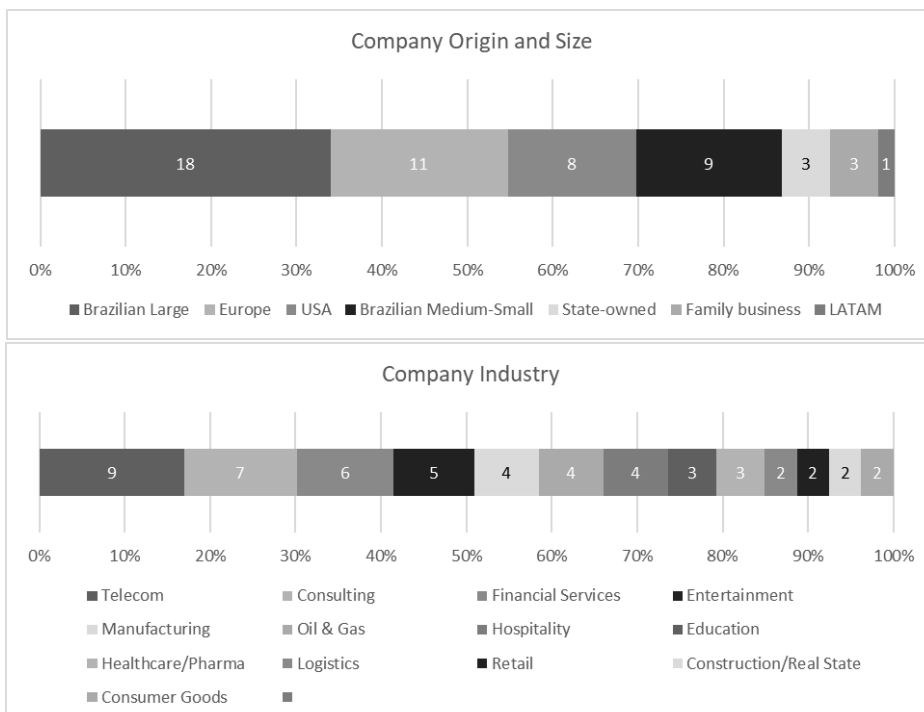


Figure 13 – Organizational profile



Figure 14 – Persons' profile

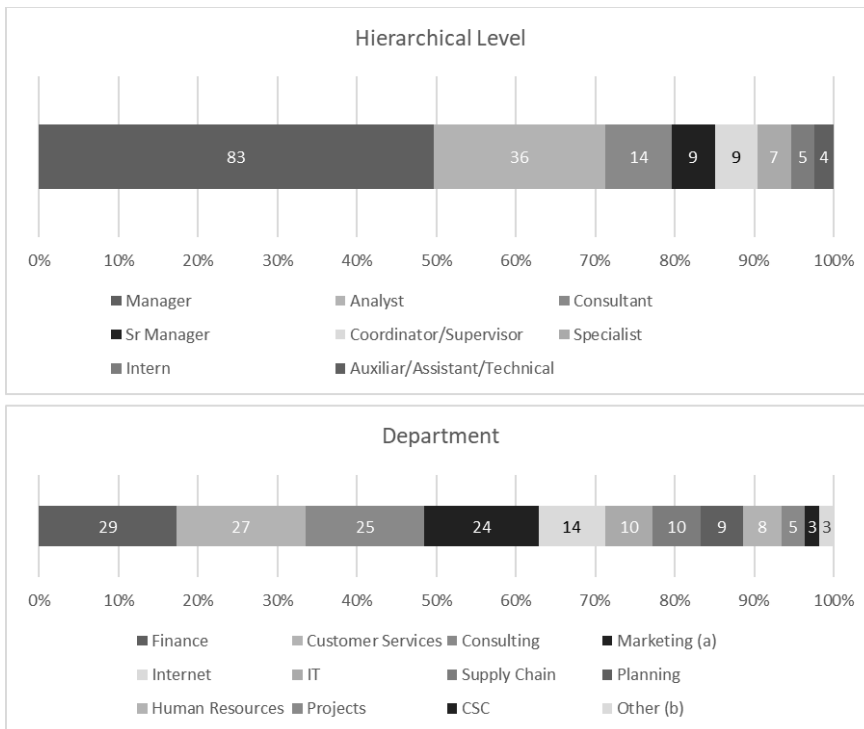


Figure 15 – Work Experiences' profile

Note: (a) Marketing, Products, and Sales; (b) Strategy, Engineering, and Administrative

As can be seen from previous figures, there was an adequate level of diversification, even with cases with a similar profile, allowing the necessary comparisons to fulfill the objectives of the present study.

The primary unit of analysis of the present study is the Work Experience. After coding all the collected content, as will be explained in section 3.4, each Work Experience was analyzed, identifying whether it was positive or negative (i.e., Work Experience result). An indicator called Happy Level (to be described in section 3.5) was defined to determine these results. Then, to answer the research question of this study, the antecedents of each Work Experience were analyzed according to section 3.6. The purpose was to understand how these antecedents influenced each result.

3.4. DATA PROCESSING: THE CODING PROCESS

Figure 16 shows the interviews' coding process and how the data was structured.

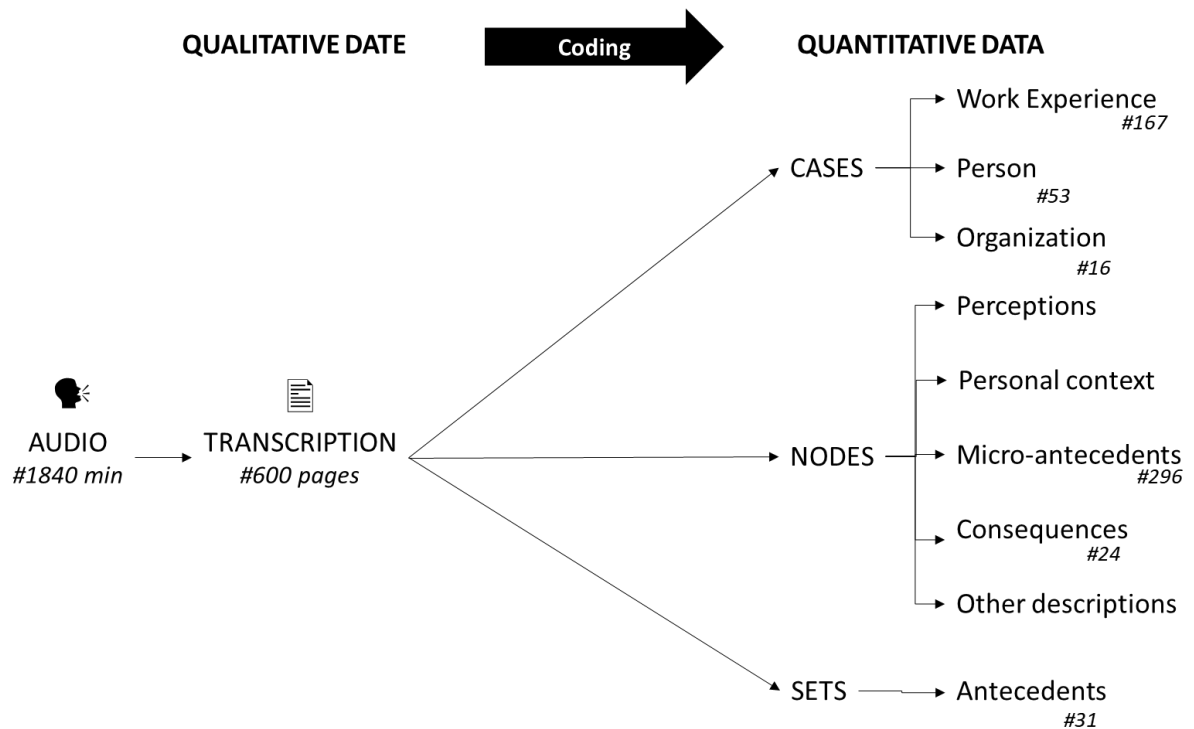


Figure 16 – Data coding structure

Note: Numbers preceded by # refer to the quantity of each respective item

Although the data collection process was qualitative with in-depth interviews, the coding of a large amount of information from narrative content led to the generation of a mass of quantitative data, allowing for more systematic analyses. It is important to highlight that, even though the content was transformed into quantitative data, its analysis is not subject to statistical generalization, only analytical generalization (Yin, 2009). Nevertheless, the quantitative analyses helped outline and synthesize the large volume of information in order to reach the conclusions of this study.

The audio files from more than 30 hours of interviews were transcribed into Microsoft Word documents and reviewed to ensure their reliability. The 16 files with almost 600 pages were then uploaded into the NVivo software, which was the information repository and the coding tool. NVivo was the primary tool to support research development. However, other tools were also used, as can be seen in Table 17.

Table 17 – Research support tools

Tool	Phase	Objective
<i>Mendeley</i>	Literature Review	Bibliographic references organization
<i>Access</i>	Data Collection	Preliminary record persons', organizations' and Work Experiences' information of interviews (later this information was migrated to NVivo)
<i>NVivo</i>	Data Analysis	Registration of all persons', organizations' and experiences' information Interview coding
<i>Excel</i>	Data Analysis	NVivo raw data crossing and analyses
<i>BigML</i>	Data Analysis	Decision tree elaboration based on sentiment analysis

It is noteworthy that before the final decision to use the NVivo tool, three coding method simulations were performed: 1) in NVivo itself with a predefined code tree (based on Table 3 of Literature Review); 2) in Excel; and 3) manually, using printed documents. In each of the three simulations, three interviews were coded. Given the volume of information and its richness and complexity (many layers), the NVivo tool was chosen among the three coding methods. The *in-vivo coding* process was used, in which codes are derived from what the interviewee says rather than a predefined tree (Saldaña, 2013). This approach was found to be more compatible with the exploratory nature of the present study. The coding process was performed in cycles, also following *The Coding Manual for Qualitative Researchers* (Saldaña, 2013) and is described in the next two subsections.

3.4.1. First Coding Cycle – CASES

Each unit of analysis (i.e., Work Experiences, Persons, and Organizations) gave rise to a different CASE CLASSIFICATION in NVivo. In the First Coding Cycle, the narratives' transcriptions were analyzed and coded into Work Experiences CASES. Despite the interviewer oriented the interviewees to tell their story in chronological order, narratives are usually not linear, especially in an open interview. Thus, it was necessary to locate the excerpts referring to each Work Experience in each transcription file, often scattered throughout the narrative.

Work Experiences CASES were named following a rule that makes their identification easier.

x.y.z ABC, where:

x is the sequential letter of the person,

y is the sequential digit of the organization where s/he worked,

z is the sequential digit of Work Experiences within this organization and

ABC is a mnemonic of the organization name

For example, Work Experience I.7.2 COC refers to the second experience of the ninth person (letter I) in the seventh company he worked for, which was the Coca-Cola Company. With 167 Work Experiences, this rule proved to be very useful in subsequent analyses.

The identification of Work Experiences along narratives was made according to the interviewees' own statement, triangulated with LinkedIn data (when available), where respondents structure their trajectory into something close to the concept of Work Experiences adopted herein. In addition to LinkedIn, websites of organizations and news from all kinds of media were used to complement the information structure, especially the dates to compose the timelines shown in the following analyses. Work Experiences were then grouped in Persons CASES and Organizations CASES.

In order to preserve the interviewees' identity and the confidentiality of the information provided, individuals were identified by a sequential letter and a pseudonym beginning with this letter (for example, the first individual was identified by the letter A and, because it is a female, her pseudonym was chosen to be Ana). Organizations, in turn, were identified by the previously mentioned mnemonics. The full list of individuals and organizations, with their key information, can be found in APPENDIX 1 and APPENDIX 2.

3.4.2. Second Coding Cycle – NODES e SETS

In the Second Coding Cycle, thematic codes were identified, associated with what is called NODES in NVivo. The **first step** of this second cycle was highly exploratory, not relying on predetermined lists of codes that could have been developed based on the literature review. Instead, in employed *In vivo coding*, whereby interview coding applied an entirely free procedure. *In vivo* codes are obtained directly from the text (Given, 2008). Thus, this first step As the analysis progressed, a convergence of themes was observed, and codes could be reused.

The strategy adopted in this first round, however, was to leave the codes as specific as possible so that it would be possible to register all relevant content, allowing access to all the information. In this way, it would not be necessary to go back to the original text since there was a large volume of data.

Although the focus of this study is on Happiness at Work antecedents and their impact on Work Experiences results, given the richness of information present in the narratives about other themes related to the topic and Organizational Behavior, all subjects were codified instead of only those associated with the present study. Consequently, at the end of the first round, about 700 NODES were identified. This phase lasted for about two months.

The **second step** of the Second Coding Cycle aimed to search for similarities among NODES, as well as to revise their content, in order to reduce code assignment errors. At the end of this stage, the four groups presented in Figure 16 were defined: Perceptions, Personal Context, Micro-Antecedents/Antecedents, Consequences, and Descriptions. The first three items are directly related to the present research. The groups are described below:

Perceptions. The positive and negative perceptions about the moments described by the interviewee throughout the narratives were here coded. They were identified through the idiomatic expressions used (e.g., *cool, pleasant, anguish, discomfort*). The full list can be found in APPENDIX 3. The NODES *Positive* and *Negative* in this group served as the basis for one of the Happy Level calculation forms, provided in detail in section 3.5.

Personal Context. Narrative excerpts related to *Career Choice, Family, and Personal Profile* were assigned to this group. In Career Choice, there are themes such as the reason for choosing a college course (e.g., to like specific subjects at school; parental influence) and preferences for certain types of work (e.g., like to plan more than to execute), among others. In Family, interviewees told about how the history of their family of origin influenced their relationship with work (e.g., witnessed their father's bankruptcy, and, therefore, did not want to take professional risks). Finally, in Personal Profile, individuals described themselves in terms of their personality, which helped to understand the Fit with specific jobs and/or organizational cultures (e.g., being anxious, not liking confrontation, being a detailed person, being pragmatic). These items are related to the Individual Factors described in section 2.2.1 of Literature Review.

Antecedents. As this is the focus of this study, Antecedents was the most specific group, consisting of 296 NODES (here called *Micro-Antecedents*). Such Micro-Antecedents were then grouped into 31 items, named Antecedents, and structured on NVivo as SETS. Many of these 296 NODES refer to the same topic; however, the positive, negative, and neutral statements

were separated to analyze their impact on the Work Experiences' results. For example, for the Antecedent (SET) *Autonomy*, there are Micro-Antecedents (NODES) about *lack of autonomy*, *lack of autonomy as something positive*, *lack of autonomy as something negative*, among others. The full list of Micro-Antecedents (NODES) and their Antecedents groups (SETS) is provided in APPENDIX 4. These items are related to the Organizational Conditions and Job Characteristics, shown in sections 2.2.2 and 2.2.3 of the Literature Review. However, the list is not exactly the same since it was built through *in-vivo* coding.

Consequences. This group emerged from the narrative of what occurred as an outcome of the Work Experience. This theme arose spontaneously in the interviews and, unlike Antecedents, was not explored in depth because it is not a direct focus of this study. Nevertheless, positive and negative consequences, with influence on both the person (e.g., reduced self-esteem, being proud of oneself) and the organization (e.g., reduced absenteeism, extra-role behavior), were codified. These items are related to the Consequences, as described in section 2.3 of the Literature Review.

Descriptions. Finally, other situations not directly related to the research objective, but pertinent to Management research and especially to Organizational Behavior research, were coded in the *Descriptions* group. Issues related to the industry and the stage the company was going through, discussions about the differences between large companies vs. small companies and traditional companies vs. startups, considerations about the future of each person, among others, could be used in future studies.

Some information provided by the interviewees were related to the organization as a whole or to the whole period the individual spent in that organization, and not to a specific Work Experience. When this was the case, the respective NODES were associated with all Work Experiences that took place in this company.

3.5. MEASURING HAPPINESS AT WORK: THE HAPPY LEVEL (HL)

The starting point to analyze how antecedents impact a person's Work Experience, which is the core of this research question, is to identify whether the Work Experience in question is positive or negative, or, in other words, to measure the level of Happiness at Work.

The discussion about the existing methods of measuring Happiness at Work in section 2.4 has pointed out the nonexistence of a widely accepted method, as well as of a comprehensive one that would include all aspects of the topic. Since the present research aims to be comprehensive and embrace as many elements as possible, it seemed more appropriate to

propose a specific measurement method for this purpose. Therefore, it advances two measurement methods, one qualitative and other quantitative.

The qualitative assessment of Work Experiences as positive or negative generated an Overall assessment. This assessment consisted of coding narrative excerpts related to each Work Experience as positive or negative based on the judgment of the researcher, who was also the interviewer and the coder. These multiple roles allow the researcher to be considered a subject matter expert. The same researcher performed all the coding for all of the data, which prevent different criteria and interpretations that could be applied if there were multiple people involved. The Overall assessment of the Work Experiences was based not only on the text itself but also on all elements present in the interview, such as facial expressions, voice tone, and context. Since it is a comprehensive method, the Overall assessment was considered a baseline for identifying positive and negative Work Experiences.

In addition to the Overall assessment, which provides a qualitative and binary (positive/negative) appraisal, a quantitative indicator, namely Happy Level (HL), has been conceived. It draws on Kahneman's (2011) perspective:

“Although positive and negative emotions exist at the same time, it is possible to classify most moments of life as ultimately positive or negative. We could identify unpleasant episodes by comparing the ratings of positive and negative adjectives. We called an episode unpleasant if a negative feeling was assigned a higher rating than all the positive feelings.” (Kahneman, 2011, p. 384)

The Happy Level indicator represents the level of a person's perceived Happiness at Work during a specific Work Experience, based on the individual's narrative. As a result, the calculating procedure of the HL indicator included manual coding of positive and negative Perceptions, linked to each Work Experience (NODES in NVivo, section 3.4.2). HL for each Work Experience is thus calculated according to Equation 1.

$$HL = Q_{P+} - Q_{P-} \quad (1)$$

where HL is the Happy Level for a specific Work Experience, Q_{P+} is the number of positive *Perceptions*, and Q_{MA} is the number of negative *Perceptions*.

3.6. ANALYZING HAPPINESS AT WORK ANTECEDENTS

As explained in section 3.2, according to the conceptual model proposed, this study is focused on the Person Level, adopting three different perspectives (i.e., Aggregate for the transient state and Within- and Between-Person for the longitudinal view). Table 18 summarizes the analyses performed to answer the research question, related to each perspective.

Table 18 – Methods applied to Antecedents analysis

Perspective	#	Name	Description	Objective
Aggregate	1	Antecedents Ranking	Ranking of Antecedents ordered by the number of mentions for all Work Experiences, for positive Work Experiences and for negative Work Experiences	To identify the most mentioned Antecedents for each Work Experience result and to identify similarities and differences
	2	Antecedents Decision Tree	Antecedents' Decision Tree	To identify which Antecedents, when analyzed together, differentiate the most positive and negative Work Experiences
Within-person	3	Summarized narrative	Table summarizing Personal Guidelines (A) and text summarizing the narrative (B)	To identify qualitatively the main situations and elements that impact Work Experiences and overall individual level Happiness at Work
	4	Summary Sheet	Summary of all information about each person's work-life trajectory including the Happy Level evolution	To identify what happened to the individual including personal aspects of his/her life from a longitudinal perspective
	5	Antecedents Ranking	Ranking of Antecedents ordered by the number of mentions for all Work Experiences, for positive Work Experiences and for negative Work Experiences (similar to #1; but, for each person)	To identify the most mentioned Antecedents for each Work Experience result and to identify similarities and differences, for a specific individual
Between-person	6	Antecedents Ranking	Comparison of Antecedents ranking (#5) of different individuals	To identify similarities and differences between persons in terms of the most frequent Antecedents for each Work Experience result
	7	Work Experiences Ranking	Top-10 and Bottom-10 Work Experiences ranking ordered by Happy Level	To identify the main aspects of the best and the worst Work Experiences
	8	Happy Level Variation	Comparison of maximum, minimum and Global Happy Level	To identify similarities and differences between individuals in terms of Work Experience variance throughout their work-life

The analytical procedures provided in Table 18 will be explained in detail in the next subsections.

3.6.1. Aggregate Analyses

As explained previously in section 3.4.2, Antecedents have been identified as negative, positive, or neutral, all at a detailed level (NODES) and in groups (SETS). Based on the Happy

Level calculated according to the selected method described in the previous section, it is possible to identify which Work Experiences are positive and which are negative. Thus, crossing these two blocks of information (positive, negative, or neutral Antecedents *vs.* positive or negative Work Experiences), it is possible to analyze the relevance of each Antecedent in each Work Experience result. For this purpose, two types of analyses were performed.

The first analysis is based on an Antecedents ranking, ordered by the number of mentions for all Work Experiences, for positive and negative Work Experiences, allowing a comparison of which Antecedent is more frequent in which situation and how they differ (Analysis #1).

The second analysis was based on the Decision Tree model (Analysis #2). The Decision Tree was run in the BigML tool from a CSV database extracted from NVivo and adjusted to the required format. This database contains the classes (Work Experiences/CASES) in the rows and the attributes (Antecedents/NODES) in the columns. The supervised method was applied, having as the predictive target the Work Experience result (positive or negative). The Decision Tree model is usually used in quantitative research, with large amounts of data. However, the tool helped to conceptually understand the Antecedents as possible predictors of the Work Experiences results, since the volume of information obtained is too large for a manual/visual analysis⁶.

3.6.2. Within-Person Analyses

Within-person analyses were performed to reach a better understanding of each individual. In Analysis #3A, two Personal Guidelines were identified and illustrated by examples of quotes from the interviews. A summarized version of each narrative is also developed to identify qualitatively the main situations and elements that have an impact on the Work Experiences and overall individual Happiness at Work (Analysis #3B). The Personal Guidelines and the text helped to contextualize other analyses' findings and link them to the literature review.

In order to facilitate a longitudinal view of each individual's history, a template called *Summary Sheet* was developed. This template allows for visual analysis of each individual's trajectory (Analysis #4), containing the following information:

(A) Personal and Interview data.

⁶ The number of Work Experiences multiplied by the number of Antecedents generates about 5200 incidents, which can increase even more by the number of possible combinations among them

- (B) Summary of Personal Context, including Family, Career Choice, and Personal Profile.
- (C) Timeline representing the Work Experiences over time, including their main information.
- (D) Summary of each Work Experience assessment. The row *Moment* indicates the best and worst moments, according to interviewees' assertions. The rows Overall and HL Perceptions shows the Work Experience result according to the method described in section 3.5.
- (E) Happy Level evolution curve of HL calculated according to section 3.5.
- (F) Person's global Happy Level, obtained from the average Happy Level of all Work Experiences, weighted by the number of years in each Work Experience.
- (G) Personal Guidelines, a summary of what emerges as an individual's priorities throughout professional life, according to the narrative. It is exemplified in the Summary Sheet through quotes from the interview and a keyword suggested by the interviewer.

The Summary Sheet has been filled for each of the 16 individuals. An example with modified data (to preserve the confidentiality of the interview) is shown in Figure 17. Additionally, also to protect privacy, only a part of the Summary Sheet will be presented in this document.

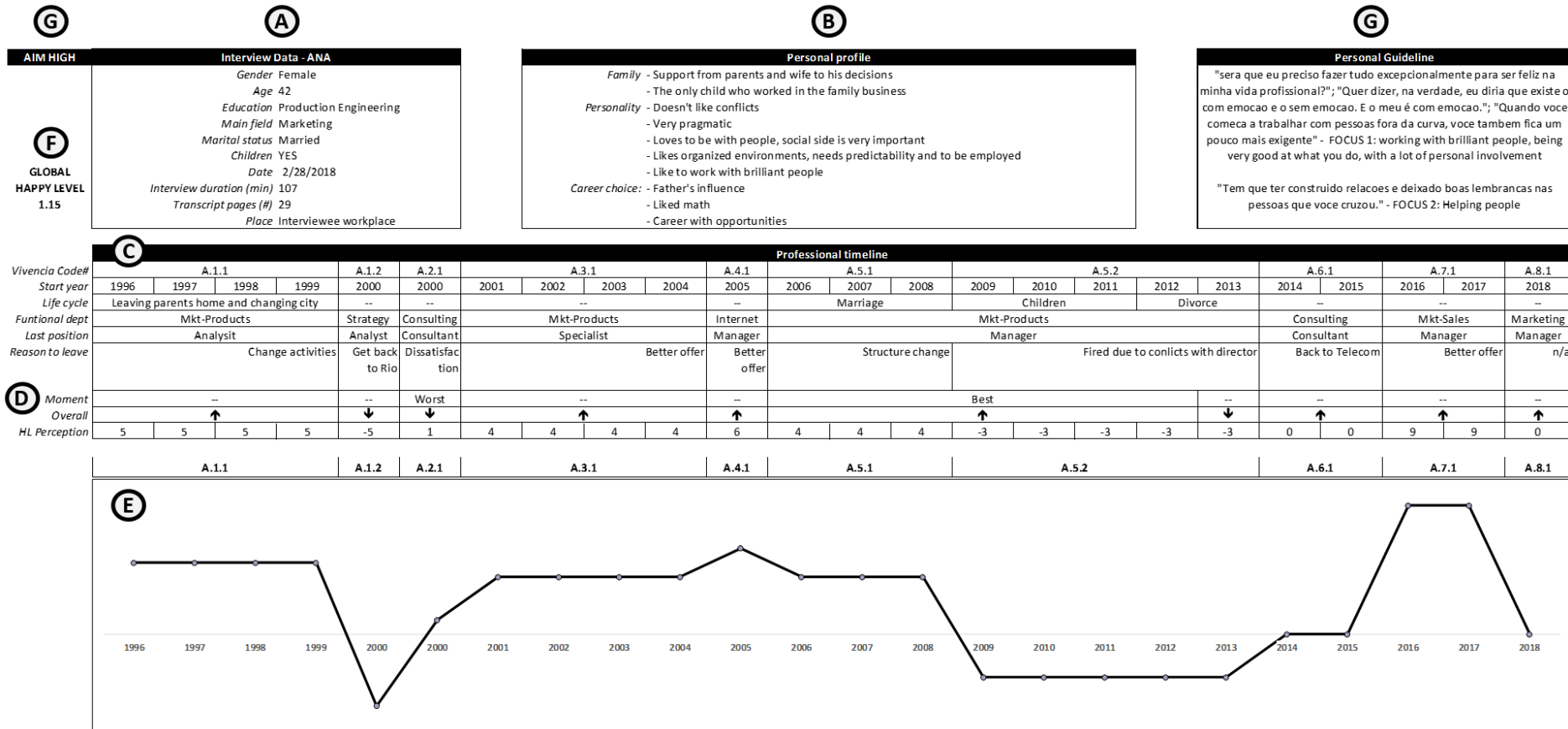


Figure 17 – Person’s Summary Sheet Template

Finally, Antecedents rankings by mentions for all Work Experiences, for positive and for negative Work Experiences similar to those for the Aggregate analysis, were developed, but this time for each person (Analysis #5). These rankings allow for the identification of which Antecedents are more mentioned in each situation for each person, denoting each Antecedent's importance.

3.6.3. Between-Person Analyses

The comparison between the Antecedents rankings developed for each person in Analysis #5 provides a between-person analysis, indicating the differences between the importance of each Antecedent for each person (Analysis #6).

A ranking of all Work Experiences based on Happy Level was also developed (Analysis #7). Since there are 167 Work Experiences, in order to permit a more focused view, the analysis presents the top-10 and bottom-10 Work Experiences.

Finally, for each person, a Global HL was calculated from the average Happy Level of all Work Experiences, weighted by their respective duration (in years). The difference between each person Global HL and amplitude (i.e., variation between minimum and maximum HL) provide the last Between-Person analysis (Analysis #8).

Due to the conceptual definition of the HL calculation method, the comparison of HL among different persons could have a bias embedded in it. Since the formula is based on the number of mentions of positive and negative perception terms, as listed in the Codebook in APPENDIX 3, the narrative style of each person could lead to more or less of these mentions. Thus, comparing HL in different Work Experiences for the same person is not an issue since the same narrative style is applied to all Work Experiences. However, when comparing different persons' HL, it could be an issue since a person could describe a situation in more or less detail, or s/he can be more or less emotional during the interview (i.e., mention more or fewer feelings).

A method to address this possible bias was developed, using an index to represent the narrative style. Global HLs of each person were then standardized to check if the Global HL would make a considerable difference in Between-Person analyses. The method, results, and conclusions related to what was called the Narrative Style Index are presented in APPENDIX 5.

4 RESULTS

4.1. AGGREGATE ANALYSES

After calculating the Happy Level for each Work Experience and identifying whether such Work Experience is positive or negative, it is possible to assess the influence of Antecedents on each result. The graphics reflecting Analysis #1 in Figure 18 show the ranking of Antecedents (SETS) ordered by the total number of mentions. Such mentions are separated into positive⁷, negative⁸, or neutral⁹, as well as in which Work Experience they appear (positive or negative Work Experiences).

Mentions are well balanced. The Antecedent with the most mentions (Manager) has only 7% of the mentions' total. However, some Antecedents are most often mentioned positively or negatively. *Workload*, *Organizational Changes*, *Physical Conditions*, *Layoffs*, *Inexperience*, and *Headquarters/Parent Company* are Antecedents usually mentioned in a predominantly negative form¹⁰. On the other hand, *Recognition*, *Results/Relevance*, *Relationship with Colleagues*, *Learning*, *Challenges*, *Be a Supervisor*, *Support and Visibility*, *Identification*, and *Luck* are predominantly mentioned as positive.

It is also possible to analyze the mention of positive, negative, or neutral Antecedents separately by positive or negative Work Experiences. A visual comparison among the three graphs shows that some Antecedents seem to have a more significant effect on positive or negative Work Experiences, changing the curve profile, and ranking according to the result. For example, the antecedents *Growth-Career*, *Compensation*, *Activity*, *Be a Supervisor*, *Challenge*, and *Visibility* appear more than proportionally in positive Work Experiences, indicating that their presence may be associated with such result. At the same time, *Organizational Climate* and *Organizational Change* are shown more than proportionally in negative Work Experiences. On the other hand, *Layoffs* and *Inexperience* appear in absolute

⁷ For example, in *HR Policies*, the mention “Eu diria que a [nome da empresa], em termos de recursos humanos formais, era uma coisa impressionante”/“I would say that [company name], in terms of formal human resources policies, was impressive” (Ana) was considered positive

⁸ For example, in *Compensation*, the mention “Eu ganhava metade do Segundo [menor salário], exatamente metade, era isso, e trabalhava pra cacete”/“I earned half of the second [lower salary], exactly half, that was it, and worked like hell” (Danilo) was considered negative

⁹ For example, in *Organizational Climate*, the mention “na verdade os conflitos eu não me incomodava muito não”/“in fact the conflicts didn't bother me much” (Helena) was considered neutral

¹⁰ At least 2/3 or 66% of the sum of positive and negative mentions, not including neutrals

equal quantity in both, although they are conceptually negative, which may indicate that they have little effect on the overall result.

It could be expected that there would be more mentions of positive Antecedents in positive Work Experiences. Although some Antecedents have more negative than positive mentions, in these cases, this ratio is usually lower than in the general picture. This fact occurs mainly in predominantly negative antecedents, as can be seen in Figure 18. For example, *Organizational Changes* have 66% negative mentions in positive Work Experiences; however, in total, it is mentioned 76% of the time in a negative form. In other words, in positive Work Experiences, *Organizational Changes* appear “less negatively.”

In negative Work Experiences, the same situation was found: Antecedents had more positive mentions; however, in a smaller proportion than in the overall total (as marked in the graph in Figure 18). For example, *Learning* has 72% of positive mentions in negative Work Experiences, which is proportionally less than 85% in the overall total, meaning that Work Experiences were negative despite individuals having learned a lot. This fact indicates that the combination of antecedents is at least as important as the individual effect of their presence or absence.

Thus, to study the joint influence of Antecedents in determining whether an experience will be happy or not, the Decision Tree model was applied, using the BigML tool. The graphical result of Analysis #2 is shown in Figure 19. Setting BigML Support parameter to 5% or higher (i.e., with a minimum group of 9 Work Experiences), four Antecedent groups were found to help to predict the Work Experiences results: two for positive Work Experiences and two for negative Work Experiences. Although the insights were qualitative due to the volume of data, this analysis could tell us that, according to Group 1, a Work Experience that has negative, neutral or unmentioned *Relationship with Colleagues*, negative *Organizational Climate*, and unmentioned or neutral *Challenge* has a 86% probability of being negative¹¹. On the other hand, in Group 4, a Work Experience that has a positive *Relationship with Colleagues* and *Organizational Climate* is 82% likely to be positive (18 Work Experiences/11% of Work Experiences are in this condition).

In Group 3, there is a possible incidence of a negative Antecedent (i.e., *Organizational Climate*). Yet there is a 70% probability of the Work Experience to be positive. This fact can be explained by other Antecedents (*Relationship with Colleagues* and *Support*) more than so with counterbalancing the negative Antecedent in these situations.

¹¹ 23 Work Experiences/14% of Work Experiences in this condition

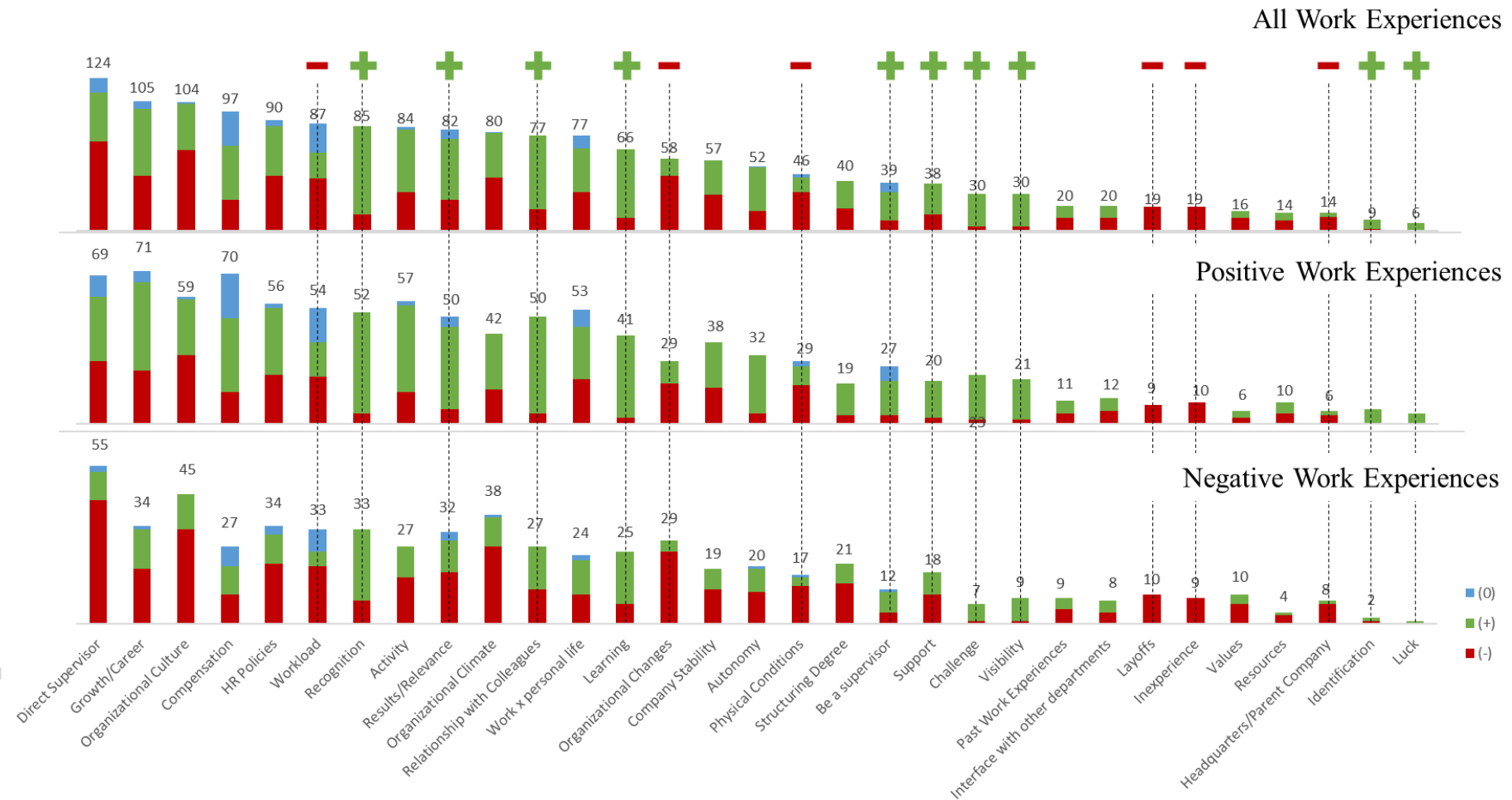


Figure 18 - Ranking of Antecedents by mentions (Analysis #1)

Notes: (0) = Number of neutral mentions; (+) = Number of positive mentions; (-) = Number of negative mentions;

➕ Predominantly positive Antecedent; ➖ Predominantly negative Antecedent

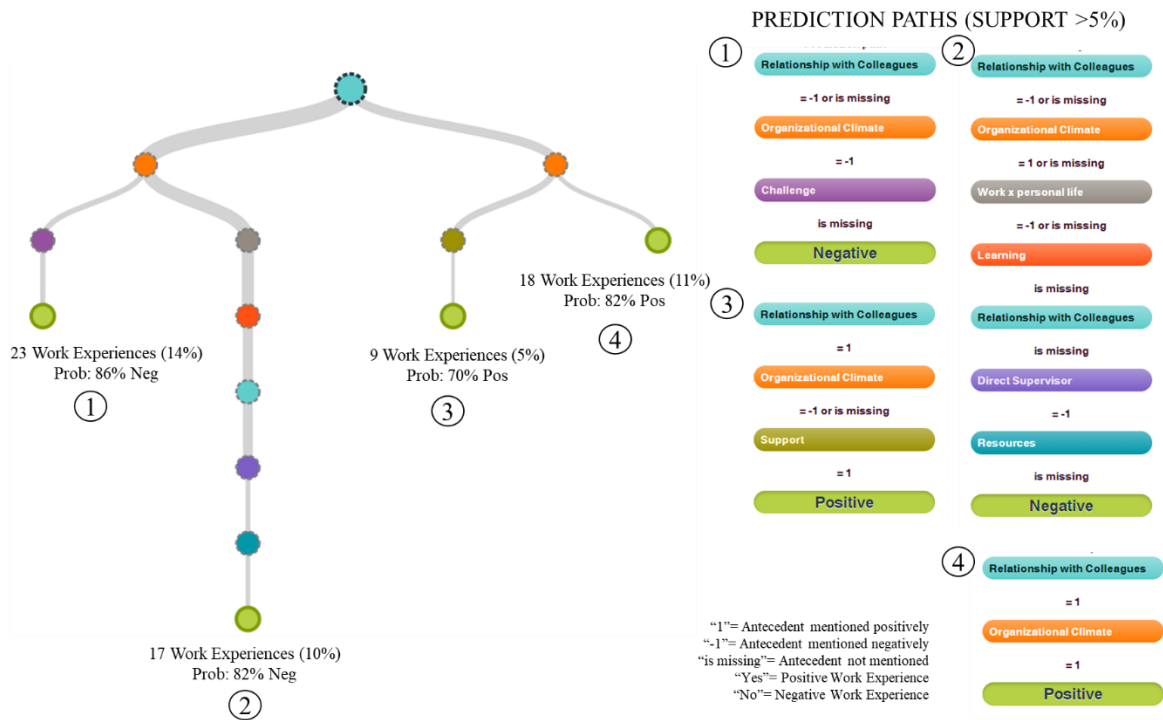


Figure 19 – Antecedents Decision Tree predicting Work Experiences result (Analysis #2)

The result of this specific analysis does not indicate that other Antecedents (such as *Direct Supervisor*, which has the highest number of mentions) are not relevant. However, the Decision Tree only presents those antecedents that effectively differentiate one result from another.

4.2. WITHIN-PERSON ANALYSES

This section is divided into subsections for each person, as small case studies. In each subsection, the summarized narrative (Analysis #3), an excerpt from the Summary Sheet (Analysis #4), and the Antecedents rankings (Analysis #5) are presented. A brief discussion on each person’s case is also provided at the end of each subsection, including aspects regarding the comparison of Antecedents rankings Between-Person (Analysis #6).

ANA: “BE THE BEST”

Table 19 – Personal Guidelines (Analysis #3A) - Ana

GUIDELINES	Description	Quotes
FOCUS 1	Being very good at what she does, with much personal involvement, working with brilliant people	"será que eu preciso fazer tudo excepcionalmente para ser feliz na minha vida profissional?"
		("do I need to perform exceptionally well to be happy in my professional life?");
		"Quando você começa a trabalhar com pessoas fora da curva, você também fica um pouco mais exigente"
		("When you start working with outstanding people, you also get a little more demanding")
FOCUS 2	Helping people	"Tem que ter construído relações e deixado boas lembranças nas pessoas que você cruzou."
		("You must have built relationships and left good memories for the people you met")

SUMMARIZED NARRATIVE (Analysis #3B)

Ana's choice for mechanical engineering had two motivations. The first is that she likes math, and the second was a significant influence from his father and his brother, who are also mechanical engineers.

“Eu, claramente, escolhi por uma leve, só que não, pressão de meu pai, que, basicamente: ‘Você quer vender picolé? Mas, os melhores vendedores de picolés são engenheiros mecânicos.’”

("I, clearly, chose for a light, but not, pressure from my father, who, basically: ‘Do you want to sell popsicles? But the best sellers of popsicles are mechanical engineers.’")

Ana is very demanding with herself, so her Personal Guideline is related to stand out in everything she does and work with brilliant people (FOCUS 1). She has a high degree of emotional involvement with work, which causes stress, but also brings happiness when things work out. Ana also believes that interpersonal relationships are essential (FOCUS 2); she likes to help people around her at work, building long-term ties. She shows great affection for the people with whom she worked.

In her first Work Experience, she left her parents' house, moving to a small town. This personal challenge, added to the fact of being a woman, very young and a recent graduate in a very traditional industry and a company full of engineers, profoundly influenced the way she behaves at work. She became firm and assertive, as she always needed to prove herself.

In this same Work Experience, she worked with product development (innovation and project management) and enjoyed it very much. Product development became her main line of work throughout her entire career.

She did not have a direct supervisor at the beginning, but she liked it because it increased her autonomy and responsibility. Not everyone looks at this situation this way – usually, young professionals are expected to need more supervision and feel unsupported in situations like this.

After some time in the same department, Ana decided to change, looking for a more generic field, in order to improve her employability and make it possible to return to Rio in another company. She was very young, and living in a small town ended up impacting her personal life negatively. However, she did not like the new department.

The third Work Experience was in Rio de Janeiro, in a different company. The work bothered her a lot because it hurt some of Ana's values. She felt like a fraud since she could not meet what she thought was expected of her.

Since Ana is very demanding of herself, she did not accept performing not perfectly. In her specific case, it was awful; perhaps it would not be so hard for people with other characteristics, indicating that when an antecedent goes against personal values, it tends to be a more significant burden.

The overall impression of this Work Experience is bad, but as she explored the experience throughout the narrative, Ana remembered positive details.

“aí só porque a gente separou porque depois que eu lembrei daqueles projetos”

(“then just because we separated because after I remembered those projects”)

“Por outro lado, realmente, eu tive alguns... Eu aprendi demais lá. Então, todo o processo de estruturação do pensamento, do projeto, da forma de trabalho, foi muito positivo.”

(“On the other hand, really, I had some ... I learned a lot there. So, the whole process of structuring the thought, the project, the way of working, was very positive.”)

Due to the dynamics of the company's operation, some projects fit better to her characteristics, which were the ones she liked, and others that were less suitable, which she had the strongest memories. In this type of company, there is no guarantee of always having the same kind of activity, making it harder to assess the Person-Job Fit during the recruitment process. Thus, the concept of Person-Organization Fit seems to indicate that this company was not adequate for Ana's characteristics. In fact, she remained there for only one year.

Ana was invited to work for a Telecom company, at a time when the sector was at its peak of demand and success, after the privatization and creation of several companies. In this company, Ana found herself in the middle of a difficult situation. Two months after beginning to work there, the entire team was fired, except her. The new director brought in his whole team from his previous company, and they already know each other. Despite being impacted by the event, Ana was able to fit into the new team satisfactorily. The new director, though brilliant, was extremely rude, he was not suitable to be a people manager. Ana did not feel personally impacted because she realized that the director liked her, but she felt a terrible organizational climate.

“eu não sofria metade do que as outras pessoas ali estavam passando porque, realmente, o diretor gostava muito de mim”

(“I didn’t suffer half of what other people there were going through, because the director really liked me a lot”)

Aligned with FOCUS 1 of her Personal Guidelines, Ana seems to prefer a rude but brilliant supervisor than a kind but weaker one.

“depois, eu fui para área de marketing, acabei tendo um gestor muito fraco. Um cara legal, mas, que não agregava em absolutamente, nada.”

(“then, I moved to the marketing department, I ended up having a very weak manager. A nice guy, but who added absolutely nothing.”)

Maybe that is why she can separate the bad organizational climate from the Work Experience itself because, and at that point in her life, she could handle it well.

“engraçado, por mais que eu falasse muito do clima organizacional da [nome da empresa] naquele período, eu amei trabalhar lá”

(“Funny, as much as I talked a lot about the [company name]’s organizational climate at that time, I loved working there”)

After a few years, she had a proposal from another company in the same sector, this time again outside Rio. She loved the new company, felt very well received as they had an excellent HR structure to welcome people from outside their city. It was her first managerial experience, and she had an issue with a person on the team, who, according to Ana, boycotted her because she expected to have taken her place. However, this is Ana's view, there is no way to know if the issue was the team member’s behavior or Ana's lack of experience to deal with the situation as the method of this research evaluates the experiences from the perspective of the interviewee, whatever bias it may bring.

Although she liked this company very much, she had an invitation to return to Rio, to another Telecom company, with good financial conditions and even better location. This was

her longest Work Experience and the one she enjoyed the most. She considers that the company was not very political, at least at the hierarchical level she was.

She ended up being fired after a board change and went to work for a small firm outside the Telecom sector. This new environment (i.e., company size and sector) provided a different perspective that she enjoyed. Since she worked with people that she considered brilliant (FOCUS 1), Ana perceived this one as a good Work Experience. But, eventually, she returned to Telecom, in the same company where she joined this sector. In this Work Experience, she considered that her biggest challenge and her most significant achievement were to be able to reconstruct her team's morale, leaving a positive mark (FOCUS 2). It was, therefore, a positive Work Experience for her.

Ana is currently working for a company in an industry that she considers calmer than Telecom. She is still working with Marketing but with a different focus. The company is only one block away from her home. It has benefits such as an espresso machine, breakfast every day, fruit available all day long in the refrigerator, and cakes at meetings - a luxury for those who have worked in Telecom businesses, due to tight profit margins.

Figure 20 and Figure 21, respectively, present the main information on Ana's timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

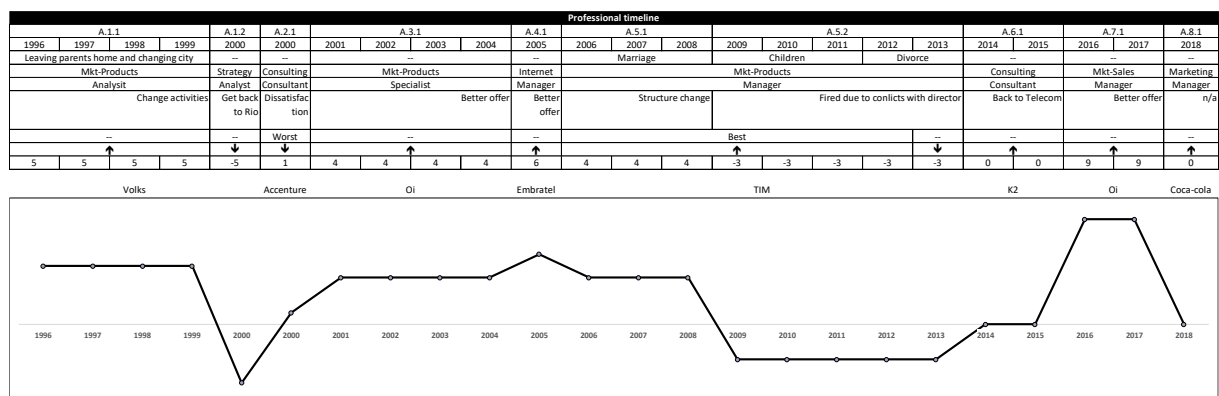


Figure 20 – Summary sheet (Analysis #4) – Ana

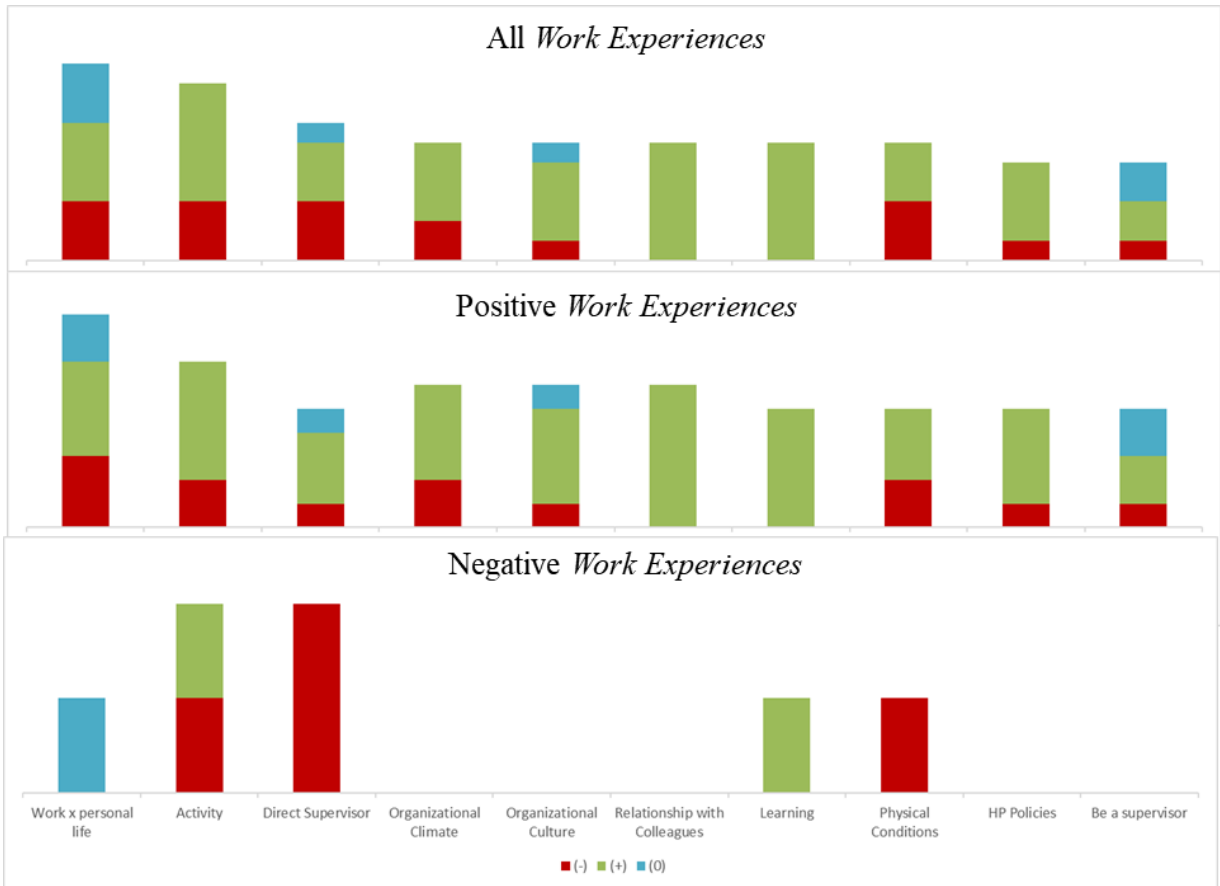


Figure 21 – Top-10 Antecedents by mentions (Analysis #5) – Ana

BRIEF DISCUSSION ABOUT ANA

Overall, Ana talked more about her positive Work Experiences than her negative ones, as can be seen in Figure 21. The most mentioned Antecedent, *Work x personal life*, is related to the first and the third company where she worked, in both she had to live outside their home city. However, while in the first company the impact was negative (leaving the parents' house very young and moving to a small town), in the third one it was positive. She had full company's support, which is also reflected in the *HR policies* that only appear in positive Work Experiences. These two situations show that the same Antecedent can have different perceptions by the same person in different organizations.

Activity, *Direct Supervisor*, and *Learning* are related to FOCUS 1 of her Personal Guidelines (i.e., standing out and working with brilliant people). In Figure 21, it is possible to see that Ana perceived she always had the opportunity to learn, even in negative Work Experiences. On the other hand, the negative perception of *Physical Conditions* seems to have a significant influence on negative Work Experiences, since all mentions in these Work Experiences have this nature. The same behavior is found in the *Direct Supervisor*.

Personal Guidelines' FOCUS 2, related to the people around her, is reflected in the Antecedents as *Organizational Climate, Organizational Culture, Relationship with Colleagues, and Be a Supervisor*. These four Antecedents are only mentioned in positive Work Experiences.

From the HL curve, it is possible to notice that the overall assessment of the Work Experiences matches the perception she transmits through the terms used (perceptions)¹², although the best and worst Work Experiences do not have the highest and lowest HL values. There are exceptions, however. The main one is the Work Experience, which she considered her worst, the third. As explained earlier, although the general feeling she has today is associated with anguish and frustration, while telling the story, Ana begins to remember good situations. In this particular case, the overall reminder of this Work Experience is negative, which is linked to Kahneman's concept of Remembering Self (Kahneman, 2011).

BERNARDO: "INTERNET"

Table 20 – Personal Guidelines (Analysis #3A) - Bernardo

GUIDELINES	Description	Quotes
FOCUS 1	Work with Internet	"Bom, eu vou direcionar a minha carreira não em função da empresa ou empresas, eu vou direcionar a minha carreira em função de me tornar especialista nesse ramo. Eu vou crescer e vou desenvolver minha carreira no caminho disso e vou até aonde isso for." ("Well, I'm going to focus on my career and not on the company or companies; I'm going to focus my career on becoming an expert in that field. I will grow and develop my career along the way and go wherever that goes.")
FOCUS 2	Do not change jobs too much	"eu já estava cansado de ficar mudando de empresa" ("I was tired of changing companies")

SUMMARIZED NARRATIVE (Analysis #3B)

Bernardo knew at an early age what he would like to work on - he always liked computers, being familiar with them through his father's work at home. So, he chose computer engineering as a degree, and he liked it. At the same time, he had the opportunity to live the early days of the Internet in Brazil, starting a company with three college friends to develop websites.

Bernardo has a very clear strategic career plan, which is hard to find, especially in a sector like the Internet that was so new when he started his professional life.

¹² Two last rows in Figure 20

“É lógico que a gente sempre tem que fazer adaptações na vida, mas essa é uma coisa que eu coloquei realmente como missão profissional minha: ‘eu quero me tornar especialista em digital’. E isso foi nessa época, 1997, 1998”

(“Of course, we always have to make adaptations in life, but this is something that I really put on my professional mission: ‘I want to become a digital specialist’. And that was at that time, 1997, 1998.”)

The first organization Bernardo worked had a significant influence on his professional life. The company was highly structured in terms of processes and controls, and he remembers it as a reference. However, such a structured environment was very hard to find in his other Work Experiences, since they were usually embryonic initiatives related to the Internet and Telecom. This lack of structuring made him feel frustrated a couple of times. In this first Work Experience, he also had the opportunity to combine marketing with the internet and enjoyed it a lot, thus complementing his vocation.

Bernardo had a proposal to work for a Telecom company at a promising time in the sector, right after the privatization, at about the same time as Ana. It was the Work Experience he liked the most. Bernardo felt in a familiar and extremely friendly environment, where his direct supervisor was like a father to the team, building a kind of “fief” in which company policies made little difference and thus keeping the team’s mood very good. That is why Bernardo felt a shock when the company merged with a foreign company, due to the new company’s size, the cultural changes and the breakup of the team he liked so much.

With this merge, the company moved its headquarters to São Paulo. Bernardo left the company because his marriage was not well and working in São Paulo would not help it. It was the only time in his professional life that Bernardo made a decision not based on his personal strategic plan. Privileging his personal life turned out not to be good and did not even make his marriage last, but he has no regrets. Making professional decisions based on personal criteria makes the subsequent experience not so good, as can be seen in other individuals’ narratives.

After staying for a short period at the third company, a family-owned business, Bernardo worked for a company where he had a supervisor who was the opposite of the one he liked so much. Despite the problems he had with this supervisor, he liked to work for this company mainly due to the team and the work itself. Bernardo ended up leaving because of the attrition with his supervisor, which is a common situation in Bernardo’s trajectory. Most of the times Bernardo left companies, it was due to misalignments with his supervisors, especially when what the one that had hired him leaves the company, bringing a discontinuity.

“essa mudança, essa questão interpessoal, foi o fator, algumas vezes, o fator de saída de empresa”

("This change, this interpersonal issue, was the factor, sometimes, the factor of leaving the company")

This kind of change occurred in five of the ten companies where he worked.

The discontinuity (i.e., the supervisor that hired him left the company and another supervisor, with other ideas, took place) in the sixth company was so traumatic and negative that when he went through the next change, he decided to leave, although it was one of his best Work Experiences.

“Eu sentia um filme na minha cabeça (...). Não, eu estaria mais preparado para a saída dele. Mas, falei: ‘caramba, já é sinal de que ele está vendo que o negócio vai mudar’. Então, já parto logo.”

("It seemed like a film in my head (...). No, I would be more prepared for his departure. But, I said: ‘damn, it’s already a sign that he is seeing that the business is going to change’. So, I’m leaving soon.”)

Another high impact discontinuity occurred in the ninth company. He held a top position and the change of the senior executive to whom he reported brought a change of strategic direction of the entire company, causing a misalignment with Bernardo's skills and personal strategic plan, leading to his exit.

In the seventh company, despite the good work environment and good interpersonal relationships, Bernardo did not feel “at home” because he had no identification with the company's business model and because, once again, he did not get along with his supervisor despite admiring him intellectually.

“Tinha dias que eu ia para o trabalho e saía de lá odiando o [nome do gestor]. Tinha dias que eu saía: ‘caraca, aprendi muito com esse cara hoje’, sabe? ‘Esse cara realmente é f***’”

("There were days when I went to work and left there hating [the name of the manager]. There were days when I left: ‘man, I learned a lot from this guy today’, you know? ‘This guy really is ***’")

Overall, Bernardo has made a lot of friends at work throughout his career. He mentioned it in almost every Work Experience he described, but clearly, this fact was not enough to keep him in the job. Interpersonal relationships in the workplace have a more significant impact on happiness when they are professional relationships, whether with the supervisor, the team or other departments’ members. Personal relationship, outside of work, seems to be a good thing, but it is additional, it does not seem to be able to counterbalance other bad factors completely.

His last Work Experience was the worst. Returning to Telecom, he accepted the proposal even though he knew the company was going through a difficult period. He ended up getting fired, and at the time of the interview, he had just set up a small internet consulting company, using all the specialized knowledge accumulated over the years, and was being very successful.

Figure 22 and Figure 23, respectively, present the main information about Bernardo's timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

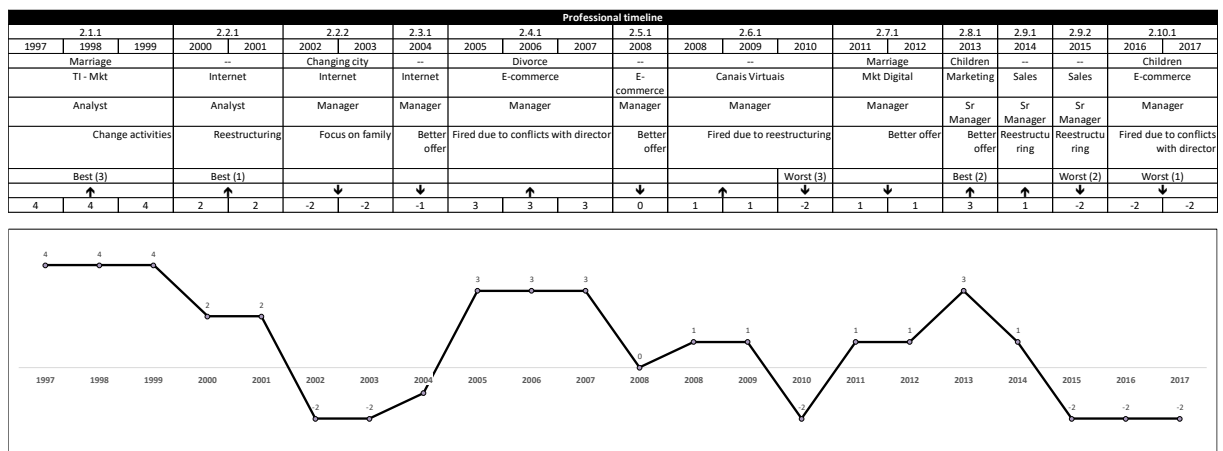


Figure 22 – Summary sheet (Analysis #4) – Bernardo

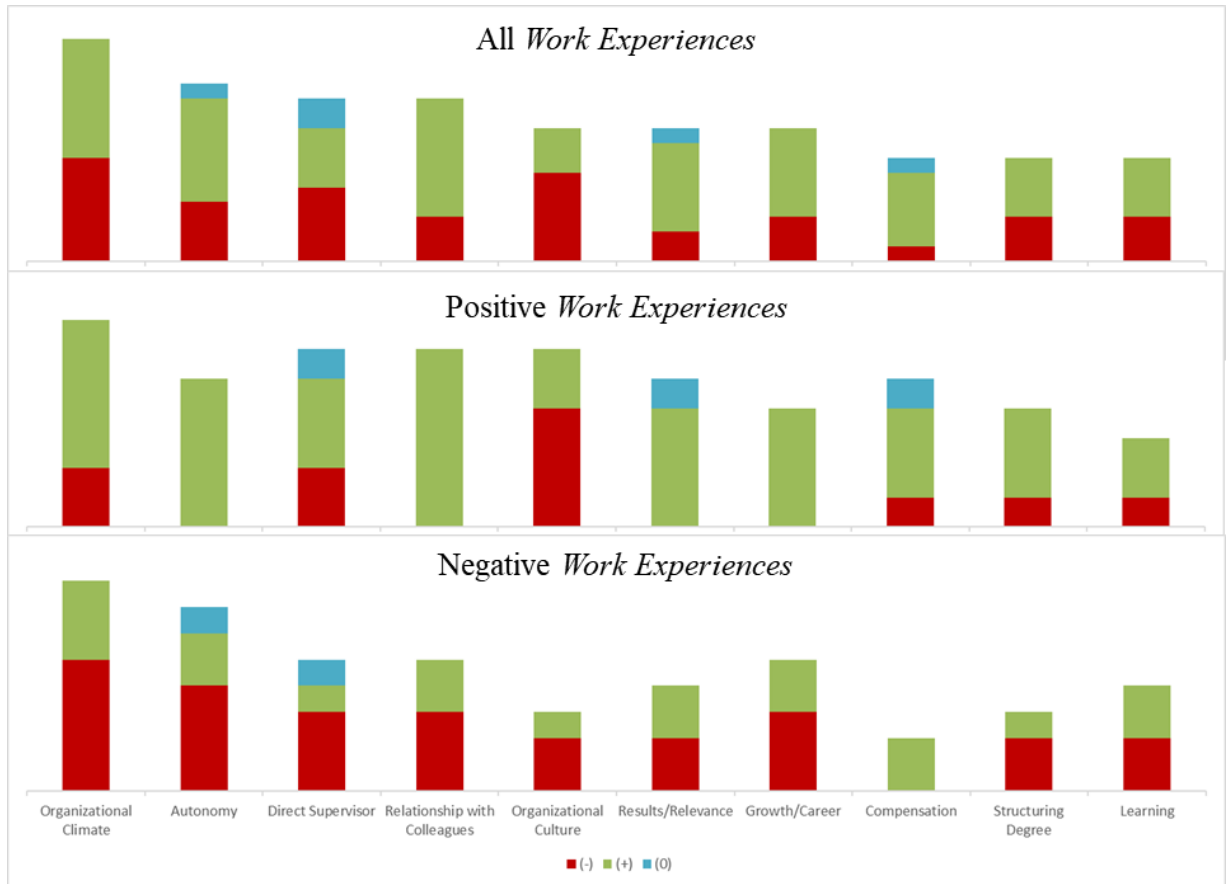


Figure 23 – Top-10 Antecedents by mentions (Analysis #5) – Bernardo

BRIEF DISCUSSION ABOUT BERNARDO

In his narrative, Bernardo usually related positive Antecedents to positive Work Experiences and negative Antecedents to negative Work Experiences. Thus, it is possible to perceive a predominance of the green area in the second graph and the red area in the third graph of Figure 23.

Autonomy, *Relationship with Colleagues*, *Results/Relevance*, and *Career/Growth* are always positive in positive Work Experiences, indicating their importance to Bernardo. *Career/Growth* is an Antecedent that is closely aligned with both focuses of his Personal Guidelines.

Organizational Climate was a determining factor for his choice of the first best and all three worst Work Experiences. The other two best Work Experiences were related mainly to *Autonomy* and *Structuring Degree*, respectively. *Structuring* is not a theme that appears very often in other individuals' narratives, but for Bernardo, it is relevant as an influence of his first experience, as mentioned previously.

Bernardo could usually see positive aspects in his negative Work Experiences. Despite being in the Top-10 Antecedents, *Compensation* does not appear to play a crucial role in determining the Work Experiences result, as negative Work Experiences only shows favorable *Compensation* mentions.

The overall assessment of Work Experiences matches the HL calculations, including the best and worst Work Experiences.

CAROLINA: “INTENSE”

Table 21 – Personal Guidelines (Analysis #3A) - Carolina

GUIDELINES	Description	Quotes
FOCUS 1	Work with passion	"Eu amo, foi o que eu falei, eu amo o que eu faço." ("I love, that's what I said, I love what I do.")
FOCUS 2	Money is not the most important, although I need it	"Eu falo, até falei, 'gente, eu aprendi que dinheiro não é tudo" ("I say, I even said, 'guys, I learned that money is not everything."")

SUMMARIZED NARRATIVE (Analysis #3B)

Carolina had to start working very early because of her family's financial need. However, she still wanted to go to a technical high school to get a better education. At school, she took a vocational test that directed her to Law school.

She worked for one year as an intern in a company where she could not get a full-time job after graduating since there were no job openings. Then she was hired by a small family-owned firm as a typist. She worked in a small room, with no window, no contact with the rest of the company. Carolina is very obstinate, committed and hard-working, so she managed to grow within the company, first as board advisor (third Work Experience), then as the leader of the Call Center implementation (fourth Work Experience). The latter was very hard for her. Despite discovering a vocation and having a unique learning and development opportunity that drove her entire career, Carolina suffered from the intense workload and unprofessional way the company handled problems. It affected her health.

It was also impossible for her to finish college, which, although not in her field, Carolina considered important for her development. Therefore, she left this company even without having another proposal and having financial needs.

She worked as an independent consultant for a large company and enjoyed the flexibility that this arrangement provided. Shortly after that, she was hired as a full-time employee of this same company, but it was during a difficult period when the company was

switching controllers. Because of the discontinuity caused by this change, she ended up having no function, with a low workload, which bothered her even more than the previous company's overwork, since she had a restless and impatient personality. After a while, the company's structure was adjusted. However, even so, she still did not like this Work Experience. This perception was due to the bad relationship with her direct supervisor and a lack of respect and ethics in interpersonal relations.

“Gente, volume de trabalho, eu não me incomodo, trabalhar loucamente, eu não me incomodo. O que me incomoda é a falta de respeito, ética. Isso, me mata por dentro.”

(“People, high workload, I don't mind, working like crazy, I don't mind. What bothers me is the lack of respect, ethics. It kills me inside.”)

Once again, she suffered a lot in the final period of this Work Experience and ended up moving to another company with a salary almost 50% lower than she was earning, only to leave a work environment that she considered harmful.

The fourth company she worked for was the one Carolina enjoyed the most, unlike the other interviewees who worked for the same company and did not like it. Carolina's previous Work Experiences can explain this apparent contradiction. For the first time in her career, she felt she had effective management, with a direct supervisor that was teaching and supporting her. Also, for the first time, she experienced structured HR processes such as performance appraisal.

The comparison between Work Experiences also influenced the difficulties she had when moving to the fifth company. This change (i.e., from fourth to the fifth company) was a counterintuitive move, as she left the Work Experience that she liked the most to work with the direct supervisor she had a terrible experience before. Although the motivation for this change was personal - stop traveling because her fiancé did not like it - Carolina sought to make it a rational decision since she would earn more. The company seemed to be a good place to work because it was in the *Best Companies to Work for* ranking. However, she hated so much the new Work Experience that she ended breaking up with her fiancé, in another example of the impact of personal life on work decisions without success, just as happened to Bernardo.

There was a considerable difference between the fourth and the fifth companies' organizational culture. The fourth company, from the Telecom sector, is described by Carolina as agile, less bureaucratic and informal. Therefore, it had a lighter organizational climate, especially at the hierarchical level at which she was, not yet managerial.

The fifth company is in the Financial Services sector, a very stable market, with few product launches and innovation. This company is partially state-owned and is traditional, being described by Carolina as slow, bureaucratic, and very political. Carolina's personality seems to be much more aligned with the fourth company, constituting a good Person-Culture Fit. This Fit and the comparison with the immediately previous Work Experience, that she considered the worst of all, made the fourth company her best Work Experience.

The fifth company is where she is today. The first Work Experience she had there was awful, once again having problems with the direct supervisor she did not like before. Since nobody liked her supervisor, she did not feel accepted by other departments and felt boycotted.

This supervisor was finally fired, and Carolina's situation got better, indicating the influence that a direct supervisor has in a Work Experience, higher than the company's influence itself. In this case, this fact is especially true, since there is a change of top leadership every two years, bringing insecurity and lack of continuity. As each director has the autonomy to conduct his/her team's work in their own way, even influencing the organizational climate, the employee's happiness seems to be more a function of this leadership than other job's or organization's Antecedents.

Recently, the company's financial results have been getting worse, leading to insecurity: external factors also impact individuals' perceptions of their Work Experiences.

Figure 24 and Figure 25, respectively, present the main information on Carolina's timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

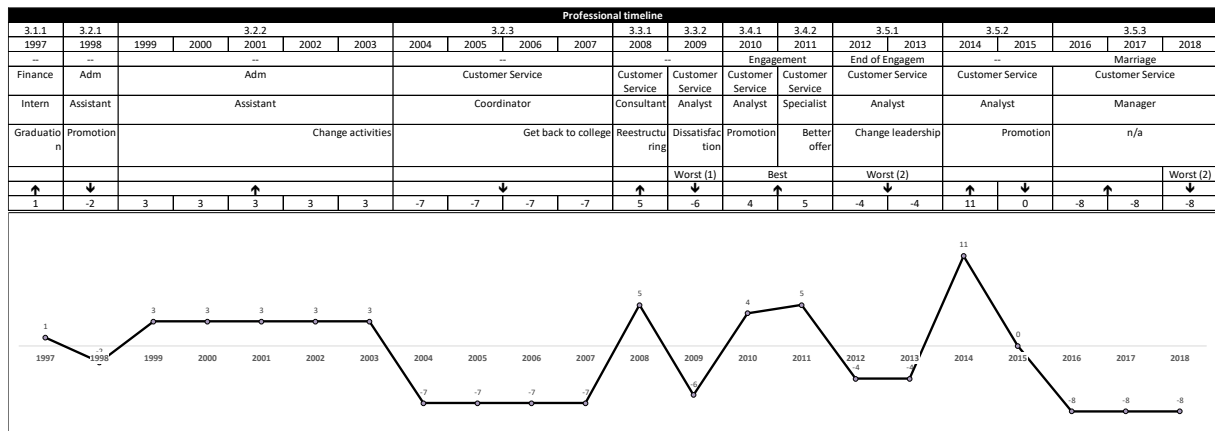


Figure 24 – Summary sheet (Analysis #4) – Carolina

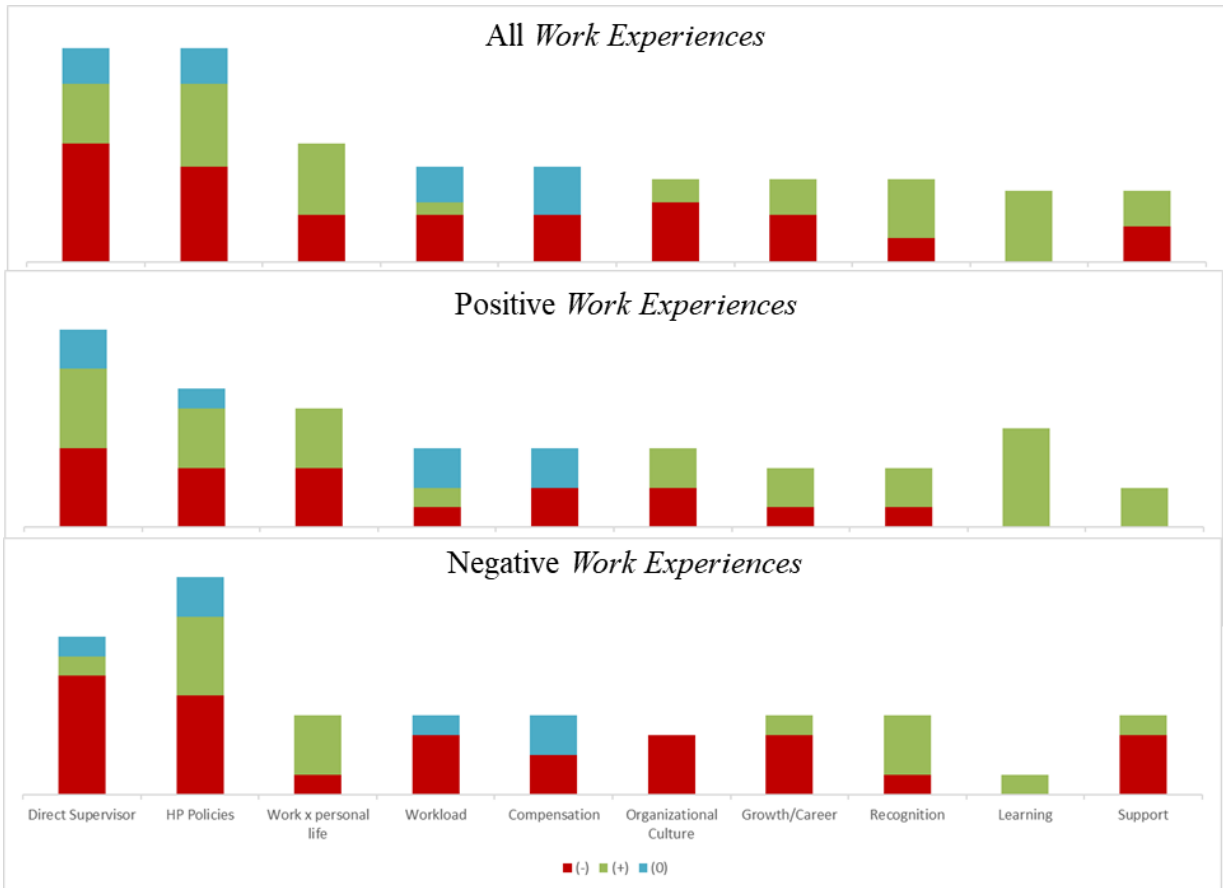


Figure 25 –Top-10 Antecedents by mentions (Analysis #5) - Carolina

BRIEF DISCUSSION ABOUT CAROLINA

Carolina mentioned *Direct Supervisor* and *HR Policies* a lot, representing more than 25% of the total. Mentions of *HR Policies* occurs more than proportionally in negative Work Experiences, even when positive or neutral. On the other hand, mentions of *Direct Supervisor* in these same Work Experiences are predominantly negative, indicating the degree of influence of a bad supervisor on her overall perception.

The emphasis on *HR Policies* is associated with the fact that Carolina worked in companies with very diverse characteristics, as the following examples: 1) when she was an intern, she could not get hired as a full-time employee because it was a company partially state-owned, and the policy did not allow to hire interns; 2) when working in a small, family-owned business, HR processes were very informal, with no performance appraisal and part of the salaries and bonus paid informally; 3) when working in a very traditional company with a state-owned parent company, she experienced a lack of meritocracy and difficulties in firing poor performers.

Due to her work's nature, Carolina often had a high *Workload*, which was notably worse during her fourth Work Experience, impacting her personal life. However, the presence of neutral mentions shows that, because she likes what she does (FOCUS 1 of the Personal Guidelines), this fact could be not so relevant to her.

“Porque *call center* é o caos. Pauleira. Eu gosto. Eu falo que é tipo, é viciante, sabe? Essa coisa do *call center*”

(“Because call center is chaos. Hard. I like. I say it's like, it's addictive, you know? This call center thing.”)

Compensation does not appear as an Antecedent that differentiates positive from negative Work Experiences since the mentions' profile is the same for both, negative. This behavior is linked to FOCUS 2 of her Personal Guidelines, so *Compensation* is not a relevant factor for her.

Overall Work Experiences assessment results are well aligned with the HL calculation, with only one exception. However, the values do not match the best and worst Work Experiences, as indicated by Carolina, demonstrating a slight misalignment of detailed narrative with overall perception. In any case, it is possible to see an alternation of positive and negative Work Experiences (“ups and downs”), closely linked to the intensity with which Carolina relates to work.

As an example, in current Work Experience, due to the hard time she had at the moment of the interview, one day she woke up wishing she had conjunctivitis (i.e., a non-serious but contagious disease that would prevent her from going to work). This fact is an example of the emotional impact of her sorrows at work.

According to Spicer (2018), “despite all this effort, work still sucks (...), the place where we feel most miserable is work. There is only one place and circumstance that makes us feel worse – being sick in bed” (Spicer, 2018, p. 2). Carolina's experience shows that Spicer underestimated how bad work can be.

Carolina's interview was the longest and most impactful one, and she has the second most unhappy trajectory among interviewees.

DANILO: “QUALITY OF LIFE”

Table 22 – Personal Guidelines (Analysis #3A) - Danilo

GUIDELINES	Description	Quotes
FOCUS 1	Quality of life, family life	<p>"Você não poder ir ao médico, você não poder ir na festa de final de ano da tua filha. Tudo isso somado começou a me incomodar muito, entendeu? Então tinha a ver com a minha qualidade de vida".</p> <p>("You can't go to the doctor; you can't go to your daughter's school year-end party. All of this added up to bother me a lot, understand? So, it had to do with my quality of life.")</p>
FOCUS 2	Increase employability	<p>"isso pode ser interessante para minha empregabilidade, para o meu futuro profissional"</p> <p>("this can be interesting for my employability, for my professional future")</p> <p>“minha empregabilidade vai aumentar e fui”</p> <p> (“My employability is going to increase, and I went”)</p> <p>“A minha empregabilidade aumentou, legal.”</p> <p>("My employability has increased, cool.")</p>

SUMMARIZED NARRATIVE (Analysis #3B)

Danilo thought about studying veterinary medicine because he liked animals but realized that this did not mean that he wanted to work with them. So, as he was good with numbers and his godfather was a metallurgical engineer, he decided to follow his career. His first internship was in a state-owned company, the same one in which his father worked. However, as he could not be hired as a full-time employee after graduation due to HR policies, he got a job in a large multinational company.

This change from a state-owned company to a large firm reflects pretty much Danilo's career dynamics. It oscillated between an executive career (when he had ambitions to broaden his responsibilities and thereby increase his employability and earn more), and a public-server career (when the quality of life was more important). The FOCUS changed depending on the lifecycle moment.

At least at the beginning of his career, Danilo valued working with mechanical engineering, what happened in the first three Work Experiences. As he began working with finance and trading, in his fifth Work Experience, he enjoyed this new field and followed that line of work

“Tô gostando dessa brincadeira. Nunca escolhi isso não, mas tô gostando.”

(“I'm enjoying this game. I never chose that, but I like it.”)

When working to privately-owned companies, he valued status, choosing large, well-known, and high revenue companies. These criteria are aligned to his FOCUS 2 since working to these companies would increase his employability and, consequently, his pay.

In three situations, however, Danilo followed FOCUS 1 and made decisions based on his family. In the first situation, shortly after the birth of her first daughter, he left the multinational company because he might need to travel and work a lot. Danilo began to work for a state-owned company, which was shortly after privatized. In the second situation, he left the fifth company, where he had a prominent position as General Manager, to study to get approved to a public-server position. He made that decision because he was very stressed and did not have time for himself and his family.

Fortunately, he got the position very quickly, but his salary went three times lower. The third situation was at the time of the interview when Danilo said that he was thinking of quitting the public server job where he had been for eight years because, among other factors, her daughters are older, and he could work more.

The Work Experience he enjoyed the most was in the third company, right after the privatization. After a short period of insecurity due to the organizational changes, the organizational culture started to change, becoming more aligned with what he believed, thus increasing his Person-Fit Culture.

Danilo's manifested dissatisfaction at different timings in different Work Experiences. In the second company, he was aware of the company dynamics, with many trips, but that only began to bother him when he had his daughter: he was the one who changed. In the fourth and fifth companies, the factors that bothered him were there from the beginning, but there was always something that counterbalanced them (compensation, pride in the work performed). Then one day, an event in the fifth company lead him to the point that made him return to a state-owned company - calmer and more stable. In the current company, dissatisfaction has come over time, due to the accumulation of factors such as leadership changes leading to lack of consistency in strategy, political decisions, and difficulty in managing people because it is not possible to fire them.

Figure 26 and Figure 27, respectively, present the main information on Danilo's timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

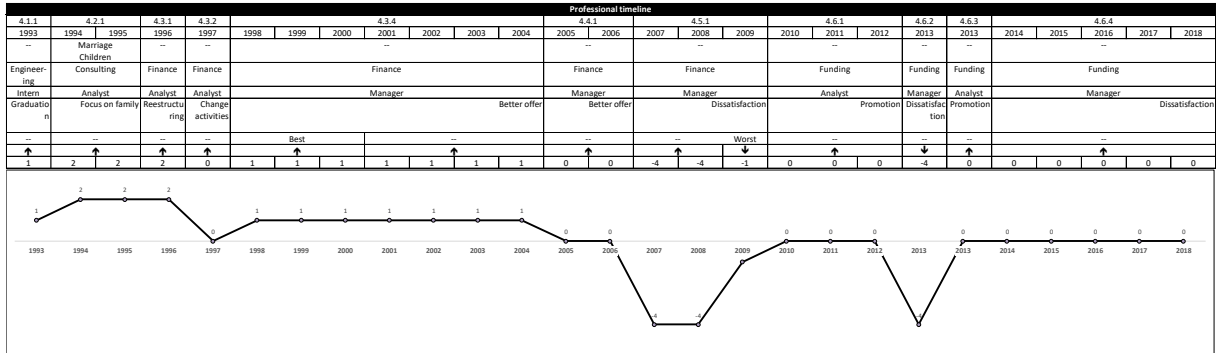


Figure 26 – Summary sheet (Analysis #4) – Danilo

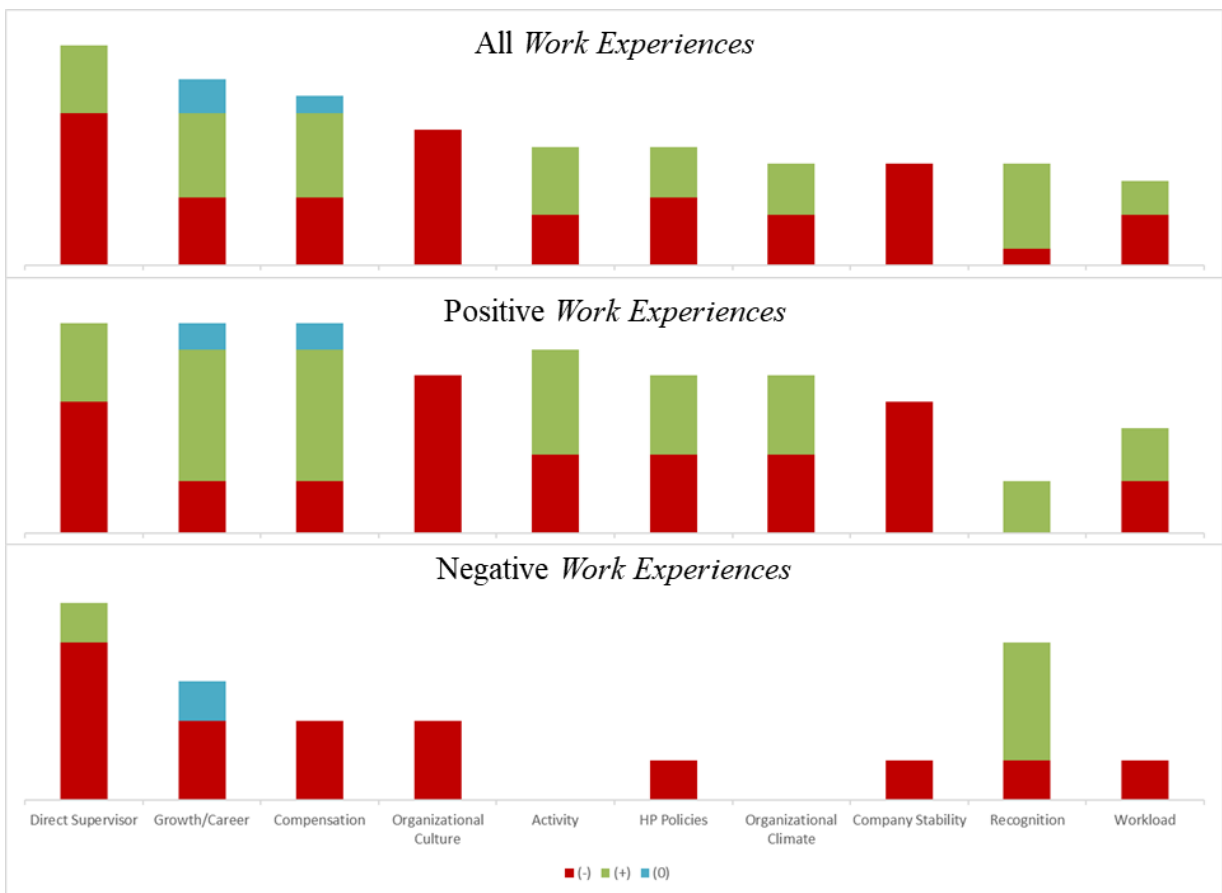


Figure 27 – Top-10 Antecedents by mentions (Analysis #5) – Danilo

BRIEF DISCUSSION ABOUT DANILO

Danilo had a relatively low Global Happy Level, being the fourth most unhappy interviewee according to the HL calculation method. This fact could be explained by his focus on the quality of life and family life (FOCUS 1 of Personal Guidelines). As the work is not so important in his life, he is more demanding to consider himself happy at work once

it is taking time out of his personal life. Four of his 11 Work Experiences have an HL equal to zero.

Danilo decided to leave his fifth experience, which he considered the best one, shortly after being promoted, i.e., at a time that should be considered happy.

This fact seems to be linked to the concepts of Set Point (Lykken & Tellegen, 1996), Steersman, Happiness Thermostat, Hedonic Treadmill and Emotional Osmosis (Seligman, 2002) and Focusing Illusion (Kahneman, 2011), as seen in section 2.1. Following these concepts, even after a promotion, which should be a happy situation that raises the Happy Level temporarily, the tendency is that the *Steersman* brings happiness level to Danilo's Set Point (Thermostat), which seems to be low, at least when related to work. At the same time, Hedonic Treadmill makes Danilo adapt very quickly to positive factors like the ones he had in this Work Experience (i.e., good compensation, adequate workload, recognition), causing his expectations to rise. That is why he probably looked for a new job.

In general, Danilo did not like his direct supervisors, as *Direct Supervisor* is the Antecedent with the most predominantly negative mentions, even in positive Work Experiences.

FOCUS 2 of his Personal Guidelines, which seeks to improve his employability and always get better jobs (i.e., higher positions and salaries), is related to the second and third most mentioned Antecedents (*Career/Growth* and *Compensation*). The impact of these two Antecedents on Danilo's perception of Work Experiences can be noticed from the fact that negative Work Experiences do not have positive *Career/Growth* and *Compensation* mentions.

Danilo has worked for different company types, many of them under challenging periods (e.g., privatization), bringing *Organizational Culture* and *Company Stability* to the Top-10, and only negatively. The first company he worked for was state-owned. Danilo then worked for an American multinational company...

“ambiente bom, desafios, treinamento, capacitação, pessoas de alto nível”

(“good environment, challenges, training, qualification, high level people”)

...from which he left to go to another state-owned company...

“uma empresa engessada, engessada, com uns dinossauros lá dentro, com auxílio paletó”

(“a company in a cast, in a cast, with some dinosaurs inside, with the additional salary to buy jacket”)

...that was privatized, generating cultural changes as well as insecurity.

“Aí você vai para a rua ou você é recolocado”

("Then you go to the street, or you are replaced")

He stayed with this company for seven years, and the fourth company he worked for was a large, privately-owned national company that was growing, with high pressure and less stability.

“botaram um Pitbull atrás de mim” – *high pressure*

("they put a Pitbull behind me")

“Poxa, não sei qual é a solidez dessa empresa!” – *less stability*

("Wow, I don't know how solid the company is!")

The fifth company Danilo worked for had a similar profile, but it was so intense that he decided to return to a state-owned company, where he is until today. He is dissatisfied and, due to the scope of this specific company, also with insecurity.

“ser gestor numa empresa pública é complicadíssimo”

("being a manager in a public company is very complicated")

“A perenidade dessa empresa tá ameaçada”

("The company's longevity is threatened")

The negative *HR Policies* were generally associated with state-owned companies he worked for, and the negative *Workload* is related to privately-owned companies, especially the fourth and fifth companies. Except for the *Recognition*, which Danilo thinks he had a great deal, negative Work Experiences have quite negative Antecedents.

ERICO: “NEAR FAMILY”

Table 23 – Personal Guidelines (Analysis #3A) - Erico

GUIDELINES	Description	Quotes
FOCUS 1	Work near home	"fora que era mais perto de casa, tive alguns argumentos, de novo achar que trabalhar perto de casa era algo bom." ("besides being closer to home, I had some arguments, again thinking that working close to home was a good thing.")
FOCUS 2	Work with finance	"ali me marcou (...), eu nunca pensei em trabalhar fora dessa área, área de planejamento e orçamento" ("there it affected me (...), I never thought of working outside this field, planning and budget")

SUMMARIZED NARRATIVE (Analysis #3B)

Erico wanted to work with Business Administration since he was 13 years old, influenced by his father's work. In his first job, he started working in the Finance Department of a company that was about to be privatized, but it had an organizational climate that Erico considered good. However, his manager was very rude, making him rethink his corporate career. So, although still very young, Erico decided to be an entrepreneur, with his father's support. He now considers that he developed interpersonal relationship skills in the entrepreneurial phase at the beginning of his career since he sees himself as not very communicative.

After two years of unsuccessful attempts as an entrepreneur, he got a job in a large company where his father was a top executive. He worked again with financial planning and he liked this type of work so much that he cannot imagine himself working in another field (FOCUS 2). However, Erico was very junior and reported directly to a director, highlighting two relevant situations. The first was the exposure to higher hierarchical levels. Usually, this kind of visibility is considered positive, but in this particular case, it was bad for Erico due to the lack of supervision at an early stage of his career. The other situation was that, even with this issue, Erico ended up being promoted to manager. A promotion is usually very positive for an individual, but Erico did not feel prepared.

“Aí era bem bizarro, assim, me botaram em uma posição bem difícil, pô, eu tinha vinte e sete anos, e vinte e sete anos não tem problema, mas eu sentia que não estava preparado, só que quando uma pessoa te faz um convite de ser gerente, você não recusa.”

(“Then it was very bizarre, so they put me in a very difficult position, hey, I was twenty-seven years old, and twenty-seven years old is fine, but I felt that I was not prepared, but when someone makes you an invitation to be a manager, you don't refuse it.”)

In the next Work Experience, he got a coordinator position and he liked it because he then had a closer supervisor, although a downgrade is usually perceived as negative.

Throughout his narrative, Erico makes it clear that the location was an important decision criterion for switching companies (FOCUS 1). This criterion was used when he moved from the first to the second company (the first company was in a dangerous place, and later its headquarters moved to São Paulo). The location criterion also was considered when moving from the second to the third company, which was located downtown, closer to his home - he and his wife were thinking about having children.

“mas o principal argumento pra eu sair é a parte que eu queria estar mais próximo de casa para ter filho. Junto com a esposa, pra poder cuidar dos meus filhos”

("But the main argument for me to leave is the part that I wanted to be closer to home to have a child. Together with the wife, to be able to take care of my children")

The fourth company was also located downtown, so the decision to go to the fifth company, located in a distant neighborhood, was very difficult. The location also helped the decision to move from the fifth to the sixth company. When describing his career, Erico realized that this criterion was not the best one since his best Work Experience was in a company located in a distant neighborhood, while his worst Work Experience was in a company located near his home.

"já tinha caído nessa armadilha, não aprendi, fiz a burrada de novo"

("I had already fallen into this trap, I didn't learn, I screwed up again")

The importance Erico attributes to a company's location closer to his family seems to contrast (or try to compensate) the high workload he has always had. He comes home very late at night and hardly sees his little children during the week, but he is used to it and does not seem to be upset with it.

The company where he currently works is the one that considers his best Work Experience due to the good and light organizational climate that he believes is a consequence of its good financial results and its managers' behavior. This company belongs to the same corporate group as the previous company, where he had his worst Work Experience, which he attributes to the new top management that came from the Telecom sector, changing the company's organizational culture.

It was challenging for Erico to remember details that seem relevant, despite being among the youngest of all interviewees. He didn't remember at first the rudeness of the first direct supervisor, that initially he attributed his dissatisfaction to an inefficient process). He also didn't remember the first promotion to manager, the one he did not feel prepared for. Finally, initially he said that the reason for leaving the second company was due to the early promotion, but later he recalled that it was because the company moved to São Paulo. The Remembering Self (Kahneman, 2011) is driving the memories.

Figure 28 and Figure 29, respectively, present the main information about Erico's timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

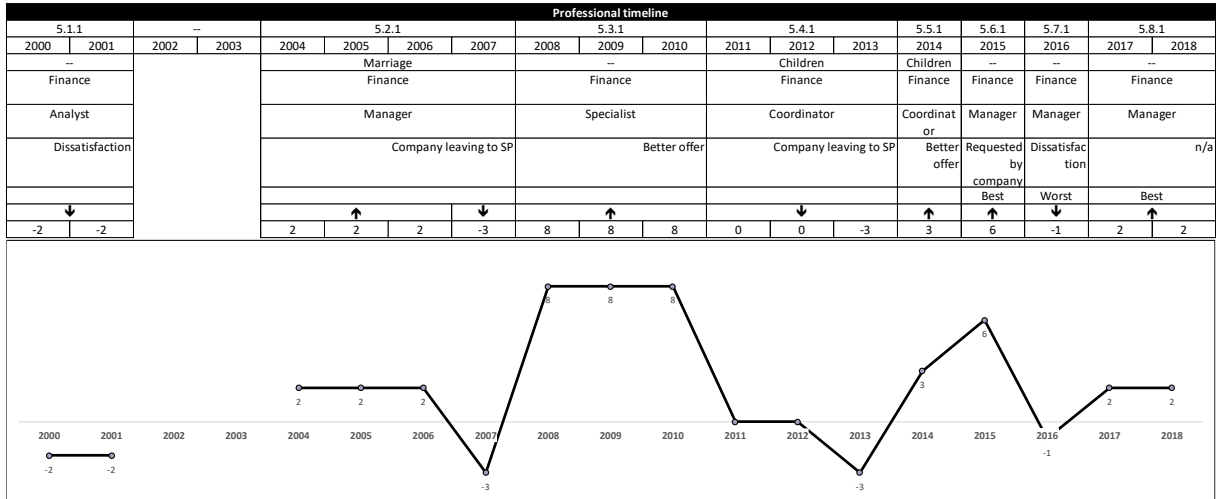


Figure 28 – Summary sheet (Analysis #4) – Erico

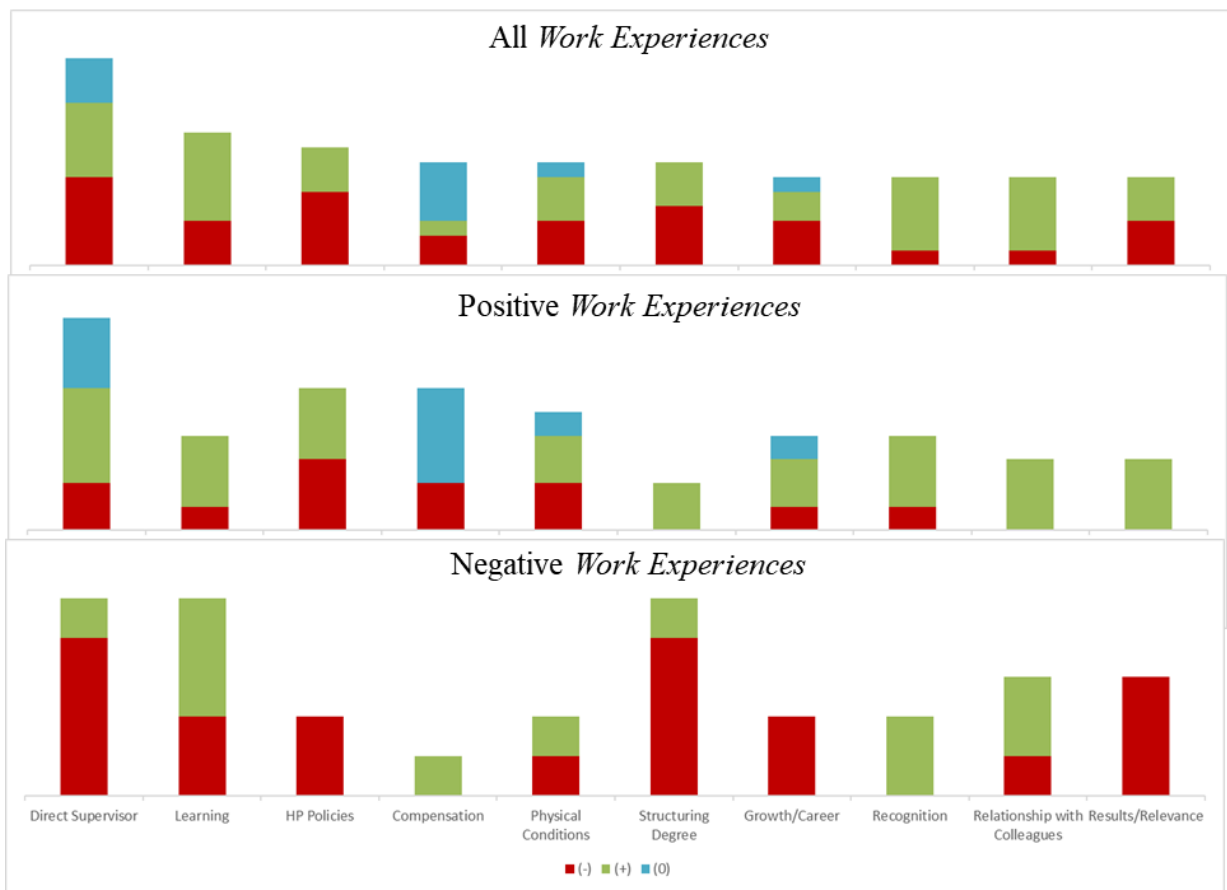


Figure 29 – Top-10 Antecedents by total mentions (Analysis #5) – Erico

BRIEF DISCUSSION ABOUT ERICO

In Figure 29, *Direct Supervisor* appears as the Antecedent more frequently mentioned, and with considerable negative weight in the negative Work Experiences due to the first and second Work Experiences (rude manager and distant manager, respectively).

HR Policies also is mentioned a lot. Erico tells the story of a gift he received from the company he currently works for on the same of this interview, and how he found it thoughtful. He also likes the off-work activities that the company promotes. However, these are HR actions of the company he likes. When asked if he would like to receive the same gift from a company he did not like, he replied that no, it might sound like the company is trying to compensate bad factors at work. Thus, this Antecedent only reinforces the already existing perception, hardly being able to reverse it.

Physical Conditions, which includes location (FOCUS 1), appears in the Top-10 but has no direct relation to Work Experience results, i.e., there are positive, negative, and neutral *Physical Conditions* in both positive and negative Work Experiences.

Compensation does not appear as a determining factor as to whether *Work Experience* is positive or negative, as positive Work Experiences have worse *Compensation* mentions than negative Work Experiences. The same applies to *Recognition*.

On the other hand, Antecedents such as *Direct Supervisor*, *Structuring Degree*, *Career/Growth*, and *Relevance/Results* are predominantly or entirely negative in negative Work Experiences, indicating that when they go wrong, Erico tends to be less happy.

In Erico's case, there is a very good match between the Work Experiences' overall assessment and the one obtained from the HL calculation. However, the worst and the best Work Experiences do not coincide with the curve.

FERNANDA: "THE WOMAN IN A SUIT"

Table 24 – Personal Guidelines (Analysis #3A) - Fernanda

GUIDELINES	Description	Quotes
FOCUS 1	Be successful	"eu tinha uma imagem de uma mulher de tailleurzinho preto segurando uma maleta que entrava pela sala e tinha uma secretaria andando atrás dela com um caderninho" ("I had an image of a woman in a little black suit holding a suitcase that came into the room and had a secretary walking behind her with a notebook")
FOCUS 2	Be essential	"Era tipo, de novo, a empresa precisa de mim, porque eu faço a diferença, sabe?" ("It was like, again, the company needs me, because I make a difference, you know?")

SUMMARIZED NARRATIVE (Analysis #3B)

Fernanda had to start working very young to help support her family because her father went bankrupt. Since sixth grade, she knew she wanted to study Business

Administration because of her father's influence and the image she had of a successful businesswoman (FOCUS 1).

This image of a woman in a suit became her aspiration and guided her professional life, being cited several times throughout her narrative. Another strong indication of the importance of professional success for Fernanda is the mention of her father's pride, so, in a way, Fernanda felt she was compensating him for his failure.

“Então tudo isso foi, e meu pai achava o máximo, meu pai virava e falava assim: ‘O que você faz em São Paulo?’, ‘Reunião’, ‘O que vocês falam na reunião?’. Aí eu falava: ‘Nossa, é mesmo, eu faço reunião, gente, sabe? Eu lidero reunião. Eu falo com cliente’. Então tudo isso alimentava aquela menininha ferida lá atrás, que queria vestir o tailleur e mandar e tal.”

(“So, all of that was, and my father thought it was great, my father turned and said: ‘What do you do in São Paulo?’, ‘Meeting’, ‘What do you say at the meeting?’. Then I said: ‘Wow, really, I have meetings, you know? I lead meetings. I talk to a client’. So, all of that fed that wounded little girl back there, who wanted to put on her suit and give orders and stuff.”)

However, she has not liked Business Administration at college until she got to know the HR disciplines, which became her career field quite consistently.

The first company she worked for had just been privatized. The fact that Fernanda was in a formal Trainee program helped to shield her from the problematic situations arising from this period, but even so, she felt the impact of these changes on the organization. She was lucky, however, to work with a direct supervisor who was married to one of the company's directors. They both helped Fernanda a lot in the early years of her career, also indicating her to a better position in another company.

This second company was where Fernanda stayed the longest and where she considers she had the most significant professional growth. In the first Work Experience in this company, she had a very intense workload and many trips, but she liked it because she felt important (the woman in a suit) and recognized.

“Bônus pra cacete, avaliação de desempenho e você é o máximo (...) aos vinte e sete anos, e aí você já tava como coordenadora, daqui a pouco já virei gerente, falei assim: ‘Pô, tô gerente!’ Aí já casei, já comprei apartamento. (...) Então, isso foi muito bom.”

(“Bonus as hell, performance evaluation and you are the best (...) at twenty-seven, and then you were already a coordinator, in a little while I became a manager, I said: ‘Gee, I’m a manager!’ Then I got married, I already bought an apartment. (...) So, that was very good.”)

It was a time when she needed to prove herself, and the company was small, allowing her to have contact with the top management. The intense workload and the company's dynamics seemed to fit her demands and her life moment.

“Era uma loucura, mas era bom”

("It was crazy, but it was good")

A new Work Experience within this same company coincides with two events: 1) the birth of her first child, changing her priorities; and 2) the company's growth, leading to a transformation in its organizational culture, from a “startup culture” to a large and bureaucratic company, with top management. These two changes caused Fernanda to be disappointed with the company and to disconnect emotionally. She ended up being fired.

After a short period working for a technology company that she did not like, she had a proposal from a midsize, family-owned business, in what was the Work Experience that she liked the most. The company was not well structured in terms of processes, at least HR ones. However, while the lack of structure bothers people like Bernardo, Fernanda saw it as an opportunity to implement many process improvements and thus to stand out.

“E eu levei o profissionalismo e eles ficaram doidos com isso. Porque (...) eram coisas muito básicas, assim, de pegar erro em folha e falar: ‘Não é assim que a gente faz’”

“And I brought professionalism, and they were crazy about it. Because (...) there were very basic things, like that, to catch errors on the payroll and say: ‘This is not how we do it’”

Still while working on this Work Experience, she felt her vocation has shifted. She decided to open a children's daycare center and started pursuing this dream, seeking training and looking for a physical location.

Still, she made one more career move, which at other times, based on her FOCUS 1, would be all she could want. She was hired as a senior manager in a multinational company. He has her own room for the first time, responded directly to senior executives in the United States, with high visibility and flexibility and a high quality of life. However, Fernanda has already joined the company unmotivated, knowing that it would be temporary until her dream came true. In addition, she did not feel as necessary as in other companies (FOCUS 2) and the excess of resources and positive results created what she perceived as lethargy in the company. Since Fernanda was used to be pressured for results and many challenges, she ended up not liking this Work Experience. On the other hand, this calm environment made it possible for her to carry on with her plans. At the time of the interview, she was splitting her time between working at the company and running the nursery.

However, she was dealing with a huge internal conflict of leaving corporate life and all her aspirations, so she was making an effort to separate what she calls her “ego” from her true will.

“hoje eu me chamo muita atenção quanto ao meu ego, o quando é justo, sabe. Então eu fico muito assim olha: “Quem tá falando aqui, Fernanda? Ah, é o seu ego. Tá bom, para com ele porque você não precisa mais dele. Seja quem você é.”

“Today I pay a lot of attention to my ego, how much it is fair, you know. So, I'm very like this: ‘Who's talking here, Fernanda? Ah, it's your ego. Okay, stop him because you don't need him anymore. Be who you are.’”

Figure 30 and Figure 31, respectively, present the main information on Fernanda's timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

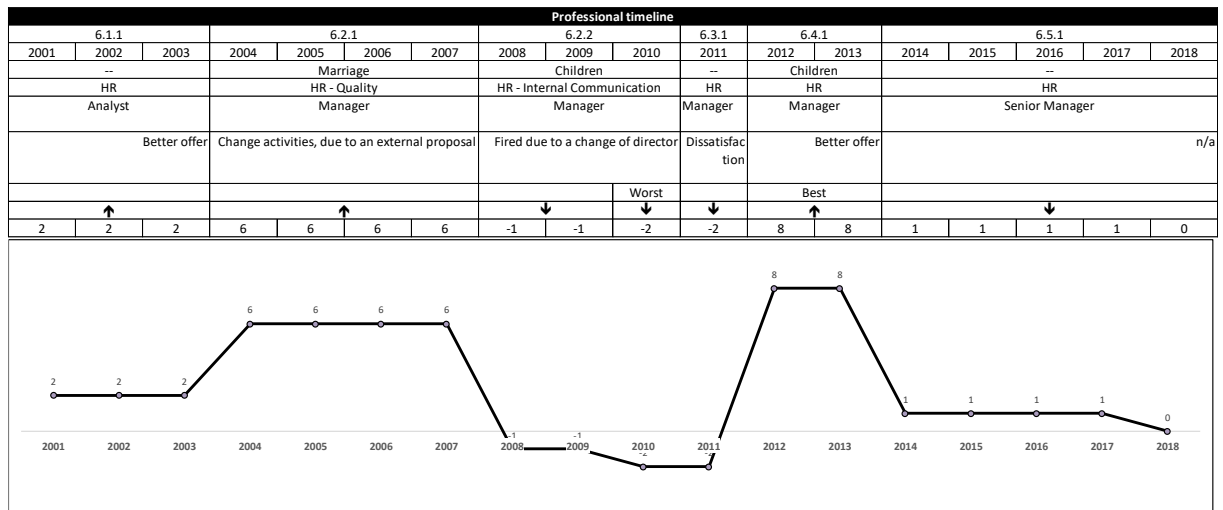


Figure 30 – Summary sheet (Analysis #4) – Fernanda

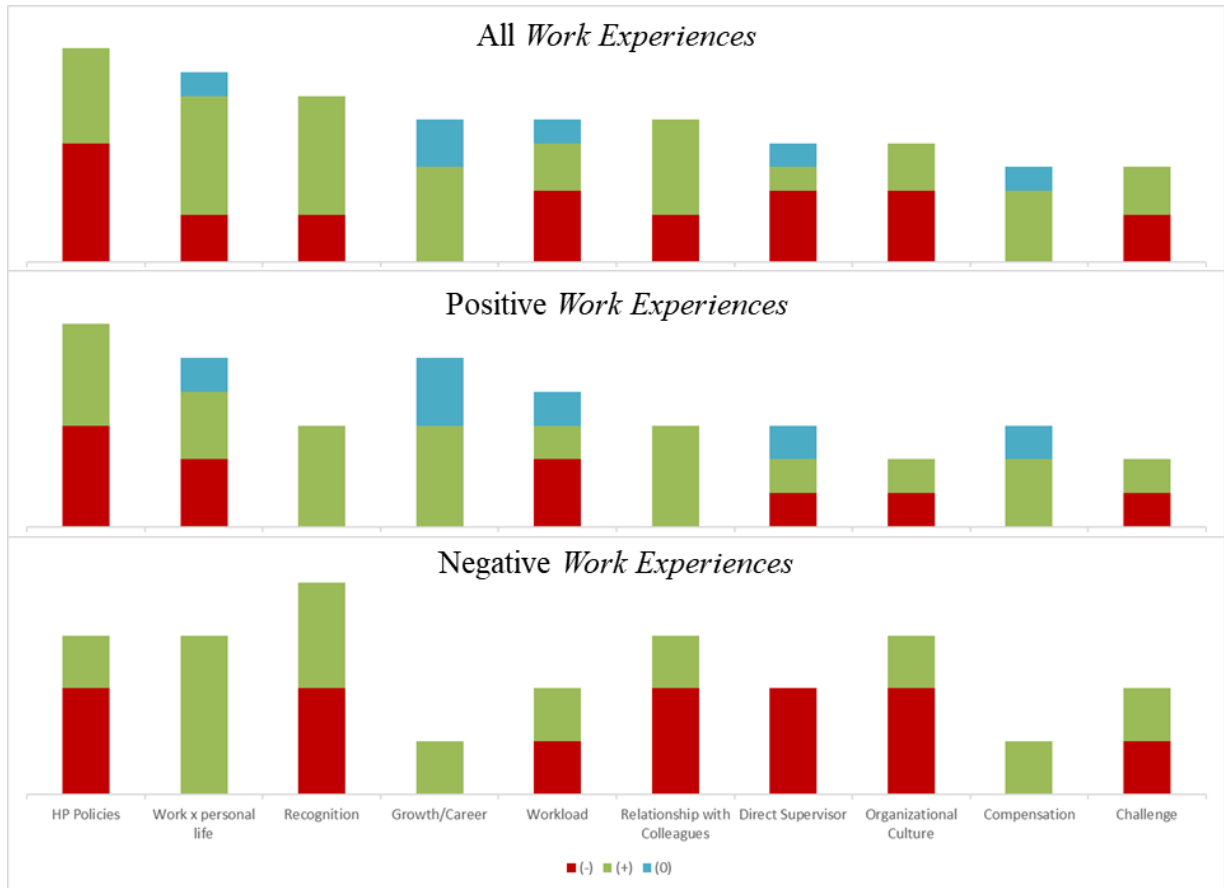


Figure 31 – Top-10 Antecedents by mentions (Analysis #5) - Fernanda

BRIEF DISCUSSION ABOUT FERNANDA

Being an HR professional, Fernanda tended to emphasize this theme in her narrative. Thus, *HR Policies* emerge as the most mentioned antecedent, involving issues related to salary, talent retention, performance assessments, bonuses, among others, both in positive and negative views.

Fernanda has always found her *Compensation* appropriate, so this Antecedent made little or no difference when considering a positive or negative Work Experience.

Her focus on matching the image of the woman in a suit (FOCUS 1) is reflected in *Growth-Career* and *Workload*, with positive and negative impacts.

“Aí comecei a ter acesso ao [nome do presidente da empresa], comecei a ter acesso... (...) Peguei pesquisa, aí pesquisa começou a virar um diferencial e a gente começou a trabalhar, a equipe foi crescendo, aí eu também fui virando gestora... E [nome do diretor] me elogiando, [diretor] me elogiando pra caceta (...) Tive aumento de salário, sabe, e tudo que eu pedia, assim, vinha, sabe? (...) mas tinha uma coisa do tipo: Estou de terninho” – *Growth-Career*

(“Then I started to have access to [company's president name], I started to have access ... (...) I took the research department, then research started to become a differential, and we started to work, the team grew, so I became a manager... And [director name] praising me, [director name] praising me a lot (...) I had a salary

increase, you know, and everything I asked for, like that, came, you know? (...) but there was something like: I'm wearing a suit")

“Essa coisa de levar o laptop para casa (...). Levar para casa e abrir, sabe, e falar assim: ‘Eu tenho que trabalhar em casa.’ (...) Eu acho que eu me sentia a mulher de terminho” – *Workload*

(“This thing about taking the laptop home (...). Take it home and open it, you know, and say: ‘I have to work at home.’ (...) I think I felt like a woman in a business suit”)

Her need to stand out and be essential (FOCUS 2) reflects on *Recognition* - which is always positive in positive Work Experiences - and again in *Workload*.

“Então a salva de palmas era uma coisa que alimenta você”

("So, the applause were something that feeds you")

“Não reclamava de cansaço (...). Não tinha isso, sabe? Era tipo, de novo, a empresa precisa de mim, porque eu faço a diferença, sabe?”

(“I didn't complain of tiredness (...). Didn't have that, you know? It was like, again, the company needs me, because I make a difference, you know?”)

Besides proper *Recognition*, a good *Relationship with Colleagues* is also directly related to positive Work Experiences.

Different from the previous interviewees, for whom the *Direct Supervisor* is one of the three most-cited Antecedents, for Fernanda, it is only the seventh, in contrast to *HR Policies* in the first place. This fact indicates that she sees HR in a prominent role, a role that was credited to the *Direct Manager* in other narratives. However, even for her, negative Work Experiences are always linked to bad experiences with *Direct Manager*.

Even in her negative Work Experiences, Fernanda had a good *Work x personal life* balance, which is not always the case in her positive Work Experiences.

Finally, except for the last experience, overall assessments coincide with the HL calculated, even at the worst and the best moments' values. However, there is an exception on the last Work Experience, related to a change of Fernanda's expectations, because the beginning of this Work Experience coincides with the identification of a new vocation changing the Person-Vocation Fit.

Still, Fernanda is the fourth happiest interviewee according to the HL calculation method.

GABRIEL: “PEOPLE MANAGER”

Table 25 – Personal Guidelines (Analysis #3A) - Gabriel

GUIDELINES	Description	Quotes
FOCUS 1	Be a good leader for his teams	<p>"E daí começou também a surgir nisso daí pra mim a questão que eu mais me realizo, que é fazer a gestão de pessoas (...) eu fui me consolidando como um gestor de pessoas e eu me considero hoje um líder em termos de pessoas, não só um chefe, mas um líder e isso para mim é a parte mais prazerosa do meu trabalho, é você ver o reconhecimento dos seus funcionários em cima das suas atitudes e de como você lidera a equipe e como eles veem, porque eles percebem muito..."</p> <p>("And from that point on, the matter that fulfills me the most, which is to manage people (...), I started to consolidate myself as a people manager and today I consider myself a leader in terms of people, not only a boss, but a leader and that for me is the most pleasurable part of my job, is to see the recognition of your employees over their attitudes and how you lead the team and how they see it because they perceive a lot ...")</p>
FOCUS 2	Work in a good organizational climate	<p>"é mais importante a equipe e o clima dentro da equipe do que a natureza do trabalho"</p> <p>("the team and the climate within the team is more important than the nature of the work")</p>

SUMMARIZED NARRATIVE (Analysis #3B)

Gabriel initially wanted to study food engineering but ended up studying chemical production engineering because he liked chemistry in school and thought that production specialization would give a good range of performance. He left home very young to go to college in a small town.

His first job was in a multinational consulting firm, and he liked very much his first Work Experience since the nature of his activities was related to what he has learned in college (process design). However, in the second Work Experience, Gabriel had to work in IT, and he did not like it, because he considered that processes-related projects were more aligned with his skills. Eventually, he got used to IT and ended up liking it. He had a consistent career in this field.

“Já tava na veia, depois do [nome da empresa] já estava na veia, eu já gostava, adorava trabalhar com tecnologia.”

("It was already in my bones, after [the name of the company] it was already in my bones, I had already liked it, I loved working with technology.")

His life in the consulting firm got worst when he changed business units, moving for from Processes to IT. This new unit demanded a high degree of workload at the same time

management lacked caring for the people. This fact made him start to pay attention to the human aspect of work so intensely that it became his FOCUS 1.

However, Gabriel considers that the heavy workload was counterbalanced by the good relationship with colleagues, who became their friends, and by feeling recognized. His life at that moment also allowed him to work hard and to go out with friends from work since he was not yet married.

His first management experience was painful for him because he followed the management model he learned from the previous Work Experience, which he discovered later that was not good. He had no other example to follow, but he felt that what he was doing was wrong. In the next Work Experience, however, he managed to find what he calls his management style. At the same time, he reached his limit of physical and psychological exhaustion, while the recognition he had was no longer enough to counterbalance and make him happy, so he decided to leave the firm.

After a short and disappointing period at another consulting firm, Gabriel had a proposal to work in the IT department of a large bank, consolidating his career in the field. Despite expressing that he liked the Work Experience in general, his narrative indicates that it was not very good (the difference between overall assessment and HL in Figure 32).

A few years later, having already been promoted to manager, Gabriel had a proposal from another bank, also for the IT department. There, he had the opportunity to make a slight transition of activities, working with Finance and Control, but still linked to IT. He liked this change and currently works more closely with these new activities.

This second bank, a North American one, had a very different organizational culture from the previous one, which was Spanish. The North American one is more focused on people, being difficult, for example, to fire someone. This fact makes managing the teams more difficult, as Danilo also mentioned since the criteria for assessment is subjective.

“Eles davam mais valor às pessoas e à palavra das pessoas. Então (...) mandar alguém embora era todo um transtorno (...) Por um lado isso é ruim, porque deixava de ser um pouco profissional as coisas (...) Não eram demitidas, ou que isso valorizava também a questão muito mais do ‘conhecimento de corredor’ na hora de promover alguém do que o mérito de uma pessoa, e tudo mais. Acaba perdendo um pouco, torna-se um pouco menos profissional.”

(“They valued people and people's words more. So (...) firing someone was a total inconvenience (...) On the one hand, this is bad, because things stopped being a professional (...) They were not fired, or that this also valued much more 'corridor

knowledge¹³, when promoting someone than a person's merit, and everything. It ends up losing a little; it becomes a little less professional.”)

There was not a high workload pressure, but on the other hand, the low workload generated a dispute among people to take up the little work they have and to have an opportunity to stand out.

“Bem lento, então, tava um ritmo de trabalho tranquilo, tava fazendo coisas que pelo pouco trabalho que tinha ficava uma fogueira das vaidades pra ver quem ia mostrar, eu não tenho saco para isso”

(“Very slow, so there was a calm work pace, I was doing things that, due to the little work I had, there was a dispute of vanities to see who was going to show, I can’t stand it”)

The company had a home office policy that, despite the flexibility it provides, makes it difficult for the team to interact, which is very important to Gabriel.

The company was acquired by another bank (a Brazilian one), and at the time of the interview, Gabriel still had his team, but they had no defined function. This lack of definition was causing uncertainty and creating insecurity for everyone, including him.

His interest in dealing with people (FOCUS 1), associated with his divorce and other personal issues, led Gabriel to study psychoanalysis for two years, but he did not work in this field and did not intend to.

Figure 32 and Figure 33, respectively, present the main information on Gabriel’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

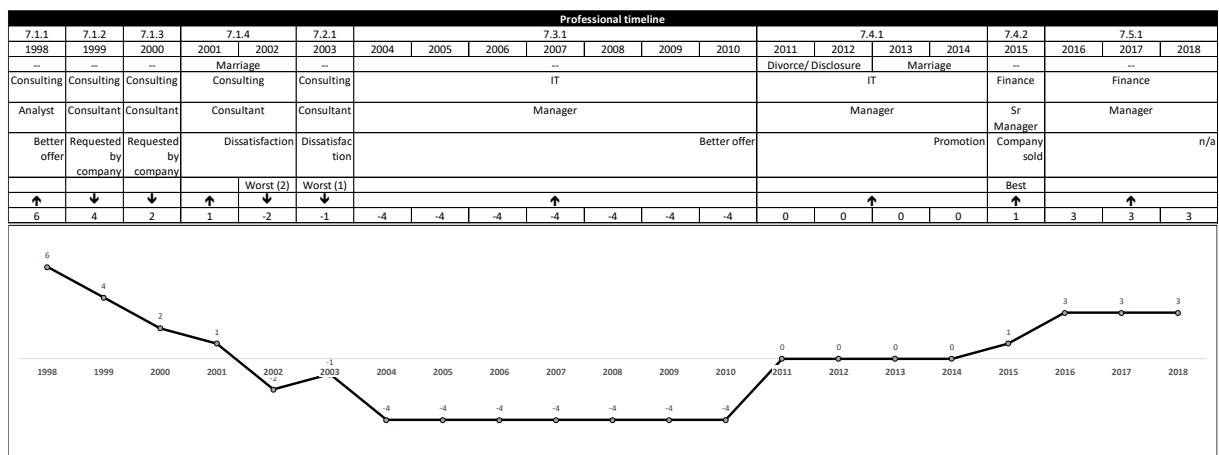


Figure 32 – Summary sheet (Analysis #4) – Gabriel

¹³ A Brazilian expression that means that there is a personal relationship between the person and who is evaluating him/her that would be more important than objective criteria.

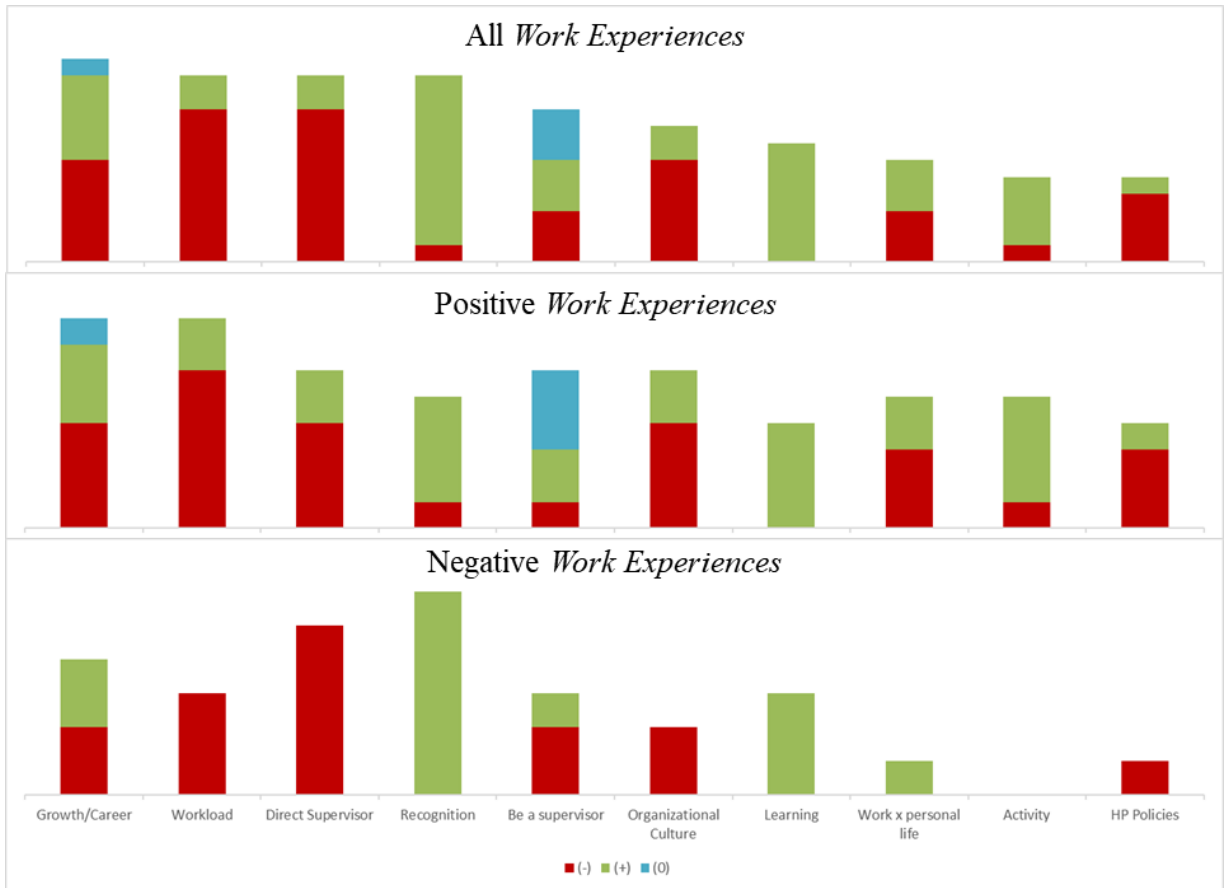


Figure 33 – Top-10 Antecedents by mentions (Analysis #5) – Gabriel

BRIEF DISCUSSION ABOUT GABRIEL

Gabriel started his career happily, but over time his Work Experiences results were getting worse, and almost all his career had negative HL. This result differs somewhat from the overall assessment he provides in the interview, indicating that it may be challenging to assume that he has not been happy at work along his path. However, after the first Work Experience, Gabriel did not express any other time happiness with what he was doing, which is reflected in the fact that he was the third most unhappy interviewee by HL's method of calculation.

There is a considerable difference between Gabriel and Leonardo, who has also worked with IT throughout his career and has a positive global HL. This contrast may indicate that the differences must be due to organizational factors and/or individual factors, for example, vocation. While Gabriel had resisted accepting to work with IT, Leonardo always knew that this is what he wanted. Nevertheless, the *Activity* has a positive predominance for Gabriel and is only associated with positive Work Experiences. This fact may indicate that Gabriel did not mention situations when he did not like the activity.

Recognition and Learning also are mentioned quite positively in both positive and negative Work Experiences. It is interesting to note that not only Gabriel, but most interviewees associate difficult times with great learning, as compensation or justification.

“foi muito difícil trabalhar com ele, mas eu aprendi muito”

(“it was very difficult to work with him, but I learned a lot”)

Work x personal life is positive even in negative Work Experiences, indicating that it is not so crucial for Gabriel.

HELENA: “JOB SECURITY”

Table 26 – Personal Guidelines (Analysis #3A) - Helena

GUIDELINES	Description	Quotes
FOCUS 1	Job security	<p>"Mas eu não trocava coisas que eu tenho pra ganhar mais dinheiro (...), a estabilidade, uma empresa que eu confie, uma empresa que eu acho que tem princípios muito sérios, assim, os princípios vão além de uma lucratividade"</p> <p>("But I wouldn't trade things I have to make more money (...), stability, a company that I trust, a company that I think has very serious principles, so the principles go beyond profitability")</p>
FOCUS 2	Work is not that important in her life	<p>"Eu acho que somando isso a realmente o que me faz feliz, não dou tanta importância assim ao trabalho."</p> <p>("I think that adding that to what really makes me happy, I don't give much importance to work.")</p>

SUMMARIZED NARRATIVE (Analysis #3B)

Helena is very pragmatic and objective. She decided to study production engineering because she liked math and she thought it would provide her a good range of career options, even though she had a vocation for drawing. She wanted to work in a factory but quickly realized that she didn't like the plant's physical environment.

“eu queria trabalhar em fábrica. Arrumei um estágio e fui trabalhar em uma fábrica, trabalhei três meses. (...) Ela era em [nome de um bairro distante], era um calor do cão, eu saía lá do [bairro da faculdade], ia lá para a Avenida Brasil, lá para baixo, e esse meu sonho acabou muito rápido, porque ficar na linha de montagem da produção, com aquele calor, jaleco, protetor auricular, aquele negócio, aquele ambiente muito hostil, não gostei daquilo. Comia bandeirão porque era fábrica, né? (...) aí eu desisti, resolvi que eu queria trabalhar realmente em escritório...”

(“I wanted to work in a factory. I got an internship and worked in a factory, I worked for three months. (...) She was in [name of a distant neighborhood], it was hot like hell, I left [University neighborhood] through Avenida Brasil, down there, and my dream ended very quickly, because staying on the production assembly line, with that one heat, lab coat, ear protector, that thing, that very hostile environment, I didn't like that. I ate with trays because it was a factory, right? (...) then I gave up, I decided that I really wanted to work in an office ...”)

She pursued a master's degree right after college and, after that, worked for the same company for all her professional life. At first, she did not like the location, far from home, which was worse for her than the conflicts she experienced with other departments.

Helena does not like being known as an IT professional, although she has spent most of her professional life in this field, managing projects.

Due to her pragmatism, she was always more focused on delivering results than on managing people, not giving it any importance until she had a feedback from a direct supervisor, who played a fundamental role in her professional development. Now she declares that what people management is what she likes to do most at work.

“Hoje o que me dá realização no trabalho é desenvolver as pessoas, é ver as pessoas que eu tô formando, ver as pessoas crescendo, então assim, acho que isso realmente é uma coisa que me dá satisfação no trabalho, uma coisa que eu tenho oportunidade lá”

(“Today what fulfills me at work is to help people’s development, to see the people I am training, to see that people are growing, so, I think that this is really something that gives me job satisfaction, and I have this opportunity there”)

She had a significant change in her fifth Work Experience, when she left IT and became manager of a business unit, reporting to a Vice President. She then began to have a more strategic and comprehensive view of the business, which she enjoyed very much.

Since the company where she has been working for 20 years is multinational, it is subject to constant changes from its headquarters. Helena got used to these changes - she had 14 different direct supervisors in 20 years. She developed a sense of trust in the company that she sees as having values that are consistently followed, regardless of the manager, and that is compatible with her own. This company also meets her most important security and stability needs (FOCUS 1), since she is divorced and has a child, despite some difficult periods of transition. She believes that this is the reason why she stayed in the same company for so long.

Besides, the fact that she does not consider that work has a central role in her life (FOCUS 2) also helps her cope with some adverse situations she has been through.

“E acho que é muito a expectativa que você tem, o que que você acha que... Qual é a importância do trabalho na vida, na sua vida. (...) porque pra mim trabalho não é uma coisa tão importante. Acho que as minhas realizações não estão tão apoiadas no trabalho, e acho que isso muda de tempos em tempos, né? Acho que a tua vida (...) Mas assim a realização em si não é uma coisa que eu preciso pra minha felicidade, pra minha... Eu não tenho ‘ah, pra eu ser feliz eu preciso fazer isso aqui no trabalho’”

“And I think you have a lot of expectations, what you think of... What is the importance of work in life, in your life? (...) because for me, work is not such an

important thing. I think my achievements are not supported so much at work, and I think that changes from time to time, right? I think your life (...) But achievements itself is not something I need for my happiness, for mine... I don't have 'ah, for me to be happy I need to do this here at work' "

Figure 34 and Figure 35, respectively, present the main information on Helena’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

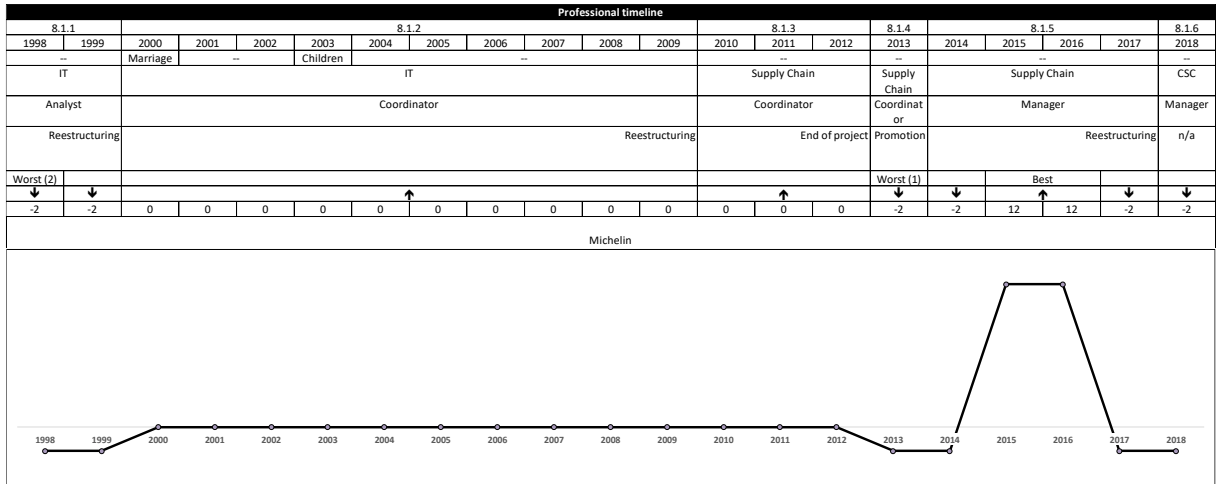


Figure 34 – Summary sheet (Analysis #4) – Helena

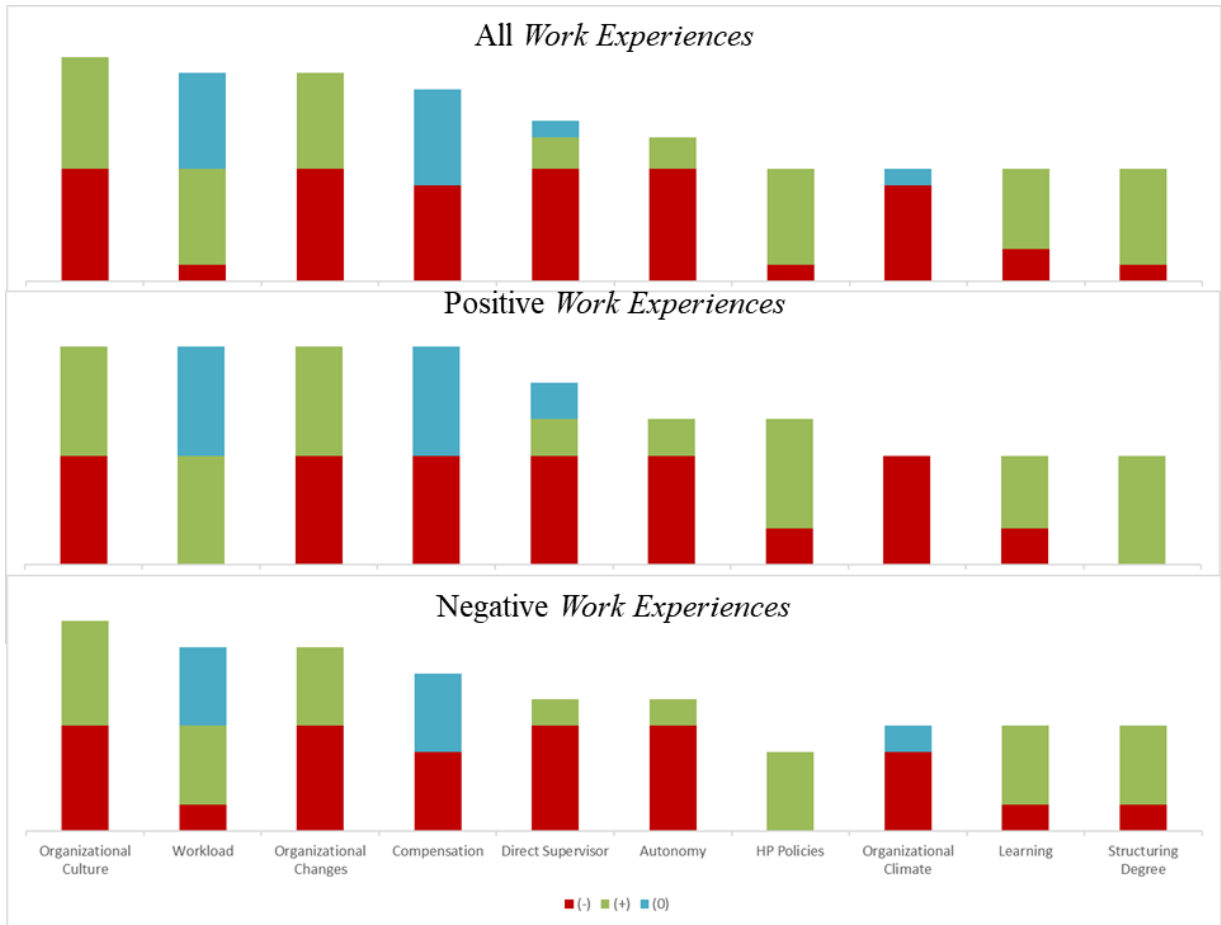


Figure 35 – Top-10 Antecedents by mentions (Analysis #5) – Helena

BRIEF DISCUSSION ABOUT HELENA

Due to the relatively low importance Helena attributes to the work, her HL curve is very close to zero along the entire path, except for a short period in the fifth Work Experience.

The Antecedents ranking needs to be analyzed more carefully here. According to the coding method described in Section 3.4.2, NODES that refer to companies as a whole were attributed to all Work Experiences. In this particular case, as Helena has been in the same company for 20 years, these antecedents end up having a higher weight. Therefore, the distribution of Antecedents in the positive and negative Work Experiences is very similar to each other and the total Work Experiences.

Job security, which is Helena's FOCUS 1, is reflected in the *Organizational Culture* of the company she works for, and therefore it is the Antecedent more frequently mentioned. The many *Organizational Changes* due to the influence of the head office are also highlighted.

Direct Manager and *Autonomy* are very similar in the number of mentions and negative and positive profile, as Helena resents a lack of balance in the relationship between these two

Antecedents. Thus, the *Autonomy* she had in most Work Experiences was due to more distant supervision. On the other hand, in the last Work Experience, she had a *Direct Supervisor* who was micro-managing her, but, since Helena is more senior and was not used to it, she became uncomfortable and perceived it as having little *Autonomy*.

INACIO: “SIGNATURE”

Table 27 – Personal Guidelines (Analysis #3A) - Inacio

GUIDELINES	Description	Quotes
FOCUS 1	Authorship of everything he does	"toda vez que eu botei a mão pra fazer do meu jeito e fazer da forma que eu acreditava, de uma certa forma deu certo (...) Então assim, você tem que ter seu <i>footprint</i> , você tem que ter seu dedão lá, digital, sua assinatura" ("every time I put my hand to do it my way and do it the way I believed, in a certain way it worked (...) So, you have to have your footprint, you have to have your toe there, digital, your signature")
FOCUS 2	Do not work in Financial Controlling field	"Olha, eu gostaria muito de ter nascido com um carimbo de controladoria (...). Como eu não nasci com esse carimbo, eu construí ele [SIC], eu só quero mudar de carimbo. Só isso que eu quero fazer" "Look, I would very much like to be born with a Financial Controlling tag (...). Since I was not born with that stamp, I built it, I just want to change the stamp. That's all I want to do"

SUMMARIZED NARRATIVE (Analysis #3B)

Inacio comes from a humble family; his father completed only elementary school. However, Inacio sees him as an example of hard work and dedication. He chose to study production engineering because he liked math at school and thought that this course would give more job opportunities.

During college, he worked as a computer teacher to supplement his income. This opportunity made him enjoy teaching and gave him an IT background that always differentiated him positively at work.

He got an internship at a large multinational company, but he did not like the Work Experience. He felt that he was not living up to expectations and was very upset

“E a primeira semana eu vi que estava num lugar desastroso, eu literalmente fui pra o banheiro chorar.”

("And the first week I saw that I was in a disastrous place, I literally went to the bathroom to cry.")

Nevertheless, he managed to turn this experience into a story of overcoming, of which he is very proud, but not enough to counteract the bad times and make it a pleasant experience. In this case, Kahneman's concept of Remembering Self applies, especially the peak-end rule (Kahneman, 2011). In this case, even though the end was positive, the negative peak was so intense that the overall result was negative.

Even getting a full-time job in this company after graduating, Inacio was not very pleased working in the Financial Controlling department, as he was supposed to follow routines instead of developing something that he felt was his own (FOCUS 1).

“eu queria mais desenvolvimento de coisas autorais, né? E eu acho que eu tava seguindo um processo de muita execução das rotinas que bem ou mal tinham naquelas posições”

(“I wanted more development of authorial things, right? And I think I was going through a process of a lot of routines execution that usually was in those positions”)

He quit and went to another company to work in the same field, invited by a former supervisor. It was a recently privatized Telecom company, and it was his worst Work Experience. Besides being in an area that he knew he did not like, the frequent organizational changes, reflecting on organizational culture and structure, brought much instability. There were many consulting and auditing projects happening at the same time, making it difficult for him to do anything he considered authorial (FOCUS 1).

He left this company to work in the same field in another Telecom company, once again being invited by a former supervisor. Then he became sure that he really did not want to work in this field (FOCUS 2) and decided to pursue a master's degree to reposition. At the same time, he started to teach Marketing-related disciplines, as he liked to teach since the computer classes.

After getting the master's degree, it was difficult for him to get a position in another field, given his previous experience. Still, he had patience and focus, and even having financial needs, he waited until he had an opportunity that was more aligned with what he wanted to do.

He then got a job as a Marketing consultant in a small and family-owned company. Inacio enjoyed it a lot. He believes that in large companies, usually much effort is put in making politics and alliances to get the work done. Still, in this company, such effort is used to the delivery solutions. He also realized that the results of work are much more tangible - customer satisfaction is the satisfaction of the business owner.

Although he had a very high and stressful workload, he still enjoyed it, as his Remembering Self (Kahneman, 2011) perceives it.

"Cara, eu vou pirar a cabeça', mas enfim. Pirei, mas deu certo."

("Man, I'm going to freak out ', but whatever. Freaked out, but it worked.")

He left this company after six years because the company closed. He considers it the downside of the small family business - a high dependence on the owner. However, the connection with the company was so good that he worked for a period without payment: no regrets or hard feelings.

Then, he felt lost. He considered himself old and with no corporate history to tell. At the same time, because he successfully made the transition from Financial Controlling to Marketing, he had some self-confidence.

Inacio then got an offer from a large multinational company. After so long working in a small company, he felt he did not know anymore how to cope with this kind of environment. At his age, he could not be considered a potential anymore, but at the same time, he did not have the specific experience to get a good position. It was very hard for him. However, he persisted, and he has been in this company for eight years. There were moments of recognition that made him feel like the moments he was on the consulting firm, the best Work Experience for him.

He never stopped teaching, and he thinks about an academic career through a Ph.D.

Figure 36 and Figure 37, respectively, present the main information on Inacio’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

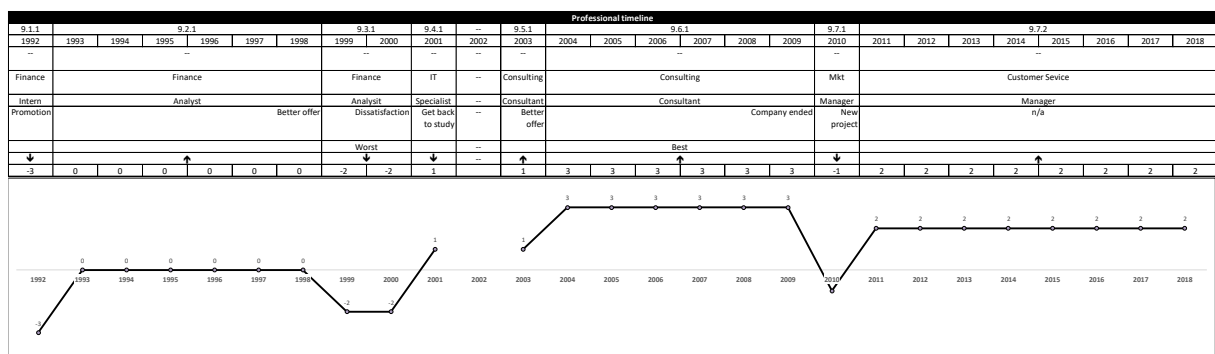


Figure 36 – Summary sheet (Analysis #4) – Inacio



Figure 37 – Top-10 Antecedents by mentions (Analysis #5) – Inacio

BRIEF DISCUSSION ABOUT INACIO

As can be seen in Figure 37, *Organizational Culture* is the more frequently mentioned Antecedent with the most significant number of mentions predominantly negative. However, in positive Work Experiences, *Career/Growth* seems to be more relevant, indicating that this is a crucial element for Inacio to enjoy the work, as well as, on a smaller scale, *Compensation*. On the other hand, *Direct Supervisor* is proportionally more negative in negative Work Experiences.

Company Stability is in the Top-10 as Inacio had a frustrating situation in the company he most liked. However, it is not a determining factor for him to be happy at work since Work Experiences are negative even with all the positive mentions of this Antecedent.

The HL curve matches quite well the overall assessment of Work Experiences, including the declared best and worst Work Experiences.

JOANA: “INSIGHTS & GROUP IN”

Table 28 – Personal Guidelines (Analysis #3A) - Joana

GUIDELINES	Description	Quotes
FOCUS 1	Good interpersonal relationships at work	"a parte social do trabalho sempre foi uma coisa muito importante pra mim (...) pode ser o melhor trabalho do mundo, mas trabalhar com gente que eu não gosto (...) não funciona" ("the social part of work has always been an essential thing for me (...) it may be the best job in the world, but working with people I don't like (...) it doesn't work")
FOCUS 2	Creative insights, usually based on IT	"e aí eu tenho uns insights criativos, uma coisa acho que meio de artista mesmo" ("and then I have some creative insights, one thing I guess, really a kind of an artist's thing")

SUMMARIZED NARRATIVE (Analysis #3B)

Joana started to study Dentistry under her mother's and sister's influence. She did not like it and, although she did not like math also, she decided to study production engineering under her father's and brothers' influence. Joana wanted to change again, to study Communications, but her father did not approve. She also did not like engineering in academic terms, but she liked it socially, aligned to her FOCUS 1.

While she was still studying Dentistry, she started to develop websites for her family's businesses. Although she had always worked with something related to technology, she did not want to be known as someone specialized in this field (as Gabriel and Helena). She pictured herself working dressed as an executive (as Fernanda).

Joana considers herself a typical Gen Y representative; she feels different from what she calls “corporate standards”. She is very creative, paints as a hobby, but also loves to do quantitative analysis and come to conclusions that lead to solutions usually using technology, which she calls “insights” (FOCUS 2).

"eu sou uma pessoa que eu consigo dar soluções criativas vinculadas a processos, a tecnologias"

("I am a person that I can provide creative solutions linked to processes, technologies")

As she changed college and graduated older, she felt an urgency to start working, which was reinforced by her marriage at a young age. Her early career was very traditional, working at a large multinational company, where she was able to put into practice her ability to generate technology-based solutions, and she felt recognized for it. Joana left this company

because she did not want to be specialized in IT. Besides, she was supposed to travel a lot and she was already married, unlike her colleagues.

The next Work Experience was also in a large company. It was her worst Work Experience because the company was very change-averse, and her work was very operational, not allowing her to express her creative side. She changed jobs to another large company, in a Work Experience that she enjoyed. Still, she decided to pursue her entrepreneurial facet and spent the next seven years trying to succeed. Her parents supported her - they play a very strong role in her life, especially after she got divorced and her daughter stayed with her.

This phase was full of joy and frustration, but after all these years without success, she decided to return to the corporate world to have some stability. She got a job in a large company in a managerial position, and she adapted fast because of her good relationship with the team (FOCUS 1). According to Joana, getting along with people at work is an aspect that makes her distinguish very quickly whether she likes to work in a specific company.

“E cara, eu amava trabalhar na [nome da empresa], eu adorava as pessoas. É muito engraçado porque assim, eu me enturmo muito rápido, então eu sei muito rapidamente quando que eu vou dar certo ou não nas empresas, quando eu vou ser feliz ou não, e a [nome da empresa] era daquelas que a pessoa faz entrevista com você, vai conversar com você e ‘caraca, como assim você tá só dois meses aqui? Tipo, você meio que já sabe tudo’, e eu gosto, eu vou me fixando”

“And I loved working at [company name], I loved people there. It is very funny because I get along very quickly, so I know very quickly when I’m going to like or not companies; when I’m going to be happy or not, and [company name] was one of those people do interviews with you, will talk to you and ‘man, how come you’re only here for two months? It’s like, you kind of already know everything’, and I like it, I’ll attach to it”

The imminence of the acquisition of the company by another player implied in many changes, without transparency, bringing insecurity and ending the good organizational climate. Joana decided to leave the company. She was hired by another company, where she had what she considers the most significant challenge and greatest professional achievement, but the worst Work Experience.

“E aí, cara, a [nome da empresa] foi o lugar que eu mais odiei trabalhar, mas com um dos projetos mais f**** que eu já toquei. E aí vem a dicotomia total, né, de eu realmente sair de lá por causa do ambiente, eu tinha um projeto f**** pra tocar”

“And then [company name] was the place that I hated working the most, but with one of the most amazing projects I’ve ever led. And here comes the full dichotomy, you know, I really left there because of the environment, I had an amazing project to develop”

This view matches the Integrated Perspective presented in Figure 2: Joana liked what she was doing, but did not like where she was. One of the factors that most upset Joana was the *Relationship with Colleagues*, for she did not feel part of what she called “group in”. With a very strong hierarchical culture, she had difficulty integrating with managers and directors, and her staff was very operational. The lack of interpersonal relationships at work almost caused her depression. The relationship with his direct supervisor was awful, which worsened her perception of the Work Experience. On the other hand, she was able to implement an important and complex project with much autonomy, and she was recognized even outside the company. However, these achievements were not enough to counterbalance the bad aspects of the Work Experience.

When she decided to leave this company, she carefully looked for something with a better Fit (Person-Job, Person-Culture, Person-Group). She found this in a former startup company. Although the company was already large after some rounds of investment, it kept a more informal organizational culture and was more aligned with what Joana wanted.

“o novo escritório (...) vai ter sala de Ioga e não sei o que, então, eu acho que é muito pra você não ter a culpa de você tar em um ambiente agradável, porque, cara, se você quiser deitar num *puff* e dormir ninguém vai ver feio porque todo mundo sabe que você está dormindo por algum motivo, entendeu?”

(“The new office (...) will have a Yoga room and other things, so I think it’s too much for you not to be guilty of being in a pleasant environment because if you want to lie down in a puff and sleep nobody will think bad of you because everybody knows that you are sleeping for some reason, you see?”)

The downside was that, in this company, everyone knew a lot about it, unlike previous Work Experiences where Joana was always the one who knew more about the Internet and new technologies. Thus, she felt her autonomy had been reduced.

"Então, assim, mas eu tenho muito prazer, assim, construir produtos digitais eu acho que hoje é o que eu mais curto fazer, então o [nome da empresa], assim, eu amo o ambiente, mas o meu trabalho eu ainda estou..."

("So, I have much pleasure, building digital products I think today is what I like to do the most, so [company name], I love the environment, but my work I am still...")

Figure 38 and Figure 39, respectively, present the main information on Joana’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

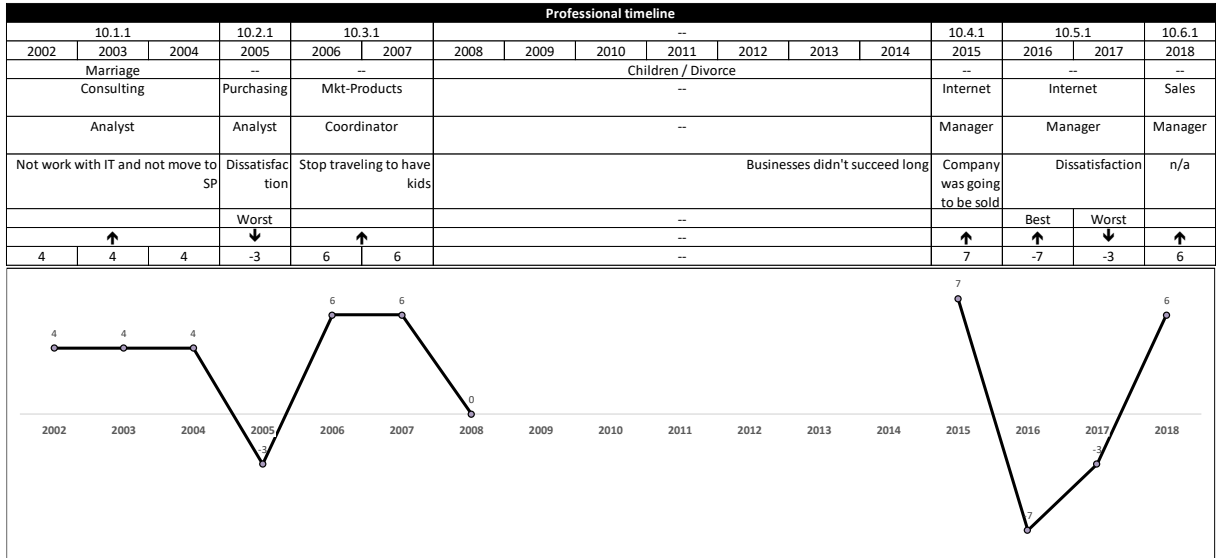


Figure 38 – Summary sheet (Analysis #4) – Joana



Figure 39 – Top-10 Antecedents by mentions (Analysis #5) – Joana

BRIEF DISCUSSION ABOUT JOANA

As it is shown in Figure 38, Joana's trajectory is quite discontinued, with short periods in many companies. It resembles Bernardo's trajectory, which makes sense since they both work with the Internet.

Results/Relevance is by far the Antecedent most frequently mentioned by Joana, and proportionally more positive in positive Work Experiences, indicating the importance of this element for Joana. It makes sense in her narrative as she spent years trying to build businesses that she believed in.

Relationship with Colleagues (FOCUS 1) and *Activity* (FOCUS 2) also are very frequently mentioned, as is expected due to being related to her Personal Guidelines. It is noteworthy that positive Work Experiences only have these two positive antecedents.

Direct Manager also appears as an essential Antecedent in negative Work Experiences, always being negative in these situations. The same happens with the *Organizational Climate*, which also has a much more negative view on negative Work Experiences.

Joana has always felt recognized and always learned a lot, even in the worst Work Experiences, since *Recognition* and *Learning* are always positive.

KATIA: "I NEED TO WORK"

Table 29 – Personal Guidelines (Analysis #3A) - Katia

GUIDELINES	Description	Quotes
FOCUS 1	Be employed	"mas eu preciso trabalhar, isso é um fato" ("but I need to work; this is a fact")
FOCUS 2	Work in hospitality	"Quando entrei lá, falei 'é isso que eu quero pra minha vida" ("When I got there, I said, 'this is what I want for my life'")

SUMMARIZED NARRATIVE (Analysis #3B)

Katia first studied Tourism, but during her first internship in a hotel, she found her vocation, so she studied Hospitality too. She is very obstinate, likes to deal with people, and pays attention to details.

Among all interviewees, Katia is the one who has the most clarity of what she likes and dislikes, which makes it easier to identify whether the job is right for her (Person-Job Fit). Still, sometimes she made decisions based just on being in a job and on financial issues even though she knew she would not like it (third and fourth companies). In the third company, she accepted a position with a lower level of responsibility and compensation

because she did not want to be unemployed after being fired from the previous company, where she worked for 20 years. The fourth company was a large corporation in a completely different sector, and she had no clear function to perform, but the salary was higher. These two movements indicate that FOCUS 1 is more important to Katia than FOCUS 2, aligned with Maslow's hierarchy (Maslow, 1943).

As she also was a Tourism and Hospitality teacher, even not working in the hospitality sector anymore, Katia was called to train hotel staff. She described that when she entered the hotel, she felt like a Calling (Bellah et al., 1985) and decided to return to this field.

“Dava um treinamentozinho pra ele, 7 às 9 da manhã, e ia (...) E aquilo me fez ‘tum’, reflorescer hotelaria de novo, né? Porque você volta (...) pro que você domina, pro que você sabe”

(“I gave them a little training, 7 to 9 am, and then go (...) And that made me ‘tum’, flourish hospitality again, right? Because you come back (...) to what you master, to what you know”)

“lá não era hotelaria, hotelaria tá no sangue. Aqui eu tô mais feliz. Mas lá eu gostava também. Mas realizada mesmo, ‘uhu, vou trabalhar’, é aqui [no hotel]”

(“There was not Hospitality, Hospitality is in my blood. I'm happier here. But I liked it there too. But really, ‘uhu, I’m going to work’, it’s here [in the hotel]”)

She was completing eight years working for a hotel chain at the time of the interview.

Katia has excellent adaptability. In the second company, during the 20 years, she passed through several changes of management, since it was the multinational company’s policy to bring a new CEO every two years. Katia learned to quickly understand what the new manager liked and to follow the requirement. She perceived these changes as dynamism, and she was always calm because she knew that the managers, even if bad, were temporary. The way she views these changes is different from Carolina, who resented many changes in direction, perhaps because there it was based on political decisions. Helena also underwent many management changes, but these were similar to Katia’s since her company was also a multinational (both French companies) and she felt the company’s values remained stable. The different perceptions of Katia, Carolina, and Helena about the same phenomenon are impacted by the type of organization and by their individual characteristics.

Katia also faced changes in structure and scope in her fourth company, the one that was not a hotel. The company went through an IPO and was acquired, which changed a lot the organizational culture - in Katia's perception, for the best, in Carolina's perception (who work in the same company during the same period), for the worst.

Katia also went through many job changes in the current company. She did not like all the changes, but in all of them, she tried to adapt and see the upside: at the very least, she has a job (FOCUS 1). Thus, Katia became the third happiest interviewee according to the HL calculation method.

Figure 40 and Figure 41, respectively, present the main information on Katia’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

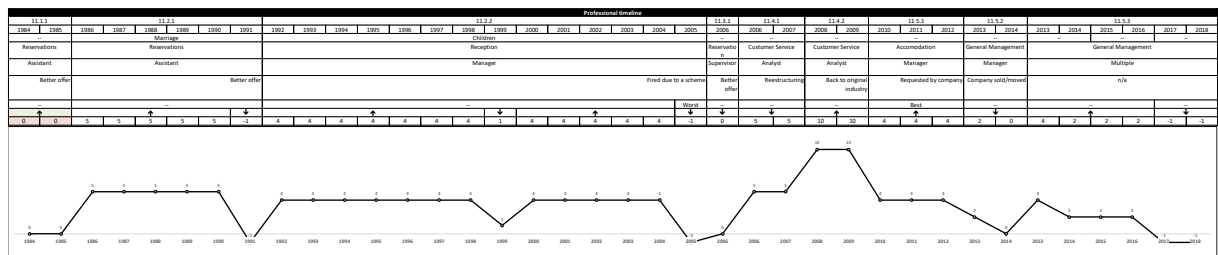


Figure 40 – Summary sheet (Analysis #4) – Katia

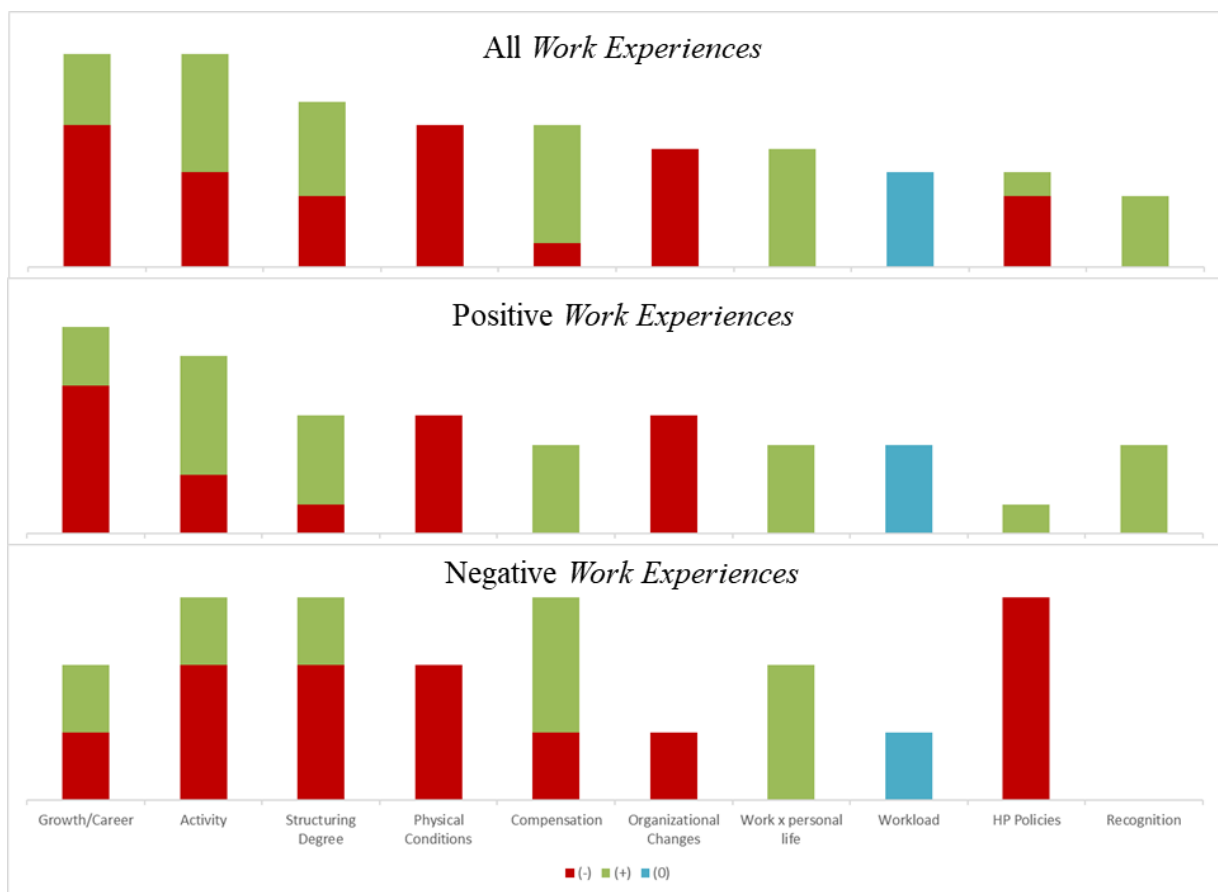


Figure 41 – Top-10 Antecedents by mentions (Analysis #5) - Katia

BRIEF DISCUSSION ABOUT KATIA

Career/Growth is related to the need to always be employed, which is Katia's FOCUS 1. Therefore, it is frequently mentioned. This focus is complemented by *Compensation*, which is also among the Top-10. For Katia, the salary value matters, but she only needs a comfortable minimum to live and support her children

“Então, cara, eu tô feliz, eu não preciso ganhar milhões, entendeu?”

("So, I'm happy, I don't need to make millions, do you understand?")

The second most mentioned Antecedent, i.e., *Activity*, is related to FOCUS 2. Since Katia pays attention to details, she likes well-structured environments (*Structuring Degree*), like Bernardo. She had it in the hotel that she worked for 20 years. However, the fourth company was not structured at all at that period. It was going through a difficult moment with the IPO and acquisition. This company was also very far from her house, so the *Physical Conditions* were also negative.

Katia considers that many *Organizational Changes* are bad, even though she goes through them thoroughly.

Although hotels have very heavy *Workload*, working on holidays and weekends, she does not care, because she likes what she does, so this is a neutral Antecedent.

“Isso cansou, mas assim, isso tudo foi porque eu amava muito, se eu não amasse tanto, você não aguenta, você não aguenta”

("It got tired, but it was all because I loved it so much, if I didn't love it so much, you can't take it, you can't take it")

Katia considered she had a good balance of *Work x personal life* since she was allowed to bring her children to the hotel on weekends and not to work some weekdays to compensate work on weekends and holidays. When she worked in that company that was not a hotel, she was also able to not work on holidays and be with her family. Thus, this Antecedent is always positive but is not enough to reverse a negative Work Experience.

The negative weight of the *HR Policies* is heavily concentrated on bad events at the second company, culminating in getting fired after 20 years of service, which Katia considered very unfair. On the other hand, Katia felt she had *Recognition* in the positive Work Experiences she went through.

Direct Manager is not mentioned as one of the Top-10 Antecedents, unlike most individuals in this study. Since Katia is so pragmatic, she puts the focus of the work more on herself and concrete aspects.

LEONARDO: “NO ROUTINE”

Table 30 – Personal Guidelines (Analysis #3A) - Leonardo

GUIDELINES	Description	Quotes
FOCUS 1	Learning, challenges, no routine	"o que me incomoda? A rotina. Isso acaba comigo."
		("What bothers me? The routine. It kills me.")
		"A grande sacada são as coisas novas, porque o resto... o dia a dia é chato"
FOCUS 2	Be a director in 5 years	("The big deal is the new things, because the rest... everyday life is boring")
		"eu tracei um plano de meta pra 5 anos, (...) em 5 anos eu estaria pronto pra sair da companhia, pra ser ou um gerente sênior de uma companhia almejando ser diretor ou pra ser o diretor. Então eu tracei esse plano e comecei a fazer uma série de coisas pra isso"
		("I drew up a goal plan for 5 years, (...) in 5 years I would be ready to leave the company, to be a senior manager of a company aiming to be a director or to be the director. So I drew up this plan and started doing a couple of things for it.")

SUMMARIZED NARRATIVE (Analysis #3B)

Leonardo started working at age 12 as a Telex operator when he had his first contact with IT, which he loved. He decided to go to a technical high school. Like Bernardo, he discovered his vocation for technology very early.

Because he was very young and due to financial issues, Leonardo did not go straight from high school to college, having small jobs until he joined the company where he considers he actually started his career. His career is extremely consistent within IT, being in the same area and the same company for 20 years and evolving in a very traditional path (technician - analyst - coordinator - manager). That is why he considers all this period as the same Work Experience.

The fact that he has been in the same Work Experience all this time seems incompatible with FOCUS 1. However, according to him, this position has always provided the possibility of learning and challenges, making him want to stay.

"eu vi que eu tava indo, que eu tava aprendendo, que tinha desafios diários, eu não precisava sair, sabe?"

("I saw that I was going, that I was learning, that I had daily challenges, I didn't need to leave, you know?")

Although formal education is not relevant to him, Leonardo made a significant effort to finish college and get a degree, even while working a lot. In the IT field, a degree has less

importance, because people usually have a vocation and can begin to work with it even before college. However, many IT workers go to college only to have a diploma, because some companies still require higher education for certain positions. On the other hand, because Leonardo is extremely curious, likes the subject and works in a fast and continuously evolving field, he has always been taking courses and seeking to learn and be updated. Unlike Gabriel, Helena, and Joana, he has never had a problem to be known as an “IT person”, perhaps because he discovered his vocation very early and did not study production engineering.

He received offers to leave this company, but he decided to stay when they promised to match the financial offer, even if not immediately. He mentioned “convenience” as a reason to stay, the same term used by Helena, who is also in the same company for 20 years. However, this convenience comes with favorable conditions that make them prefer to stay in the company where they already are if similar terms are presented.

About two years before the interview, he made a plan for his career to become a director in five years, even if he has to leave the company where he is for so long. Therefore, this became his focus (FOCUS 2). He has been working towards this, seeking to develop skills that he believes still need improvement, especially related to the business and political issues. He shared this planning with his current supervisor, who offered help.

Figure 42 and Figure 43, respectively, present the main information on Leonardo’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

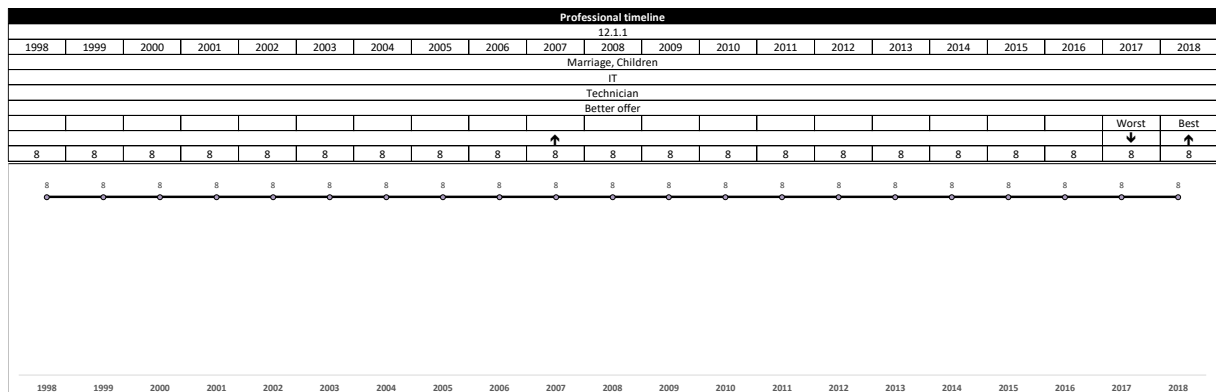


Figure 42 – Summary sheet (Analysis #4) – Leonardo



Figure 43 – Top-10 Antecedents by mentions (Analysis #5) – Leonardo

BRIEF DISCUSSION ABOUT LEONARDO

The worst moment for Leonardo was a project implemented with a problem that impacted the company’s results severely. Being very demanding of himself, Leonardo was devastated. A year later, he had another opportunity in a highly visible project, and he made a great effort to use the lessons learned and make everything go right, as it happened. That was then his best moment.

Direct Manager is the most frequently mentioned Antecedent, well-balanced in positive, negative and neutral mentions.

Due to the nature of IT work, the *Workload* is very high. However, it never bothered Leonardo or harmed his personal life, despite being married and have three young daughters. Even having trouble finishing college because of the workload, he was not upset like Carolina in the same situation, even the course being in his working field and Carolina's not.

Leonardo is the second happiest interviewee according to the HL calculation method.

MARIO: “MAKE SENSE”

Table 31 – Personal Guidelines (Analysis #3A) - Mario

GUIDELINES	Description	Quotes
FOCUS 1	See the result of the work	"Apesar de ser o cara lá que tá colocando tijolo em cima de tijolo, eu entendia que aquele tijolo ali ia virar uma coisa maior" ("Despite being the guy over there who is putting a brick on top of a brick, I understood that that brick over there would turn into something bigger")
FOCUS 2	Work with people he admires	"Eu achei legal, primeiro assim, eu tava trabalhando com pessoas que eu admirava, né?" "I thought it was cool, first of all, I was working with people I admired, right?"

SUMMARIZED NARRATIVE (Analysis #3B)

Mario considers that his childhood has a considerable influence on his choices. He is the second of four children, the oldest male son. He felt that he fulfilled the roles that were expected of him - he was the only son who went to the end of a traditional and demanding school in his town and the only one who worked in his father's company, still very young. Mario decided to study engineering because he liked math, because it was a traditional career, and because of his father's influence, who was also an engineer. He did not like college at first, but as he entered the production engineering specialization, he felt a little better.

In his first Work Experience, he had a very high workload, even working throughout many nights, but he loved it because he felt part of something bigger, with relevant results. He also had the opportunity to learn from it due to the contact with people whom he admired intellectually and who were hierarchically high. He associated working hard with productivity and felt part of a group.

When he decided to get married, still very young, he thought that he should work less, even though his girlfriend never complained. Thus, he decided to transfer from one division to another he thought would have less workload. He did not like the new Work Experience because he had less control over project implementation and began to deal with people with lower hierarchical positions than the previous ones.

Then he moved again, still in the same company, to what was one of his best Work Experiences. He had the autonomy to set up an area and to work again with very competent people. However, like Danilo, he decided to leave his best Work Experience. During the narratives, these changes seem counterintuitive, but when they are being experienced, individuals think they can find something even better.

“Entrevistador: Por que você pediria para sair de um momento que você olhando pra trás você acha que foi um dos seus melhores momentos?”

Entrevistado: Porque eu acho, assim, eu já estava muito, naquele momento lá atrás, eu estava vivendo momentos bons, entendeu? Eu poderia ter outros bons (...), voltando a estar naquela outra dinâmica que eu já havia vivido antes.”

(“Interviewer: Why would you ask to leave in a moment that, when you look back, you think it was one of your best moments?”

Interviewee: Because I think, well, I was already, at that moment back there, I was living good times, you know? I could have other good ones (...), going back to that other dynamic that I had experienced before.”)

After a while, he got divorced. Nevertheless, this was one of the hardest working and most productive periods of his career, just as happened to Bernardo. This fact goes against the happy-productive worker thesis presented in section 2.3.

The next Work Experience was back to the division he worked in his first Work Experience. Then, he liked it a lot, but when he came back, it ended up being one of his worst Work Experiences. He felt displaced from the leading group, which was in São Paulo, while he was in Rio. Besides, because he was already in a higher position, he felt that politics was more significant than technical quality and deliverables to advance in his career in that firm.

Thus, Mario left this company after 13 years and had a very good time at the next Work Experience. It was so good that he was invited to a new challenge in the same company, which he did not want, but accepted because he felt that he could not refuse it, just as happened to Erico.

“Você o cara mais sênior que tem aqui, é o cara que mal ou bem conhece todas as áreas, queria que você assumisse essa cadeira aí’. E, na verdade, assim, não tinha muito como recusar, né?”

(“You are the most senior guy we have here, you are the guy who knows all areas, I would like you to take this position there’. And in fact, there wasn’t how to refuse, right?”)

In this new Work Experience, Mario had disagreements with his direct supervisor, which caused him to leave the company.

At the moment of the interview, he was working on what he considered his worst Work Experience. It is a family-owned company, where the lack of agility in decision making impacts both his work (again, unable to implement the change proposals) and the company's result, compromising its perpetuity.

His best Work Experiences are more related to stability and comfort zone than to intense challenges.

“O controle da situação, né, então até as coisas que vinham de supetão, eu conseguia dar conta, eu trabalhava com uma equipe que estava super-alinhada comigo. Então assim, aquela maquininha rodando beleza e podia entrar o que fosse que eu sabia que iria dar conta”

(“Control of the situation, right, so even things that came suddenly, I could handle it, I worked with a team that was very aligned with me. So, that little machine running beautifully and whatever could come I knew could handle”)

However, the tranquility is not enough to counterbalance the negative factors of the current Work Experience, where he is very unhappy.

While in this last Work Experience, Mario had a psychoanalysis training, and at the time of the interview, he was already practicing. He was enjoying it a lot, but he still not enough to leave the corporate job. Having another professional focus could make him upset with the current Work Experience because he has other interests, just as with Fernanda and

the children’s daycare center. However, Fernanda has a flexible schedule and support from the company she works for, while Mario has to meet a strict schedule even when there is nothing urgent.

Mario is the most unhappy interviewee, according to the HL calculation.

Figure 44 and Figure 45, respectively, present the main information on Mario’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

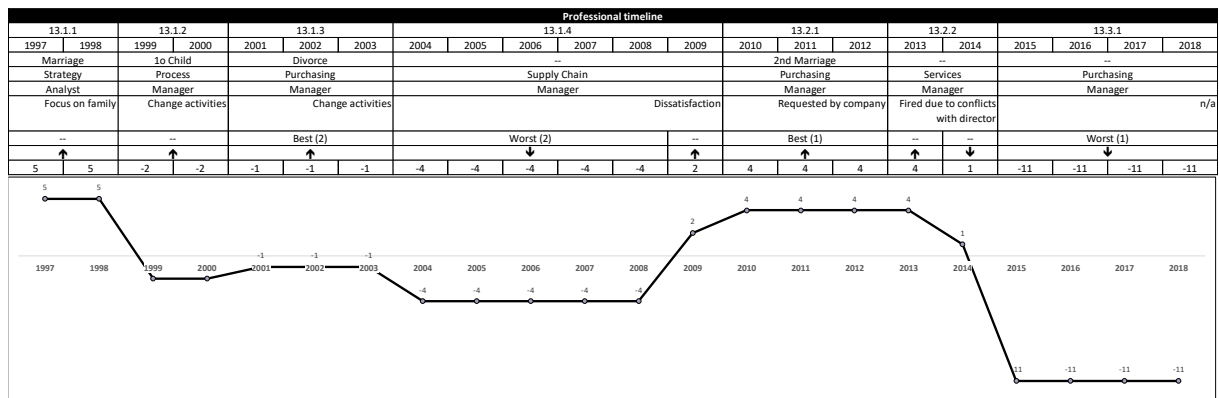


Figure 44 – Summary sheet (Analysis #4) – Mario

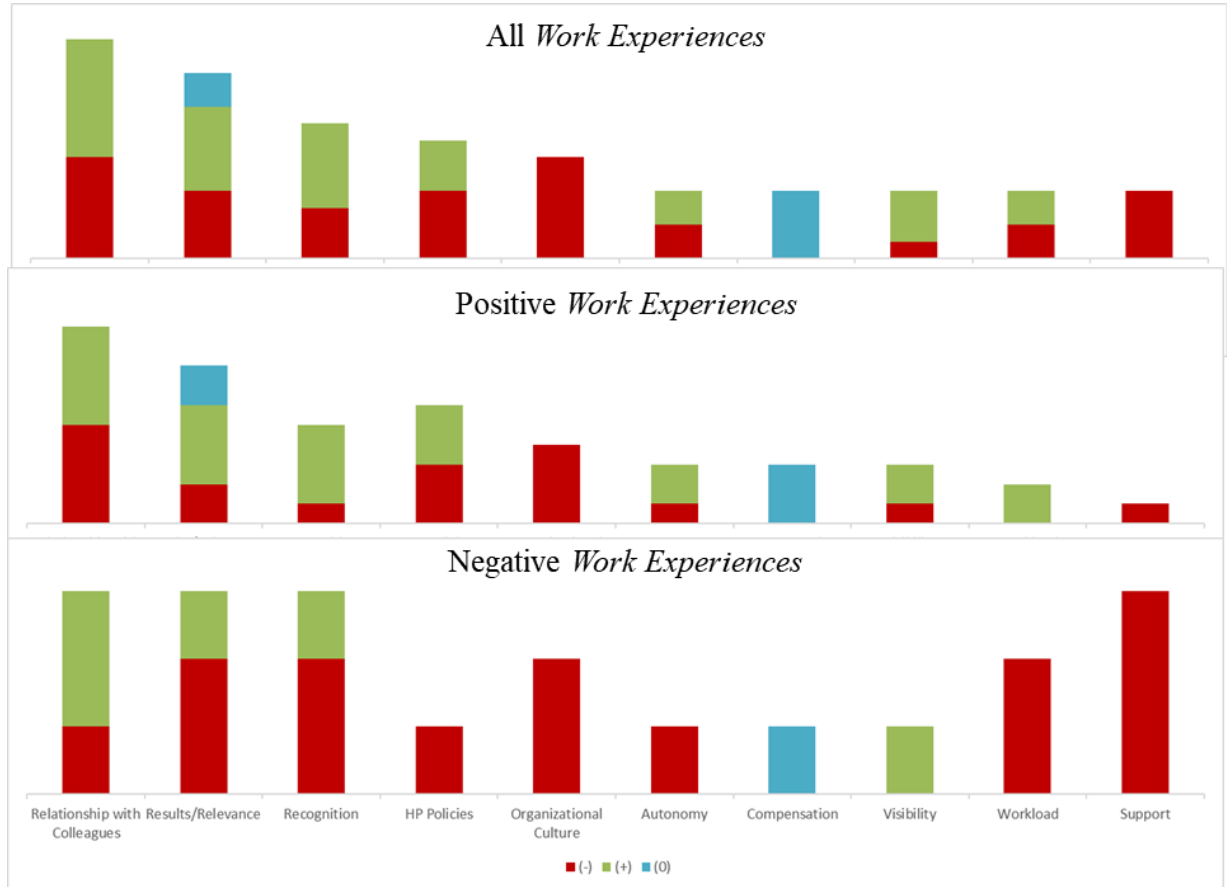


Figure 45 – Top-10 Antecedents by mentions (Analysis #5) – Mario

BRIEF DISCUSSION ABOUT MARIO

As expected, the two most mentioned Antecedents are those related directly to FOCUS 1 and FOCUS 2.

Relationship with Colleagues is the most mentioned because, for Mario, it is very relevant to work with brilliant people, whom he admires and, preferably, with a prominent role (FOCUS 2). He achieved this quite a lot in the first and third Work Experiences, both in the first company. Because he had this reference, he resented the Work Experiences where he did not have it. He also felt much difference in teams' profiles in the first and second companies because, in the latter, the team's profile was more operational and therefore less homogeneous than he was used to. However, he does not mention friendships outside work, except for his second wife, whom he met at work. Despite the importance of this Antecedent, positive Work Experiences have a higher incidence of negative mentions than negative Work Experiences.

Results-Relevance, related to FOCUS 1, is also frequently mentioned, but it has more negative mentions in negative Work Experiences, as expected.

Recognition is also essential to Mario, which is also expressed through the fact that *HR Policies* is the next more mentioned Antecedent. Although the first company he worked for had a very structured performance appraisal process, Mario considered it to be very subjective, based on political criteria, which led to a sense of injustice, and therefore he did not feel recognized. He liked the process of the second company better, which he found comparatively more objective.

Culture and Support are always mentioned negatively and thus appear much more in negative Work Experiences. *HR Policies*, *Autonomy*, and *Workload* have positive and negative mentions in positive Work Experiences and only negative mentions in negative Work Experiences.

He always considered his *Compensation* as appropriate, thus neutrally.

The HL curve is consistent with the overall assessment except for the second and third Work Experiences.

NILTON: “ANTICIPATION AND ADAPTATION”

Table 32 – Personal Guidelines (Analysis #3A) - Nilton

GUIDELINES	Description	Quotes
FOCUS 1	Anticipate company movements and adapt to them	"eu tomei a decisão de sair porque tinha percebido que [a empresa] estava num momento vulnerável"
		("I decided to leave because I realized that [the company] was going through a vulnerable time")
		"Então eu tentei, vou tentar ser resistente aqui, vou tentar buscar me adaptar a essa cultura confusa."
FOCUS 2	Stay where he is to avoid being bothered	("So, I tried; I will try to be resistant here; I will try to adapt to this confused culture.")
		"Eu vou trocar seis por meia dúzia ou seis por cinco, né?"
		("I'm going to trade six for half a dozen or six for five, right?")

SUMMARIZED NARRATIVE (Analysis #3B)

Nilton studied at a technical high school to have a professional option. The natural path for him would be studying engineering or technology at college, but he decided to study economics, and he enjoyed it very much. He always liked academic activities but did not pursue this career because he had financial needs and the compensation was better in the corporate job market.

He has worked in the Telecom sector since his first job, being the only interviewee who has spent his entire career in a single industry.

He had his first internship in a small company, where he felt very welcomed.

“Eu tive muita sorte porque... Assim, a estrutura da empresa era muito pequena, então eu caí numa área que tinham três pessoas, comigo quatro (...). Mas eu tive muita sorte porque tanto o gestor da área quanto um dos analistas em especial, que já tinham muita experiência, eles me acolheram muito bem e me deram muita condição de aprendizado. Então eu acho que isso foi um fator bem importante, até que justificou talvez ficar tanto tempo na empresa.”

“I was very lucky because ... So, the company's structure was very small, so I fell into an area that had three people, with me four (...). But I was very lucky because both the area manager and one of the analysts in particular, who already had much experience, they welcomed me very well and gave me good learning conditions. So I think that was a very important factor, it could even justify staying so long in the company.”

This first Work Experience was in the Finance department, and he liked it a lot. He got a full-time job at this company after graduating, but later the company was acquired and moved to São Paulo. Nilton was invited to move too, a good proposal, both financially and in terms of future opportunities, but the Telecom market was booming in Rio de Janeiro, so

he decided to stay. He was hired by a large Telecom company, with an Organizational Culture that focused on quality, which he liked a lot and did not see in the other companies where he worked.

Nilton left this company and worked for a short period in a startup as a product manager. This startup was sold soon after he entered, which was a big frustration for him.

In the following years, he worked for three large Telecom companies in Brazil, always in product development or financial planning.

As he was traumatized by the startup's situation, and as he worked with financial planning, he used to have relevant information about the company's strategy and financial situation. Thus, he tried to anticipate the movements of the companies and/or departments he worked for (FOCUS 1).

“Logo assim que eu voltei, eu comecei a perceber que a [nome da empresa] tinha uma posição fragilizada, (...) vulnerável em relação às outras operadoras e já era meio que um senso comum de que [nome das outras operadoras] eram as *incumbents* que tinham uma posição mais fortalecida”

(“As soon as I got back, I started to realize that [company name] had a weak position, (...) vulnerable compared to other players and it was already a kind of common sense that [name of other operators] were the incumbents who had a stronger position”)

Twice, this anticipation made Nilton accept job offers even though he knew it would not be suitable for him. The first time was when he moved from what he considered his best Work Experience to the one that would be his worst (the fifth one), even after his Telecom colleagues warned that it was a bad idea. The second time was when in his sixth Work Experience, switching companies to work with a boss he worked before but did not like, the same as Carolina did.

One reason for these anticipations and changes is that Nilton is very conservative, especially after his wife quit working to stay with their daughters, and he began to feel more pressure.

“Uma pressão de assim ‘cara, não posso faltar, não posso correr muito risco’. A sensação que eu passei a ter”

(“A pressure like ‘man, I can't fail, I can't take too much risk’. The feeling I started to have”)

In general, he was able to adapt very well to the ups and downs and pressures of the Telecom sector (FOCUS 1), at the point that he has been in the current company for 12 years, which is very difficult in this industry.

Nevertheless, he would like to leave this company because he is unsure of its continuity since it has serious financial problems. Besides, he believes that he has no more opportunities to grow. At the same time, lateral movements in this company could only bring potential new troubles as he is now in a comfort zone in terms of supervisor, team and activity (FOCUS 2, the new FOCUS).

He never stopped teaching, and at the time of the interview, he was beginning a Ph.D. program, getting back to the idea of an academic career, which has always been his vocation.

“foi ficando cada vez mais nítido que onde tenho, eu me realizo são nas atividades voltadas para a sala de aula”

(“It got clearer and clearer than where I have it, I get fulfilled in academic activities”)

That is another reason why he does not want to make any change that would compromise the flexibility that he had arranged with his current supervisor, as happened with Fernanda for the children’s daycare.

Figure 46 and Figure 47, respectively, present the main information on Nilton’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

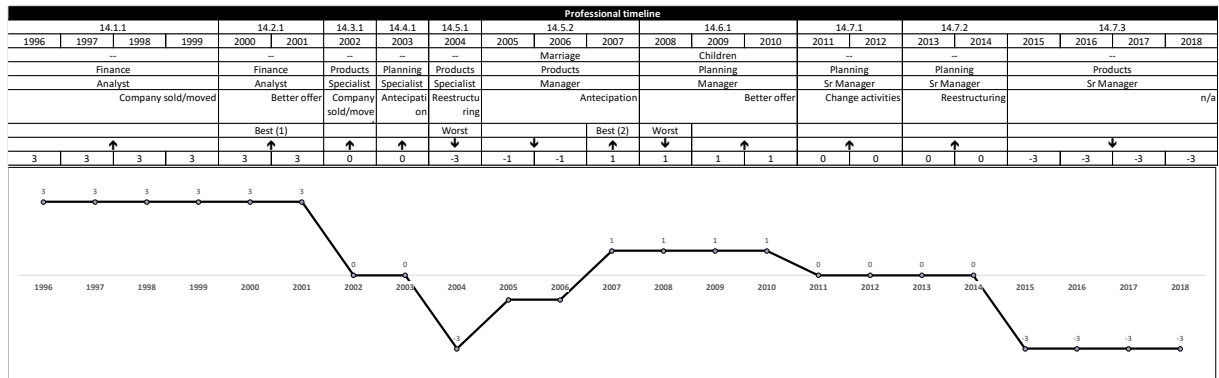


Figure 46 – Summary sheet (Analysis #4) – Nilton

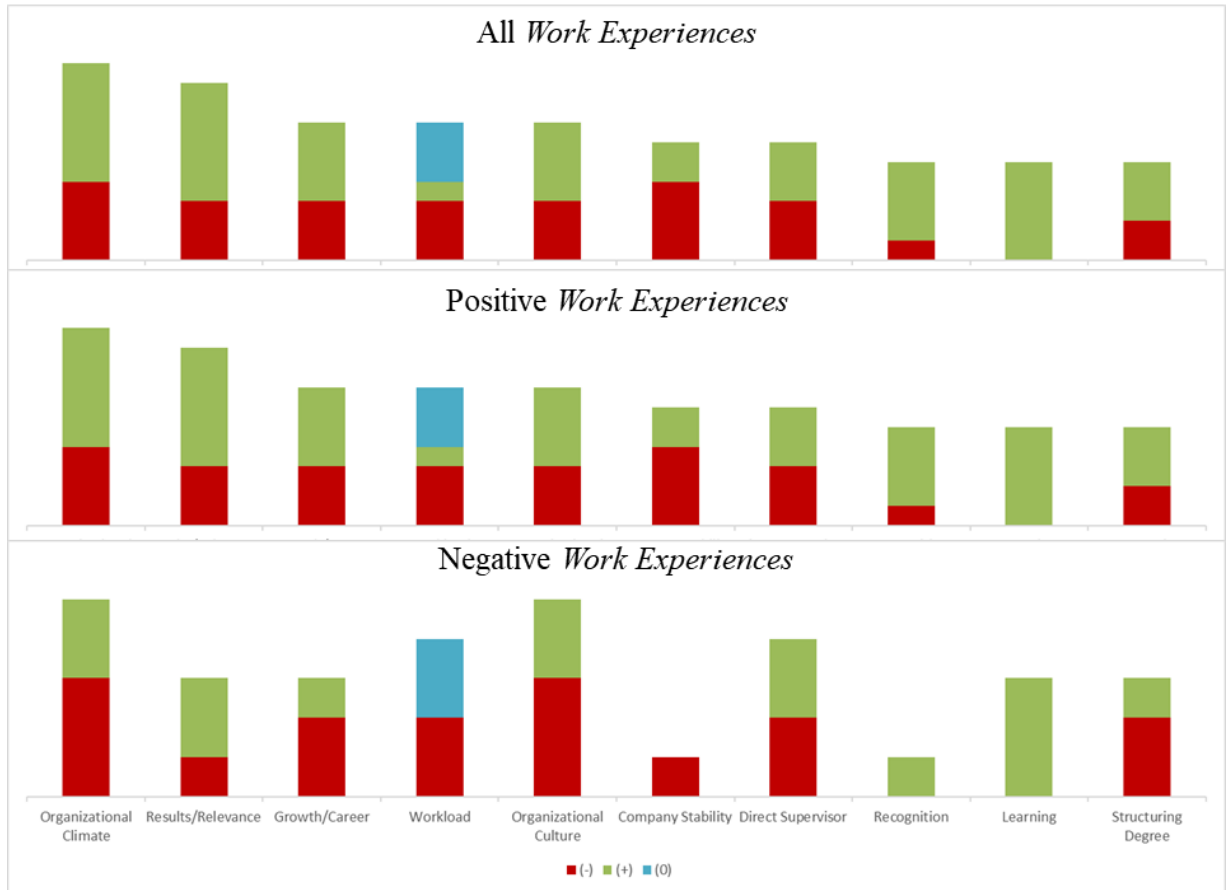


Figure 47 – Top-10 Antecedents by mentions (Analysis #5) – Nilton

BRIEF DISCUSSION ABOUT NILTON

There are some remarkable differences between Nilton's positive *and* negative Work Experiences rankings. While *Results/Relevance* and *Company Stability* (FOCUS 1) play an important role in positive Work Experiences, *Organizational Climate* and *Organizational Culture* are more frequent in negative Work Experiences.

Company Stability is an Antecedent that is not often mentioned in the interviews. Still, in this particular case, due to startup trauma, to his financial planning role and the pressure to support the family, it becomes a very relevant factor for Nilton.

Workload is usually very high in the kind of work Nilton performs and in Telecom sector as a whole. Although most of the mentions of this Antecedents were negative, it did not always bother Nilton, and some of the mentions were neutral or even positive, especially in positive Work Experiences.

Structuring Degree is not a very frequent Antecedent either. However, since Nilton works with core structuring functions (financial planning and product development), the lack

of processes in a company has a high impact on his work. He felt much difference among the companies where he worked.

Nilton attributes the pleasant *Organizational Climate* and the highly structured processes of the second company he worked to the French culture. Nevertheless, he considers that he has become a more structured professional in the most chaotic environments, as he needed to organize it to do his job.

“Eu fui buscando maneiras de me organizar, de me estruturar para tentar sobreviver em meio aquele caos”

(“I started looking for ways to organize myself, to structure myself to try to survive amid that chaos”)

When Nilton started his cycle at the major Telecom operators, his HL curve shifted downward, following the overall assessment.

OLIVIA: “LIVE IN RIO”

Table 33 – Personal Guidelines (Analysis #3A) - Olivia

GUIDELINES	Description	Quotes
FOCUS 1	Live in Rio	“Quer que eu controle o quê? Estoque de papel higiênico (...). Eu controlo. Vai mudar meu salário? Não. Vou sair no Rio? Não. Então tá bom.” (“What do you want me to control? Toilet paper stock (...). I control it. Will my salary change? No. Am I going to move from Rio? No. Okay, then.”)
FOCUS 2	Not feel pressured	“eu me sentia muito mais pressionada, ‘não, eu tenho sempre que ter uma ideia brilhante’, entendeu?” (“I felt a lot more pressured, no, I always need to have a brilliant idea’, you see?”)

SUMMARIZED NARRATIVE (Analysis #3B)

Olivia started college very young, at 16. She liked math at school and thought about studying Architecture. Still, under her father’s influence, she decided to study production engineering, which she considered a career with a broader range of opportunities.

Olivia had an internship at a consulting firm, which she liked a lot. She considers that it helped in her development because working in teams and with customers helped her improve her shyness. Olivia was also very demanding of herself and started working very early. Thus, when she graduated and became an analyst in this same company, she began to feel pressured to perform better, although no one demanded it from her. She felt somewhat deceiving the client, in a situation very similar to the one Ana described. They both declared

themselves with a high degree of internal demand and were working in a consulting firm when they felt this way.

This “fraud feeling”, associated with the fact that Olivia started a master's degree program that she did not like, triggered a process of severe depression that made her leave the job and seek medical treatment.

“Eu comecei o mestrado e aí eu peguei e falei assim ‘Não é nada disso’. Não gostei. Cheguei ali não gostei da primeira aula, eu achei as pessoas esquisitas, assim, não era nada disso que eu queria (...). Aí fiquei um mês fazendo e aí eu tive uma fase, que acho que foi a fase mais complicada. Eu tinha acabado de me formar, eu ainda tinha uma insegurança de prestar consultoria, eu achava que era um absurdo eu prestar consultoria como estagiária ou recém-formada. Só que quando eu era estagiária eu me sentia no direito de ‘Cara, ok, sou estagiária’”

("I started the master's degree and then I thought, 'It's not it. I didn't like it. I got there, I didn't like the first class, I found people weird, so it wasn't what I wanted (...). Then I spent a month doing it and then I had a phase, which I think was the most complicated phase. I had just graduated, I still felt insecure about consulting, I thought it was absurd for me to provide consulting as a trainee or recently graduated. But when I was an intern, I felt entitled to ‘Ok, I'm an intern’")

She had a lot of family support on this occasion and others throughout her career.

When Olivia felt better a couple of months later, she returned to work on a Trainee program in another company, which she did not like, but did not leave until starting another full-time master's program that she really wanted. After getting the master's degree, she worked shortly for another consulting firm, which, being more mature and more prepared, she enjoyed. She left this firm because she had a proposal from a large Telecom company, where she has been for the last 14 years until the time of the interview.

In this large Telecom company, she started working in the Sales Channels department. The nature of the activity at this first Work Experience seemed to Olivia very similar to the work she was doing in consulting, except that in the company she had more difficulty implementing the solutions due to what she called bureaucracy. On the other hand, she did not feel as pressured as in the consulting firms (FOCUS 2).

“Eu me sentia menos pressionada. A pressão que eu sentia na Consultoria, de que eu tinha que dizer alguma coisa pro cliente que ele não soubesse e eu achava um absurdo, eu falava assim “Como que eu, que tô recém-formada, vou dizer para um cara que é gerente de logística há anos, alguma coisa que esse cara não sabe.” (...) Na empresa você não tem essa sensação, você sabe que basta você entregar o melhor que você pode naquele momento e eu não me sentia pressionada a ter ideias brilhantes todos os dias. Então é como se tivesse tirado um pouco um peso de cima de mim eu ter ido trabalhar na empresa”.

("I felt less pressured. The pressure I felt at Consulting, that I had to say something to the client that he didn't know and I thought it was absurd, I used to say ‘How can I, just graduated, tell a guy who is a logistics manager for years, something that this guy doesn't know.’ (...) At the other companies [not Consulting] you don't have that feeling, you know that you just have to deliver the best you can at that moment,

and I didn't feel pressured to have brilliant ideas every day. So, it's like I took a little weight off me and went to work at the company".)

She had different Work Experiences in this company but always worked with Planning and Projects. Her best Work Experience was when, as an analyst, she was invited to participate in a large and complex company strategic project, joining a consulting firm team. She considers she learned a lot and had a lot of visibility. She once again felt very pressured by herself, but this time she had more maturity to deal with it and more support. It was the most stressful and most work-intensive period. Still, the Remembering Self overlaps the Experimental Self and the memory is positive due to the peak-end rule (Kahneman, 2011) since right after this project, she was promoted to manager.

She had a solid and consistent career and was promoted to senior manager a few years later. She sees this second level of management as more positive - without the hassles of direct team management, but with the director's shielding from the higher level. This perception goes against the middle management descriptions of section 3.1.

“Porque eu me sentia assim, eu tava numa posição de gerente de divisão, em que você já tem um salário absolutamente razoável, né, quem rala mais é gerente de seção... Por quê? Eu, na posição de gerente de divisão, eu tenho gerentes bons debaixo de mim, então a equipe quando não entrega (...), o gerente de seção que tem obrigação de ir lá e corrigir e o meu papel não é esse mais. (...). Então eu percebia isso, que a fase gerencial em que a ralação é maior é o gerente de primeiro nível porque ele tem uma equipe que às vezes, primeiro, a equipe falta, a equipe, né, passa mal, então tem que estar sempre preocupado como uma pessoa vai cobrir a outra e eventualmente ele tem que botar a mão na massa para fazer. (...) O diretor, por outro lado, que é o próximo *step* (...), tem uma pressão violenta. Eu percebo assim, a cobrança em cima de um diretor na [nome da empresa] é bizarra. Então eu me senti, principalmente naquela fase que eu tava numa área que eu dominava já.”

“Because I felt that way, I was in the position of division manager, in which you already have an absolutely reasonable salary, you know, who works harder is the section manager... Why? In the division manager position, I have good managers that report to me, so when the team does not deliver (...), the section manager is who has the obligation to go there and correct it and my role is not that anymore. (...) So I realized this, that the managerial phase in which the hard work is greater is the first level manager because he has a team that sometimes, first, the team is absent, the team, you know, is sick, so you always have to be concerned how one person is going to cover the other and eventually he has to get his hands on to do it. (...) The director, on the other hand, who is the next step (...), has a strong pressure. I see that, the charge on a director at [company name] is bizarre. So I felt, especially in that phase that I was in an area that I already knew a lot.”)

Bernardo was also a senior manager at the eighth and ninth companies where he worked. In the eighth, it was good, but in the ninth, it was terrible. Nilton also mentioned the fact that he became more comfortable when he became a senior manager, although it was a little odd at first that he did not have such a defined function.

Olivia sees clearly when she was in her comfort zone.

“Eu estou na minha zona de conforto máxima. Eu nunca estive numa zona de conforto profissional tão grande”

(“I am in my maximum comfort zone. I've never been in such a professional comfort zone before”)

Still, she considers that the challenging and stressful project was her best Work Experience.

As she grew within the organization, however, the pressure to move to São Paulo, where the headquarters are located, began to increase. In Rio, where she lives, there are fewer growth opportunities and less visibility, but Olivia has not changed her priority (FOCUS 1).

By the time of the interview, she had been able to stay based in Rio, even managing teams in São Paulo and having to travel there all the time. However, Olivia feels that she will not be able to avoid being asked to move to São Paulo much longer. When this time comes, she thinks she will leave the company to stick with her FOCUS 1.

Figure 48 and Figure 49, respectively, present the main information on Olivia’s timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

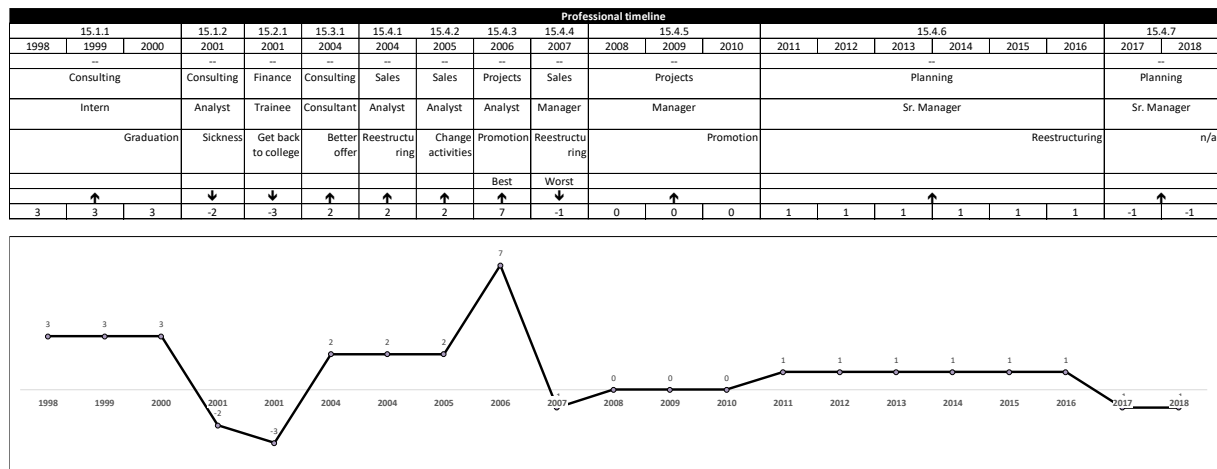


Figure 48 – Summary sheet (Analysis #4) – Olivia



Figure 49 – Top-10 Antecedents by mentions (Analysis #5) – Olivia

BRIEF DISCUSSION ABOUT OLIVIA

Overall, Olivia mentions more positive than negative Antecedents, especially in positive Work Experiences.

However, similar to Helena's analysis, Olivia's Antecedents ranking needs to be evaluated carefully, since, in the coding process, the references to the company as a whole were attributed to all Work Experiences. In this particular case, since Olivia has been in the same company for 14 years, these antecedents end up having a higher weight.

Compensation appears as an essential Antecedent, but with a high positive predominance in positive and negative Work Experiences results, i.e., Olivia always thought her salary was adequate. Similarly, *Recognition*, *Support*, and *Relationship with Colleagues* also always appear positively.

Activity and *Results/Relevance* are more mentioned in negative than positive Work Experiences, which are linked to FOCUS 2.

PEDRO: “SMALL COMPANIES”

Table 34 – Personal Guidelines (Analysis #3A) - Pedro

GUIDELINES	Description	Quotes
FOCUS 1	Not working in large companies	"Eu acho que empresa grande tem uma capacidade de (...) mediocrizar as pessoas" ("I think that a large company has a capacity to (...) make people mediocre")
FOCUS 2	Design and plan rather than execute and operation	"eu gosto mais e me dou melhor nessa etapa de conceituação, de idealização e de colocar esse negócio para rodar do que para rodar continuamente depois" ("I like it better and I am better at this stage of conceptualization, idealization and putting this business to run rather than to run it afterward")

SUMMARIZED NARRATIVE (Analysis #3B)

Pedro's father was the first in the family to have a degree. He studied architecture and did not like working in a large company.

“E diz o meu pai, que essas coisas você ouve, obviamente eu nem existia nessa época, mas essas histórias você ouve de família, que achava aquele trabalho um tédio completo, que não gostava da política, não sei que, o que ele gostava era de desenhar, era de criar aquela parte, mesmo sendo coisa de Engenharia. (...) Ele aprendeu muito (...), mas dizia ele que detestava essa p****. Detestava, não gostava de não ter controle nenhum sobre o trabalho, de regra e tal.”

He tried to have his own business, but he did not succeed, so due to financial issues, the family had to move to a small town. The disgust for large companies and the trauma of entrepreneurship influenced Pedro's work life.

Because Pedro had good analytical skills, he thought about studying engineering. However, he decided to study economics under the influence of a friend, who also influenced studying at UFRJ and pursuing a master's degree following college. Even with financial insecurity, despite having been accepted to trainee processes in large companies, he chose to pursue his master's degree in Business Administration.

The first Work Experience was at a large multinational company, and Pedro quickly realized that he did not like it. Even knowing that there was not a Person-Organization Fit, he stayed in this company for a while because it was his first professional experience, and he thought it would be bad for his resume if it were short. This Work Experience was his worst, where he had many disappointments, culminating in a project that he conducted successfully, but did not feel recognized.

He left this company to work in a small, family-owned consulting firm, even though the fact that he was not from the family could limit his growth and participation in decision making. On the other hand, Pedro had very little supervision, despite being junior, which worked fine for him because he liked autonomy. However, he believes that not everyone likes to work this way, as was seen with Erico. He left this small firm because the company ended, but he felt very engaged.

Then he was hired by another consulting firm, more focused on strategic management, an intellectual challenge that fascinated him. This company was also small, but not family-owned, and it was very well structured, with partners that ensured the continuity of practices and values, as Helena felt in the company that she works. He left this other consulting firm after nine years because the number of projects has decreased.

He participated in a few recruiting processes, all in large companies. He accepted the offer from a company that was his client in the consulting firm, where he was at the time of the interview, but he did not like it.

After the two experiences in small businesses that practically closed, he feels insecure with small companies, as they are very susceptible to bad results, having less buffer for adversity. Besides, family businesses are still subject to owners' individual problems and tend to have more informal HR policies. However, he still does not like working for large companies, which, according to Pedro, get the worst out of people.

Because he likes the consulting work, he tries to face his current job as a major consulting project, which helps him cope with the adversities.

Figure 50 and Figure 51, respectively, present the main information on Pedro's timeline (Analysis #4) and the ten Antecedents most mentioned throughout the narrative (Analysis #5).

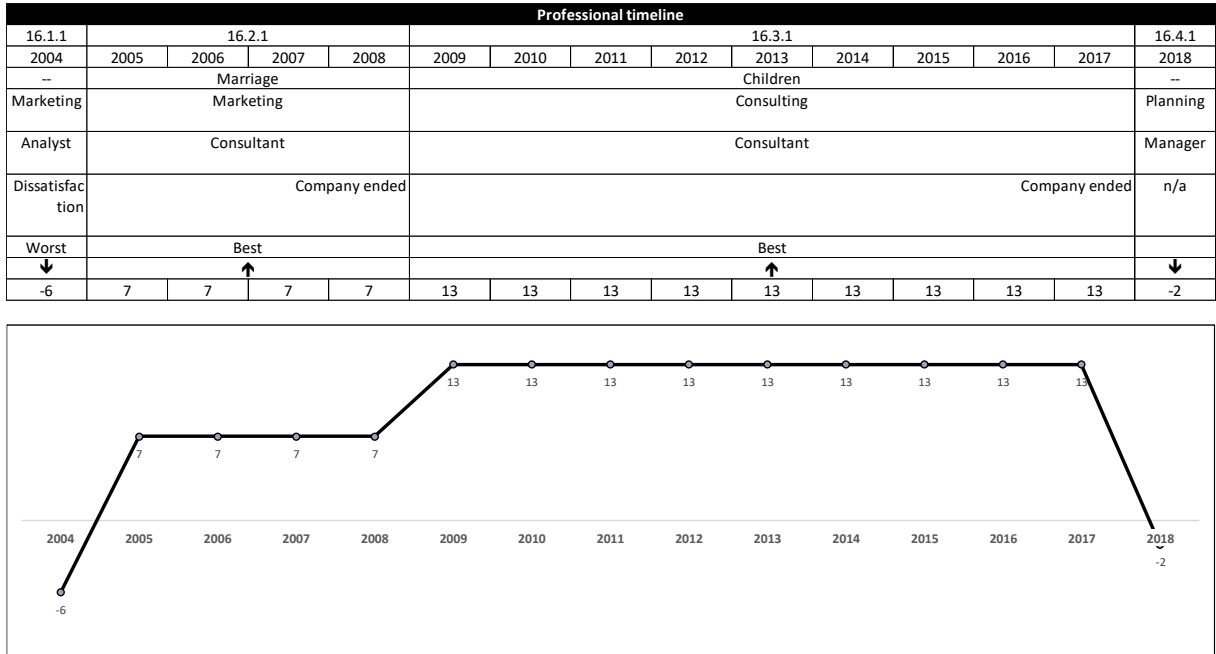


Figure 50 – Summary sheet (Analysis #4) – Pedro



Figure 51 – Top-10 Antecedents by mentions (Analysis #5) – Pedro

BRIEF DISCUSSION ABOUT PEDRO

Antecedents behave as expected, being practically only positive in positive Work Experiences and very negative in negative Work Experiences. The exception is *Organizational Culture*, which is predominantly negative in all situations. *Autonomy* appears only in positive Work Experiences, and *Relationship with Colleagues* was more mentioned in negative Work Experiences.

Pedro was the happiest of interviewees, mainly due to 13 years of working in small consulting firms, with which he had good Fit.

4.3. BETWEEN-PERSON ANALYSES

Work Experiences were ordered according to their Happy Level. Table 35 presents the ten happiest (i.e., highest HL) Work Experiences and the ten most unhappy (i.e., lowest HL) Work Experiences (Analysis #7) and their key information.

Table 35 – WE Top/Bottom-10 Ranking by Happy Level (Analysis #7)

<i>Ranking</i>	<i>WE Code</i>	<i>Person</i>	<i>Start year</i>	<i>WE Duration (years)</i>	<i>WE HL</i>	<i>Result</i>
1°	P.3.1 K2C	Pedro	2009	9	13	Positive
2°	H.1.5 MIC	Helena	2014	4	12	Positive
3°	C.5.2 BRC	Carolina	2014	2	11	Positive
4°	K.4.2 EST	Katia	2008	2	10	Positive
5°	A.7.1 OIT	Ana	2016	2	9	Positive
6°	L.1.1 PRF	Leonardo	1998	20	8	Positive
7°	E.3.1 MEC	Erico	2008	3	8	Positive
8°	F.4.1 LAC	Fernanda	2011	3	8	Positive
9°	P.2.1 POP	Pedro	2005	4	7	Positive
10°	J.4.1 EST	Joana	2015	1	7	Positive
158°	M.1.4 ACN	Mario	2004	6	-4	Negative
159°	G.3.1 SAN	Gabriel	2004	7	-4	Negative
160°	A.1.2 VOW	Ana	1999	1	-5	Negative
161°	P.1.1 LOR	Pedro	2004	1	-6	Negative
162°	C.3.2 EST	Carolina	2008	2	-6	Negative
163°	J.5.1 CEV	Joana	2016	2	-7	Negative
164°	C.2.3 CIP	Carolina	2004	3	-7	Negative
165°	C.5.3 BRC	Carolina	2016	2	-8	Negative
166°	A.2.1.1 ACN	Ana	2000	1	-9	Negative
167°	M.3.1 CAR	Mario	2015	3	-11	Negative

Note: WE = Work Experience

There are 11 individuals whose Work Experiences are either in Top-10 or Bottom-10. Five of them had more than one experience in this group. Four of these five had both Top and

Bottom Work Experiences (Ana, Carolina, Joana, and Pedro), indicating a high variation of results. The fifth person (Mario) had two negative experiences, showing a tendency to face work more negatively.

From an Organizations perspective, the three consulting firms involved in the study are in this ranking: the small ones (K2C e POP) are in Top-10, and the large one (ACN) appears twice in Bottom-10. As the first two refer to the same individual, this classification may be due to Pedro's high degree of Fit with consulting activity and/or small companies or to the fact that smaller firms enable more positive Work Experiences. These possibilities can be explored further in future studies.

One same company (EST) appears three times in this ranking, twice in the Top-10 and once in the Bottom-10. More surprisingly, in 2008, there is both a Top-10 and Bottom-10 Work Experience of the same duration and in the same department (i.e., Customer Services).

There is another case regarding organizations that permit to isolate different effects. The same person appears as third top-bottom and third bottom-up in subsequent experiences in the same company (BRC). This fact shows that for the same individual in the same organization, it is possible to have opposite Work Experiences.

For the next analysis, individuals' Global HL are compared with one another. Figure 52 shows the maximum and minimum Happy Level values calculated for each individual's Work Experiences as well as their respective Global HL value. As mentioned before, the Global HL for each individual is the average HL of all their Work Experiences weighted by duration.

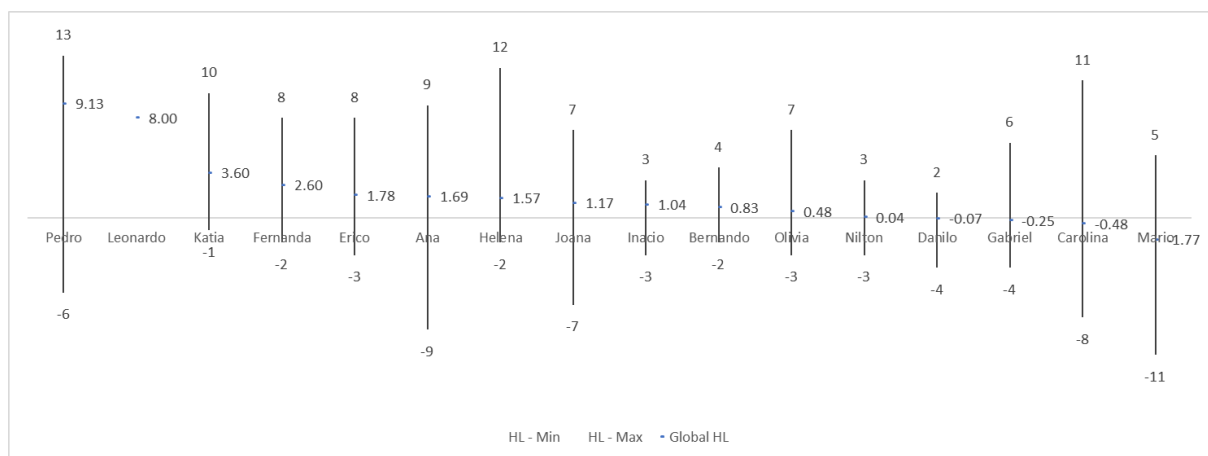


Figure 52 – Happy Level by person (Analysis #8)

In this group of Work Experiences, the global Happy Level tends to be at the top part of the chart, with more positive values than negative. Only four of the 16 individuals studied had

a negative weighted average. However, all individuals had at least one negative experience, except for Leonardo, who only had one experience, and it was positive.

Bernardo, Danilo, Inacio, and Nilton have the smallest HL variation among their own Work Experiences, ranging around their Set Point (Lykken & Tellegen, 1996). Pedro and Carolina have the highest variation; however, Pedro has the highest Global HL (the “happiest person”) while Carolina has the second-worst Global HL (“second least happy person”), which is related to differences in duration of each Work Experience.

As explained in section 3.6.3, a possible bias due to the narrative style was tested, and the method, results, and conclusions are presented in APPENDIX 5, showing that there were not enough differences that would discredit the previous Between-Person analyses.

4.4. DISCUSSION

4.4.1. Main Findings

Based on the results shown in previous sections, five general findings will be presented in this section, which can explain how different antecedents impact Happiness at Work. Table 36 summarizes the findings described above, the evidence identified in the analyses, and the concepts found in the literature that supported them. The findings will be described and discussed in detail in the next sections through Individual, Organizational, and Longitudinal Perspectives.

Table 36 – Summary of Findings on Antecedents

#	Finding	Evidence from Analyses	Related Concepts
1	<i>Individual Factors</i> have a considerable impact on Happiness at Work, standing out more than <i>Job Characteristics</i> and <i>Organization Conditions</i>	<ul style="list-style-type: none"> • Differences of HL in similar situations (Analysis #7) • Differences in Guidelines (Analysis #4A) • Differences in HL curves and Global HL (Analyses #3 and #8) • Differences in individual Antecedents’ rankings (Analysis #6) • Narrative examples 	<ul style="list-style-type: none"> • Family of origin/childhood (K. Jones, 2017; Schnittker, 2008) • Demographic variables (Dolan et al., 2008; Lok & Crawford, 2004) • Vocation/Calling (Bellah et al., 1985; Wrzesniewski et al., 1997) • Meaning of work (Cartwright & Holmes, 2006; Morin et al., 2007; Rosso et al., 2010)
2	<i>Direct Supervisor</i> is the most mentioned antecedent, playing a key role in filtering, amplifying or correcting situations that occur in work experiences	<ul style="list-style-type: none"> • Antecedents’ rankings (Analyses #1 and #5) • Narrative examples 	<ul style="list-style-type: none"> • Social Support: instrumental, informational, appraisal (House, 1981) • Social Support: buffer (Seidl & Tróccoli, 2006) • LMX (Li & Liao, 2014)

- | | | | |
|---|---|--|--|
| 3 | <i>Relationship with Colleagues and Organizational Climate</i> are the antecedents that most differentiate positive and negative work experiences | <ul style="list-style-type: none"> • Antecedents' Decision tree (Analysis #2) • Narrative examples | <ul style="list-style-type: none"> • Social Support: emotional (House, 1981) • QWL: social integration (Walton, 1973) |
| 4 | Due to the relevance of individual factors in Happiness at Work, there should not be a <i>one size fits all</i> solution for organizations, but rather a focus on P-O, P-C, P-J, and P-G Fit. | <ul style="list-style-type: none"> • Findings #1, #2 and #3 | <ul style="list-style-type: none"> • Fit (P-O, P-J, P-G, P-V, and P-C) (Caldwell & O'Reilly, 1990; Chatman, 1989; O'Reilly, 1977) |
| 5 | The combined effect of antecedents is even more important than each isolated antecedent's effect | <ul style="list-style-type: none"> • Differences in Rankings results (Analyses #1, #5 and #6) • Decision Tree analyses (Analyses #2) • Because of/Despite examples • Antecedents nature (to be described in section 2.2) | <ul style="list-style-type: none"> • Happiness at Work concepts directly related to this finding was not found in the literature |
-

4.4.1.1. Individual Perspective

Finding #1: Individual Factors have a considerable impact on Happiness at Work, standing out more than Job Characteristics and Organization Conditions

The first and foremost finding refers to individual differences. Timeline curves (Analysis #3), Personal Guidelines (Analysis #4A), Antecedents' rankings (Analysis #6), and Global HL (Analyses #7 and #8) differ considerably from one person to another. These differences can be attributed to the personal context (i.e., career choices, family, personal profile), stage in the life cycle, and other individual antecedents such as the impact of work on personal life, degree of experience, values and past work experiences. Therefore, the data suggest that from the three groups of antecedents, i.e., Individual Factors, Job Characteristics, and Organization Conditions, the latter two seem to have a smaller weight on Happiness at Work, leaving less room for management to act to improve employee happiness at work.

The *in-vivo* coding process in Second Coding Cycle (refer to section 3.4.2) and the NODES instances in the N-Vivo tool suggest four main groups of Individual Factors, which have influenced how interviewees faced work. These are: "Who I am", "How I work", "What I am good at" and "What I need".

“Who I am” is related to the family of origin’s influence (i.e., parents, siblings), including childhood events, to their values, and their life philosophy.

“Entrevistado: Quer dizer, será que eu preciso fazer tudo excepcionalmente para ser feliz na minha vida profissional? (...) Eu achei que sim. Mas, eu acho, eu sempre, talvez, na minha educação, eu nunca me aceitei como uma pessoa mediana.

Entrevistador: Você diz isso na sua formação nos seus estudos? Ou diz isso que e por causa da exigência de seus pais, por exemplo?

Entrevistado: Eu acho que isso, talvez, naturalmente, por ser algo, valorizado na família. Eu acabei tomando isso para mim (...). Não acho que seja, necessariamente, culpa de ninguém.” (Ana)

“Interviewee: I mean, do I need to do everything exceptionally well to be happy in my professional life? (...) I thought so. But, I think, I always, perhaps, in my education, I never accepted myself as an average person.

Interviewer: Do you say that in your education? Or do you say that because of your parents' demands, for example?

Interviewee: I think that, perhaps, naturally, because it is something valued in the family. I ended up taking it for myself (...). I don't think it's necessarily anyone's fault.”)

“ao longo da minha infância, adolescência e tal, eu sempre fui, eu cumpri os papéis que eram esperados de mim, ne? Então eu fui um ótimo aluno no colégio, eu fiz [colégio tradicional no Rio de Janeiro], eu sou o segundo de quatro filhos e os quatro estudaram no [colégio tradicional no Rio de Janeiro] e eu fui o único que terminou (...). Os outros três pararam no meio do caminho.” (Mario)

“Throughout my childhood, adolescence and such, I have always been, I fulfilled the roles that were expected of me, right? So, I was a great student at school; I attended [traditional school in RJ]; I am the second of four children and all four studied at [traditional school in RJ] and I was the only one who finished (...). The other three stopped halfway.”)

“só pra dar um background da minha família. Minha família nunca teve grana. Meu pai e minha mãe trabalhavam pra botar comida em casa (...). Então não tinha muita escolha se eu quisesse fazer a minhas coisas” (Inácio)

“just to give you a background of my family. My family never had any money. My father and mother worked to put food at home (...). So, I didn't have much choice if I wanted to do things that I liked”)

“How I work” is related to the interviewee’s personality traits as s/he described them, and how they impact their preferences at work.

“eu acho que assim, quando eu comecei a tentar entender o que o trabalho do dentista fazia, assim, eu sou muito de pessoas, ser dentista e ficar sozinha no consultório o dia inteiro” (Joana)

“I think that, when I started trying to understand what a dentist’s work was, I like to be with people, being a dentist and being alone in the office all day...”)

“E eu prefiro tar aqui – eu também sou um pouco centralizadora – e ver, pra nada dar errado, do que eu tar em casa e as coisas tarem acontecendo.” (Katia)

“And I prefer to be here - I'm also a little bit controlling - and to check that nothing goes wrong, rather than being at home while things are happening here.”)

“What I am good at” is related to interests, competencies, skills, and abilities the interviewee had or acquired during his work life.

“eu sou ruim com detalhe, eu não sou uma pessoa detalhista, então pra mim, fazer muitas coisas com detalhe que eu não posso errar é ruim, eu erro, eu não consigo, não é da minha natureza prestar atenção em detalhes. Então, caraca, toda vez que eu fazia um contrato, aí o gerente sênior ia lá validar meu contrato e voltava com um erro porque eu tinha escrito dois reais seguidos, eu tinha botado uma vírgula errada... e era sempre detalhes, eu sofro isso na minha vida o tempo todo, assim.” (Joana)

(“I’m bad with details; I’m not a detail person; so, for me, doing a lot of things in detail where I can’t make mistakes is bad. I make mistakes; I can’t do it. It’s not in my nature to pay attention to details. So, man, every time I made a contract, the senior manager would go there to validate my contract and come back with an error because I had written two reais in a row; I had put a wrong comma ... and it was always details. I suffer this in my life all the time.”)

“Assim, eu na minha sexta, sétima, oitava série, eu tinha meus amigos que tinham, já tinham em casa computadores. E aí, eu não tinha, porque era muito caro e eu não tinha dinheiro para comprar isso na época. E aí comecei a frequentar a casa deles, até pra fazer trabalhos. Cara, aquilo mexeu comigo, né?” (Leonardo)

(“So, in my sixth, seventh, eighth grade, I had my friends who had, they already had computers at home. So, I didn’t have it because it was very expensive and I didn’t have the money to buy it at the time. And then I started to go to their house, even to do homework. Man, that moved me, right?”)

Finally, “What I need” is related to the demands the interviewee had at a specific point of time based on the current life cycle stage and his/her ambitions.

“Eu acho assim, que as pessoas têm que ter um lado mais estável na vida e um lado mais, né... A minha vida pessoal nunca foi tão estável assim, né? Porque hoje em dia eu moro só com o meu filho, né, sou solteira, já casei, já separei. Estável que eu digo e assim, a questão do padrão, família, com filho, casado” (Helena)

(“I think that people have to have a more stable side in life and a side more... My personal life has never been so stable, right? Because nowadays, I live alone with my son, you know, I’m single. I’ve already been married; I’ve separated. Stable I mean, the matter of the standard, family, with child, married”)

“Tem gente que fala ‘ah, você é louca, tem que pedir um aumento’, ‘gente eu preciso trabalhar, entendeu? Eu não vou pedir um aumento que eu sei também da dificuldade financeira da empresa, entendeu?’. Então, cara, eu tô feliz, eu não preciso ganhar milhões, entendeu?” (Katia)

(“There are people who say ‘oh, you’re crazy; you have to ask for a raise’, ‘I need to work, understand? I am not going to ask for a raise for I also know about the company’s financial difficulty, understand?’. So, man, I’m happy, I don’t need to make millions, you know?”)

These individual factors gave rise to the Personal Guidelines that were presented in Analysis #4A tables. The Personal Guidelines identified in this research can be grouped under some themes that are shown in Figure 53, as detailed in APPENDIX 6.

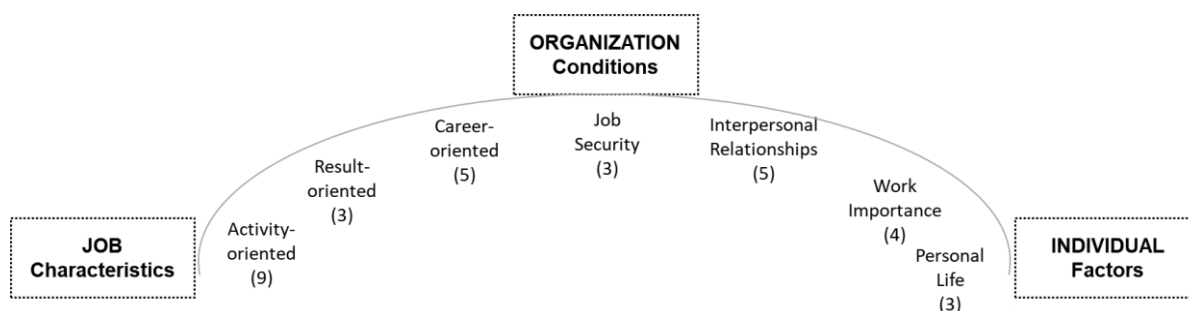


Figure 53 – Personal Guidelines themes

Note: The parentheses indicate the number of Personal Guidelines found related to each theme

The identified themes relate to antecedents previously introduced (refer to section 2.2) and organized into three groups (Job Characteristics, Organizational Conditions, and Individual Factors). For example, *Activities-oriented* Personal Guidelines, the most frequent theme, can be associated with Job Characteristics antecedents “Variety of activities and skills” and “Balance between complexity and capacity”. The *Work Importance* Personal Guidelines, on the other hand, can be related to “Relevance, significance and identity”, while Interpersonal Relationships Personal Guidelines can be linked to “Relationship with Colleagues”.

Understanding the Personal Guidelines could help us understand how individuals feel about work and how they make decisions that could lead to Happiness at Work, by prioritizing the most important antecedents. For example, since Olivia does not want to leave Rio de Janeiro, the job location is critical in her decisions and for her Happiness at Work (refer to the example in Table 33). Therefore, *Physical Conditions* antecedent, which includes *Location* (see APPENDIX 4), must have a high priority in Olivia’s choices.

Although Individual Factors have a significant influence on Happiness at Work, organizational activities can still play a role in making employees happier.

Finding #2: The Direct Supervisor is the most mentioned antecedent, playing a key role in filtering, amplifying or correcting situations that occur in work experiences

The *Direct Supervisor* emerges as the single most relevant antecedent. It is the most cited antecedent at an aggregate level (Analysis #1), and it is present in the top 10-cited Antecedents rankings of 90% of the cases studied here (Analysis #5).

The Direct Supervisor is not only the most mentioned antecedent; but, it is also the most complex one since it encompasses a larger number of Micro-Antecedents, as shown in APPENDIX 4. Interviewees reported positive and negative aspects of their Direct Supervisors

that influenced Happiness at Work. These aspects are related to decision making (e.g., impose, centralize or do not make decisions), dealing with pressure (e.g., increase it, maintain it at acceptable levels, relieve it), quality of supervisor (e.g., unstructured, weak, organized, brilliant), relationship aspects (e.g., hard to deal with, with no focus on people, rude, polite) and support received (e.g., do not help, fight for things to happen, help to grow).

The literature confirms these aspects. The Direct Supervisor is responsible for providing three of the four domains of Social Support (i.e., instrumental, informational and appraisal) (Dormann & Zapf, 1999), which allow individuals to better cope with the main organizational changes, acting as a buffer (Seidl & Tróccoli, 2006). Individuals who have a good relationship with their leaders (LMX) benefit from rewards, greater confidence, and security (Li & Liao, 2014).

The Direct Supervisor acts as a lens that filters, amplifies, or corrects negative situations that occur in work experiences, making them better or even worse, depending on the person that occupies this supervisory role.

“eu tô com um chefe que ele funciona como um colchão, meu chefe anterior, ele era como um colchão, ele recebia pressão em cima e ele amortecia pra baixo. Então, um doce de pessoa, uma pessoa supertranquila de trabalhar, com quem eu...” (Olivia) - *FILTER*

“I have a boss who works like a mattress, my previous boss, he was like a mattress, he received pressure on top and he cushioned down. So, a sweet person, a super quiet person to work with, with whom I...” - *FILTER*

“Então, ele [o gestor] foi uma das pessoas que criou o pior clima que eu já vi na minha vida toda.(...) Então, ele não tinha a menor capacidade e nem o interesse de gerir pessoas. Ele trabalhava sob pressão, xingava todo mundo, maltratava as pessoas.” (Ana) - *AMPLIFY*

“So, he [the manager] was one of the people who created the worst climate I have ever seen in my life. (...) He had no ability and no interest in managing people. He worked under pressure, cursed everyone, mistreated people.” - *AMPLIFY*

“era um diretor muito humano, um cara líder e que cuidava da equipe dele como se fosse os filhos dele, mesmo (...) não importava muito o que a empresa tinha de processos, (,,) de políticas, (...) era meio como um feudo ali. Para o bom e o ruim, era um feudo, quase que tinha ali, um código de conduta próprio. (...) eu sentia que a gente ficava ali meio que em uma redoma de vidro, sabe? Protegido por ele” (Bernardo) - *CORRECT*

“he was a very human director, a leader and he took care of his team as if they were his children; (...) it didn't really matter what the company had in processes, (...) of politics, (...) it was kind of like a feud there. For the good and the bad, it was a feud. It almost had its own code of conduct. (...) I felt that we were there, sort of under a glass dome, you know? Protected by him.”

Finding #3: Relationship with Colleagues and Organization Climate are the antecedents that most differentiate positive and negative work experiences.

The antecedents that differentiated positive and negative work experiences the most were *Relationship with Colleagues* and *Organization Climate* (Analysis #2).

Relationship with Colleagues is described through 14 Micro-Antecedents, which can be grouped into the following themes: friendship at work (e.g., having/not having friends at work), colleagues' personal characteristics (e.g., good fit, admiring people, weak people), sense of belonging (e.g., feeling/not feeling part of a group, feeling part of a special group), quality of the relationship itself (e.g., having a good relationship with colleagues and staff) and feel welcomed (e.g., feeling/not feeling welcome).

Relationships in the workplace provide socio-emotional support and develop a sense of community, helping to cope with adverse situations and counterbalancing them (Dormann & Zapf, 1999; Walton, 1973).

Carolina shares how she could go through the first years in the company she is working for now only because she had a good friend at work who was facing the same challenges, and they supported each other.

“E aí, até um menino que depois entrou junto comigo, o A. que está até hoje aí. Eu falava: ‘A., o que a gente faz?’ Porque ele também veio da [nome da empresa anterior], ‘o que que a gente faz?’ Ele disse: ‘vamos tentar ficar um ano, a gente tem que fazer um ano aqui, trabalhando. Se não, vai ficar tão feio no nosso currículo e realmente a gente ficou pouco tempo na [nome da empresa anterior]’. E a gente super se uniu, “vamos ficar um ano aqui, não vamos procurar emprego para não se desesperar porque se aparecer uma proposta, a gente vai sair. Então, vamos ficar um ano aqui, vamos tentar o desafio” E aí, ele foi muito meu apoio também. Tipo assim, está no mesmo barco que eu. (...) Falar, desabafar, chorar, falar: ‘meu Deus’.” (Carolina) – *cope with a situation*

(“And then, a boy who joined me later, A. who is still there today. I used to say: 'A., what do we do?' Because he also came from [name of the previous company], 'what do we do?' He said: 'let's try to stay for a year; we have to stay for a year here, working. If not, it will look so bad on our resumes, and we really spent little time on [name of previous company]'. And, we really got united 'we are going to stay here for a year; we are not going to look for a job, so we don't feel desperate because if a proposal comes up, we will leave. So, we will be here for a year; let's try the challenge'. And then, he was very supportive too. Like, he's in the same boat with me. (...) Speaking, venting, crying, saying: 'my God'.")

Gabriel described a situation where the relationship with his colleagues counterbalanced the negative conditions of his second Work Experience, illustrating how this antecedent could be determinant of a Work Experience result.

“apesar dos pesares, a gente dava risada, a gente se divertia, então tinha também um contraponto, não foi um (...) absurdo de ruim (...), do ponto de vista pessoal acabava apagando um pouco a questão profissional e a gente conseguia dar risada, conseguia se divertir, conseguia fazer outras coisas” (Gabriel) – *counterbalance a situation*

“despite the bad things, we used to laugh; we had fun. So, there was also a counterpoint; it wasn't (...) absurdly bad (...). From a personal point of view, it ended up eliminating the professional issue a little and we could laugh. We could have fun; we could do other things.”) – *counterbalance a situation*

Ana described the relevance of relationships in the workplace to having a positive Work Experience in general.

“Eu acho que a relação com as pessoas sempre foi muito importante. Então, o que a gente vê é que no final dessa trajetória toda... Assim, eu tenho muito carinho pelas pessoas que eu trabalhei. Eu acho que isso fica. Eu acho que isso fica, sim. Eu acho que a gente no final das contas, ter construído laços, ter ajudado pessoas. E muito importante. Eu acho que é para ser uma troca. Então, eu acho que isso faz o dia ser mais gostoso.” (Ana)

“I think that the relationship with people has always been very important. So, what we see is that at the end of this whole trajectory... So, I have a lot of affection for the people I worked with. I think it stays. I think it does, yes. I think that in the end, to have built bonds, to have helped people, it's very important. I think that it should be a trade. So, I think it makes the day more pleasant.”)

Organizational Climate can be understood by the 12 Micro-Antecedents that interviewees described, both in a negative view (e.g., aggressive, bad, with peer competition and disagreements, with conflicts between departments) and a positive view (e.g., dynamic, good, with no competition with pairs).

The Organizational Climate could be influenced by the previous two antecedents (i.e., Direct Supervisor and Relationship with Colleagues) as well as other ones such as Organizational Changes.

“São acolhedoras, você chega todo mundo te abraça, todo mundo se cumprimenta todo dia, assim, você chega cedo, senta na mesa, todo mundo vai cumprimentando todo mundo e senta na sua mesa.” “E aí como é que tá, como é que foi, não sei quê”, brinca, fala de futebol, aí todo mundo fala com todo mundo, é um ambiente muito saudável.” (Erico) – *Relationship with Colleagues influencing Organizational Climate*

“They are welcoming. You arrive; everyone hugs you. Everyone greets each other every day; so, you arrive early, sit at the table. Everyone greets everyone and sits at your table. 'And, then, how are you, how it was, I don't know what.' He jokes, talks about soccer. Then, everyone talks to everyone. It's a very healthy environment.) – *Relationship with Colleagues influencing Organizational Climate*

“Cara, um negócio muito louco, ficou muito esquisito o clima, eu nunca vi assim, foi a maior experiência de como uma empresa tem um clima bom e como se desconstrói aquilo muito rápido e como o clima tá vinculado sim aos gestores, (...), não é só daquele livrinho, isso existe e é real e pode mudar muito rápido. Cara, todo mundo tipo falando mal, galera cabisbaixa, ninguém sabia o que falar, era muito esquisito.” (Joana) – *Direct Supervisor and Organizational Changes influencing Organizational Climate*

“Dude, it's a very crazy thing; the climate was bizarre. I never saw it like that. It was the greatest experience in terms of how a company has a good climate and how it

deconstructs that very fast and how the climate is really linked to managers (...). It's not just in the books. It exists and it's real and it can change very quickly. Dude, everybody was like talking bad things about the company. People were down; nobody knew what to say; it was bizarre.”) – *Direct Supervisor and Organizational Changes influencing Organizational Climate*

In the previous example, Joana's very positive perception of a Work Experience changed when her company was acquired. The leadership changed, and the organizational climate started to deteriorate.

Bernardo and Carolina recognized the importance of Organizational Climate for Happiness at Work since corporate middle managers usually spend more time at the workplace than at home with the family.

“Acho que o ambiente de trabalho, faz muita diferença na sua qualidade de vida, muita porque é o obvio. Você passa em uma empresa, de oito a dez horas por dia. Normal. Então, passa mais tempo na empresa do que com a família. Então, se você não se sentir bem, é meio que... Isso, eu passei em algumas empresas. Então, faz muita diferença.” (Bernardo)

“I think that the work environment makes a big difference in your quality of life - a lot because it is obvious. You spend in a company eight to ten hours a day. Normal. So, one spends more time at the company than with the family. So, if you don't feel well, it's kind of... Yes, I've been through some companies. So, it makes a big difference.”)

“Porém, a gente passa mais tempo aqui dentro [no ambiente de trabalho] do que na nossa casa, então se não tiver um ambiente ruim, um ambiente um pouco mais agradável, é muito difícil. Porque assim, cara, eu acordo todo dia pra vir pra cá, eu passo basicamente meu dia inteiro aqui, o tempo que eu tô em casa, de fato, com quem eu escolhi estar, com quem eu amo, é muito pequeno, porque a maior parte eu tô aqui. Então pra mim, ter um ambiente de trabalho saudável é importante por isso, porque o trabalho, apesar de trabalho, você não pode sentir que aquilo está te escravizando, tem que ser prazeroso, se você tá aqui, você tem que gostar de onde você está, se não, não vale a pena.” (Carolina)

“However, we spend more time here [in the workplace] than in our house; so, if there is no bad environment, a slightly more pleasant environment, it is very difficult. Because, man, I wake up every day to come here. I basically spend my whole day here. The times I spend at home, in fact, with whom I chose to be, with whom I love, is very small because I'm mostly here. So, for me, having a healthy work environment is important for this reason, because work, despite it's work, you cannot feel that it is enslaving you. It has to be pleasurable. If you are here, you have to like where you are. If not, it's not worth it.”)

Since the direct supervisor (Finding # 2), the relationship with colleagues, and the organizational climate (Finding # 3) are person-related, they reinforce Finding # 1, resulting in Finding #4 below.

Finding #4: Due to the relevance of individual factors in Happiness at Work (Findings #1, #2 and #3), there should not be a *one size fits all solution* for organizations,

but rather a focus on Person-Organization, Person-Culture, Person-Job, and Person-Group Fit.

The three most relevant antecedents cited above (i.e., *Direct Supervisor*, *Relationship with Colleagues*, and *Organization Climate*) are related to interpersonal relations, which reinforce the importance of personal aspects when assessing what matters in Happiness at Work. The process of making these three antecedents positive is not a “one size fits all” solution meaning that what is good for one person may not be good for another. For example, Carolina liked the fourth company she worked for because it was very informal, and she thought that it was a more relaxed, casual environment.

“Eu gosto do clima, da forma de atuação, daquela coisa mais descontraída (...), mais informal. Eu gosto do negócio mais informal. Eu gostei daquela coisa mais informal, jeito de ser da empresa.” (Carolina)

(“I like the atmosphere, the way of acting, the most relaxed thing (...), the most informal. I like the more informal business. I liked something more informal, the company's way of being.”)

When Bernardo worked for the same company, this informality bothered him a lot because he is a more structured person, and he liked to work with more formal processes as he learned in his first work experience.

“Mas, eu vou te falar uma coisa, olha, de novo, a [nome da empresa], ela é o (...) o exemplo de caos de empresa. É o exemplo perfeito de uma empresa de caos brasileira, perfeito.” (Bernardo)

(“But I'll tell you something, look, again, at [name of company], it is (...) the example of company chaos. It is the perfect example of a Brazilian chaos company, perfect.”)

In large firms, managing the differences among individuals and trying to provide positive antecedents to all employees becomes an even harder challenge than it is for smaller firms.

What emerges from the findings presented above is the importance of the right Fit between the person and the organization as a whole, the organization’s culture, the job, and the group s/he is a part of, i.e., Person-Organization (P-O Fit), Person-Culture (P-C Fit), Person-Job (P-J Fit) and Person-Group (P-G Fit).

The assessment of an antecedent (i.e., whether it is positive or negative) is based on the Personal Guidelines and individual factors. It ultimately indicates whether there is a Fit between the person and the antecedent in a specific situation. The same antecedent could be positive for one person and negative for another. For example, in her first job, Ana had very little

supervision because her direct manager left the company, and she enjoyed the challenge and the autonomy she got.

“E eu tinha muita autonomia. Eu tinha muita responsabilidade, até para o meu pouco tempo de carreira. Porque se criou uma situação peculiar lá. Na verdade, basicamente, a empresa tinha saído de São Paulo e ido para Resende. Então, as pessoas mais experientes saíram. Então, por exemplo, alguns poucos meses depois de eu entrar lá, fiquei sem chefe. Então, isso ao mesmo tempo é gostoso (...) e um grande desafio, ele é uma grande pressão, mas, que uma pessoa nova que gosta...” (Ana)

(“And, I had a lot of autonomy. I had a lot of responsibility, even though I have had a short career. Because there was created a peculiar situation. In fact, basically, the company had moved from São Paulo to Resende. Then, the more experienced people left. So, for example, a few months after I went there, I had no boss. So, this is both delicious (...) and a great challenge. It is a great pressure; but, a young person likes it...”)

On the other hand, at his first job after graduation, Erico reported to a top-level director. He also received very little supervision; however, he did not consider it to be a good experience because he had no one to teach or coach him at that stage.

“aí quem era meu gestor era o diretor financeiro direto, (...) era eu e ele. (...) E aí esse relacionamento com o diretor é bom e ruim, né? Bom porque você pode expor as suas ideias e seus trabalhos e ruim porque quando você faz algo de errado aparece mais, então, assim, acabei aprendendo bastante. (...) Mas aprendi no método sofrível mesmo. Acho que realmente que precisaria ter alguém um nível acima intermediando essa interlocução com o diretor financeiro. (...) Eu era bem júnior, assim, tinha acabado de sair da faculdade, tinha pouquíssima experiência.” (Erico)

(“then my direct supervisor was the Financial Director. (...) It was him and me. (...) And, this relationship with the director is good and bad, right? Good because you can reveal your ideas and your work and bad because when you do something wrong, it appears to be worse than it actually is. So, I ended up learning a lot. (...) But, I learned the hard way. I really think that it would be necessary to have someone at a higher level mediating this dialogue with the CFO. (...) I was very junior; I just finished college; I had very little experience.”)

Once antecedents were assessed, *vis-à-vis* Personal Guidelines and individual factors, the issues to be addressed were identified. High priority negative antecedents should receive attention in order to increase Happiness at Work. For example, Joana’s first Personal Guideline is “Good interpersonal relationships at work”. However, in the fifth company she worked for, for the first time, she felt like she did not belong and began feeling depressed.

“ali eu não consegui fazer parte do grupo In. (...) Cara, era tudo muito esquisito e no início ninguém me chamava pra almoçar... Ninguém me chamava não sei que... (...) eu realmente tava entrando em... em depressão, não, mas eu tava entrando numa crise de ansiedade muito forte porque eu odiava, já eu tava começando a odiar aquele lugar. (...) eu acho o trabalho era maneiro, mas eu não ficava feliz lá, eu ficava angustiada o dia inteiro, tipo, ‘cara, que que eu fiz?’.” (Joana)

(“I didn’t get to be part of the in-group there. (...) Man, it was all very weird and, at the beginning, nobody asked me for lunch... Nobody called me... (...) I was really coming into... into depression, no: but, I was going into a very strong anxiety crisis because I hated it. I was already starting to hate that place. (...) I think the work was cool; but, I wasn’t happy there. I was distressed all day, like, ‘man, what did I do?’”)

Besides being the antecedent that differentiates positive and negative work experiences the most from one another (Analysis #2, Finding #3), Relationship with Colleagues is also very well aligned with Joana's Personal Guidelines. Therefore, Relationship with Colleagues should be of high priority for her. In her case, the Relationship with Colleagues is negative since she did not get to be a part of the In-group. Thus, it is something that is harming her Happiness at Work.

Sometimes, employees can make adjustments to the Fit and enhance their Happiness at Work. In Joana's example, when she realized that she was getting depressed, she enrolled in gym classes at lunchtime and deviated her energy and attention to her own well-being and to work itself.

Another way of navigating through gaps or making adjustments to the Fit involves discussing it with the direct supervisor or the organization, usually the HR department. For Helena, for example, working at a very distant work site was the antecedent that bothered her the most in her first work experience. She managed to change departments and, consequently, the antecedent of *Physical Conditions*. However, it is not always possible to make these kinds of adjustments or changes.

“a única coisa que eu não gostava logo que eu entrei na empresa é que eu entrei para trabalhar (...) na fábrica de Campo Grande e o que eu pensava mais nessa época era sair de lá. (...) Eu falei, eu me lembro exatamente, era um diretor (...) ele falava: “Nossa você é muito ansiosa”, eu falei assim: ‘R., você não tá entendendo, ou eu vou ou eu vou embora, não fico aqui’, e ele conseguiu a transferência para mim.” (Helena)

(“the only thing I didn't like as soon as I joined the company was that I joined to work (...) at the Campo Grande factory. And, what I thought about the most at that time was to leave (...) I said, I remember exactly, it was a director (...) He said: ‘Wow, you are very anxious’, I said: ‘R., you don't understand, or I will change work sites or I'm leaving. I'm not staying here’, and he got the transfer for me.”)

In another example, to work on specific kinds of projects was a painful experience for Ana since she felt like a fraud in some of them. She felt that working on these kinds of projects was against her values and principles, which was to be the best in everything she would do.

“Acabei pegando muitos projetos pequenos. Então, em alguns momentos, eu tive uma pequena frustração de me achar, me achar quase uma impostora, vendendo mais do que eu tinha a oferecer. E isso me fazia sentir mal. (...) Aquilo fazia muito mal para mim. Eu me sentia mentindo, sabe? Eu chegava lá no cliente e me sentia em uma situação constrangedora.” (Ana)

(“I ended up taking a lot of small projects. So, at times, I had a small frustration of seeing myself, seeing myself almost as an imposter, selling more than what I had to offer. And it made me feel bad. (...) That was very bad for me. I felt like I was lying, you know? I got there at the client and felt it was an awkward situation.”)

However, due to the dynamics present in the organization, there was no way to guarantee that she would not find herself taking on certain kinds of projects and in this kind of situation.

At the same time, she could not change her values or be more flexible concerning them. Therefore, the only possible solution was for her to leave the company.

Finding #5: The combined effect of antecedents is even more important than each isolated antecedent's effect

Another finding comes from the perception that the combination of antecedents is even more important than each isolated antecedent, which can be inferred from the differences in results from Rankings and Decision Tree analyses (Analyses #1, #5 and #2, respectively). It is also interesting to note that the same antecedent in the same condition (i.e., positive or negative) can be present both in positive and negative work experiences. Thus, a person can be happy at work *because of* but also *despite* an antecedent, depending on the combination of other antecedents.

For example, Gabriel mentioned that he had the opportunity to learn (*Learning* as a positive antecedent) in seven of his 14 work experiences. However, three of these Work Experiences were negative, meaning that having learned was not enough to make the Work Experience a positive one. In other words, Gabriel had a negative work experience *despite* positive *Learning*.

“J. que é meu amigo até hoje, foi muito difícil trabalhar com ele, mas eu aprendi muito” (Gabriel)

(“J., who is my friend up to today, it was very difficult to work with him; but, I learned a lot.”)

In another example, in the fourth company Bernardo worked at, he felt a positive Organizational Climate similar to the one he felt at the second company. However, in the first case, a positive climate was provided by the supervisor while, in the latter, it was due to the team itself, despite having a bad supervisor.

“em termos de equipe, era uma união muito grande, era um ambiente familiar muito grande da equipe. Só que a diferença da [outra empresa] de lá era que quem propiciava esse ambiente de família, era o líder da área, aqui era aquela própria equipe. A equipe que formou essa unidade. Apesar, do líder da área (...) que era ruim. Que era um cara, enfim, de relacionamento péssimo, relacionamento péssimo com a própria equipe, relacionamento péssimo com as outras áreas da empresa.” (Bernardo)

(“In terms of the team, we were very united. It was a very good family environment for the team. But, the difference with [another company] was there. The leader of the department was who provided this family environment. Here, it was the team itself. The team made the bond themselves, despite the department leader (...), who was bad. He was a guy, in short, with a bad relationship, a bad relationship with the team itself, a bad relationship with the other departments of the company.”)

A third example of the combined effect of antecedents is related to Ana's experiences working away from her hometown. While in the first work experience, she perceived the work

experience as negative, and ultimately, it made her leave the company. In her third work experience living far from home, her work experience was positive due to the support of HR Policies in her company and the Relationship with Colleagues there. The combined effect and other aspects of antecedents derived from the analysis of the narratives are discussed in the next section.

4.4.1.2. Organizational Perspective

The findings were described in the previous section from an individual perspective. However, the same concepts could be utilized by organizations that wish to help their employees achieve higher levels of Happiness at Work.

An organization should know well their employees, especially the ones that are considered to be more valuable talents. In fact, this understanding of the Personal Context (Finding #1) could start even during the recruiting process in order to evaluate whether the individual truly matches the company and the position beyond just having the necessary technical skills.

Depending on the organizational size and culture, each talent's Individual Factors and Personal Guidelines could be mapped and known by the direct supervisor and/or by the HR department. In all cases, the Direct Supervisor, due to his/her high impact on a person's work-life (Finding #2), must be aware of all available information.

Although it could be more difficult for organizations to know truly their talents in terms of Personal Context, it usually is easier for them to adjust Fit as necessary and when identified. Antecedents related to Organizational Conditions and Job Characteristics tend to be under the company's control much more so than that of the Individual. For example, when Danilo left a senior management position to work in a government-owned company (i.e., the sixth company he worked for), his compensation dropped to one-third of what it was before. He liked the work execution; however, the compensation was too low.

“Eu vou te falar, eu estava ganhando três vezes menos. (...) ‘Pô, legal. To fazendo uma coisa legal, tá não sei o que, mas pô a grana aqui tá curta. A grana tá curta, mas eu espero ao longo do tempo ter um reconhecimento e conseguir subir.’” (Danilo)

(“I'll tell you; I was earning three times less. (...) 'Well, cool. I'm doing something nice, you know, but the money here is short. The money is short; but, I hope to be recognized over time and to be able to climb.'”)

Shortly after, the company reviewed all salaries because they were losing talents.

“teve uma revisão do plano de cargos, que deu um momento assim, Gisela, sem brincadeira, o meu cargo subiu mais de 40% do salário. (...) E aí eu falei: ‘P***, deu uma melhora aqui, deu uma melhora.’ (...) Porque, o que estava acontecendo? O que que as pessoas faziam? As pessoas passavam em concursos públicos, procurando alguma coisa melhor. O cara fazia ali a [nome da empresa] e outras instituições, tinha muito concurso e toda hora tava saindo gente, (...) a administração nova conseguiu aumentar, melhorar o plano de cargos e salários substancialmente, teve aumento de 50% em alguns casos. Aí deu uma subida e eu falei: ‘Opa, então melhorou.’” (Danilo)

(“they conducted a review of the job plan, which lead to a moment like that, Gisela, no joke, my salary went up by more than 40% (...) And, then, I said: ‘F***, there was an improvement here, there was an improvement.’ (...) Why? What was happening? What did people do? People were leaving, looking for something better. The guy used to work at [company name] and other institutions; there was a lot of competition and people were always leaving, (...) the new administration managed to increase, improve the job and salary plan substantially; there was a 50% increase in some cases. Then, it went up, and I said: ‘Oops, so it got better.’”)

It was not a specific solution for Danilo’s Fit gap. However, this example shows how organizations can take the initiative to make changes in the antecedents, which could eliminate Fit gaps for employees.

4.4.1.3. Longitudinal Perspective

Most of the elements included in the present findings are subject to change over time. However, Individual Factors change less frequently. Some of them cannot even be changed, such as in the case of childhood and family of origin. However, individuals may change their perceptions about them over time. Nevertheless, depending on facts occurring in a person's life, other aspects could vary and thus influence the Personal Guidelines. For example, after Danilo got married and her wife became pregnant, he decided that he no longer wanted to work for a company in which he was required to work long hours and travel a lot.

“O estabelecimento de uma família pra mim, eu não ter uma rotina definida, isso começou a me incomodar (...)” (Danilo)

(“The establishment of a family for me and not to have a defined routine, it started to bother me”)

The company was the way it was when he decided to work there. What changed was his Personal Context. In fact, Danilo’s Personal Guidelines were back and forth throughout his professional life, according to his life cycle stage. At certain points, he wanted to increase his expertise and his employability in order to have a higher level of compensation (FOCUS 2).

“Pô, eu vou ampliar minha atuação em finanças, isso pode ser interessante para minha empregabilidade, para o meu futuro profissional. Acho que isso vai ser bom para mim. (...) E, além disso, salarialmente foi melhor. Eu saí ganhando uns sei lá, uns 35% mais do que eu ganhava” (Danilo)

“Well, I’m going to expand my role in finance; this can be interesting for my employability, for my professional future. I think that this will be good for me. (...) And, in addition, the salary was better. I left to earn some; I don’t know, 35% more than I earned before.”)

At other times, he just wanted more time with his family, even if it meant not having a prominent position or a good paycheck (FOCUS 1).

“só que eu tava numa fase que minhas filhas assim, (...) minha filha mais nova tinha seis anos, a mais velha tinha treze, uma fase difícil, complicada, entrando na adolescência, aquela coisas todas e eu comecei a avaliar minha vida assim, eu falei: “P***, tô entregando muito tempo da minha vida para o trabalho, tô me aborrecendo. (...) Eu vou te falar, eu fui ganhando três vezes menos. (...) Minha motivação, naquele momento, era qualidade de vida.” (Danilo)

“but I was in a phase where my daughters were like, (...) my youngest daughter was six, the oldest was thirteen, a difficult, complicated phase, beginning adolescence, all that stuff and I started to evaluate my life; so, I said: “F***, I’m giving a lot of my life to work; I’m getting stressed. (...) I’ll tell you; I was earning three times less. (...) My motivation, at that moment, was quality of life.”)

At the time of the interview, he was thinking about pursuing a top management level position in a large company, returning to the FOCUS 2, because his daughters were now older. This alternation of FOCUS happened four times in his work life.

“eu tô vivendo outro momento, minhas filhas estão maiores. Tenho filhas de 22 anos e de 15, me dá uma certa liberdade de trabalhar mais, de ter mais mobilidade, etc e tal” (Danilo)

“I’m living another moment; my daughters are older. I have daughters aged 22 and 15; it gives me a certain level of freedom to work harder, to have more mobility, and such.”)

Nilton also got the second Personal Guidelines FOCUS later on in his life. This shift was due to three factors: he was older, he felt that he would not reach higher levels in the organization, and, mainly, his Calling to be in Academia became stronger after so many years. Thus, he decided not to make any changes that could risk the arrangement he had at work (e.g., flexible work schedule, a very understanding direct supervisor, full knowledge of tasks performed), which allowed him to teach and pursue his Ph.D.

“A minha discussão, por exemplo, a minha negociação com ele para a disciplina lá foi até bem tranquila (...) Então isso tudo são coisas que eu... Porque eu também penso assim ‘p***, vou trocar de chefe, quem vai ser meu chefe na outra área?’. Ai quando você começa a analisar, ou é um cara assim, cara, esse cara não tem condições, esse cara não tem o tamanho da cadeira, às vezes é um cara inseguro, às vezes o contexto que ele está vai ser ruim, ai eu fico pensando assim ‘cara, de novo, ai que saco’. Então isso pesa muito. Ai eu vou pegar uma equipe destruída, complicada, vou ter que estruturar, os caras vão ter que ficar se matando. Então tudo isso conta, às vezes, para, pô, fazer um movimento lateral? Acontece. Se eu vou ter um upgrade de cargo, de salário, enfim, pode até ser que valha a pena, tipo, dependendo do nível de exposição e de risco.” (Nilton)

“My discussion, for example, my negotiation with him for the discipline was quite calm (...) So, these are all the things that I... Because I also think like this. ‘F***, I will

change bosses; who is going to be my boss in the other department?' Then, when you start analyzing, or it's a guy like that, man, this guy has no conditions. This guy doesn't have the size of his chair; sometimes he's an insecure guy; sometimes the context he's going to be in is bad. Then, I keep thinking like 'man, again, oh that sucks'. So, it weighs a lot. Then I will get a team destroyed, complicated. I will have to structure; the guys will have to keep killing themselves. So, does all of this sometimes count for, you know, making a lateral movement? It happens. If I am going to have an upgrade of position, salary, in short, it might even be worth it, like, depending on the level of exposure and risk.”)

Not only life cycle stages and ambitions could change in the Personal Context; but, competencies, abilities, and interests could also change as individuals are exposed to new activities or training. Bernardo, for example, had a clear vocation towards IT since he was very young.

“E a época em que eu fiz a minha faculdade, confunde-se com uma época que começou a surgir internet no Brasil. (...) E aí, também, comecei a me interessar e a estudar muito por isso. Mesmo no iníciozinho. (...) Porque eu gostava muito de computação, independente de internet, eu gostava muito do conceito de computação. Do que os programas eram capazes de fazer, os sistemas daquela época. Os antigos mesmo, Pascal, Lotus 123. O que as coisas faziam, me identifiquei com aquilo. Meu pai estudou isso, então, tem um teor aí. (...) E aí, trabalhando em casa, ele começou a direcionar... (...) E eu o vendo muito trabalhar. Acompanhei muito a compra do primeiro computador lá em casa. Então aí, obviamente, ainda era bem mais novo. Então, tinha aquela coisa de jogar "joguinho". Mas, eu gostava de ver, eu sempre fui uma pessoa curiosa, então, eu gostava de saber como as coisas funcionam por trás. Então, eu procurei começar a estudar, comprar livros. (...) Comecei a fazer alguns cursos também e comecei realmente a me identificar.” (Bernardo)

“And, the time I went to college was the same time that the internet started to appear in Brazil. (...) And, then, I started to get interested in it and study a lot for it. Even at the very beginning. (...) Because, I really liked computing, regardless of the internet. I really liked the concept of computing. What the programs were capable of doing, the systems of that time. The old programs, Pascal, Lotus 123. What things did, I identified with that. My father studied this; so, there is content there. (...) And, then, working at home, he started to direct... (...) And, I saw him working a lot. I participated a lot in the process of purchasing the first computer for home. So, obviously, I was still very young. So, there was that thing about playing games. But I liked to see; I was always a curious person. So, I liked to know how things worked. So, I tried to start studying, buying books. (...) I started taking some courses, too, and I really started to identify myself with it.”)

Nevertheless, when his project in his first work experience moved from the IT department to the Marketing department, he had the opportunity to learn about this new field. He liked it very much, learned it, and it became a part of his strategic career plan.

“durante esse período, o projeto saiu da área de tecnologia, da área de informática e foi para área de negócios, área de marketing, mesmo. E foi aí, que eu fiz a minha passagem, saindo da área técnica para a área de negócios (...), sem eu ter planejado. Eu não efetivamente planejei mudar de uma área técnica para a área de negócio, eu fui na onda da área ter mudado e gostei mais ainda porque aí que começou a surgir, na minha cabeça inclusive, essa oportunidade de juntar os dois mundos, o mundo de tecnologia com o mundo *business* mesmo, com o lado do marketing, com o lado mais humano. Então... E aí, eu me identifiquei muito com isso.” (Bernardo)

“During this period, the project left the technology department, the computer department and went to the business, marketing department. And, that's when I made my transition leaving the technical field for the business field (...), without having planned it. I didn't effectively plan to move from a technical field to a business field. I went with the flow of the changes in the department and I liked it even more because then it started to appear, in my head, this opportunity to bring the two worlds together: the world of technology with the business world, with the marketing side, with the more human side. So ... So, I identified a lot with that.”

However, changes in Job Characteristics and Organizational Conditions, leading to different Work Contexts and Work Executions experiences, are more frequent and usual, though no less impactful. For example, Carolina and Katia worked for companies that had numerous changes in management for different reasons.

“Aqui tem uma estrutura de diretoria que é do banco, que é indicação do banco. Essa diretoria não é *ad eternum*. Ela muda, o tempo todo. Às vezes o máximo que dura é dois anos. O máximo, às vezes fica seis meses. Vem um diretor, depois vem outro diretor. E aí o direcionamento muda completamente” (Carolina)

“Here is a management structure that belongs to the bank, which is the bank's indication. This board is not *ad eternum*. It changes, all the time. Sometimes, the maximum period that it lasts is two years. At maximum, sometimes, it is only six months. A director comes, then another director. And, then, the direction changes completely.”

“As coisas são dinâmicas e (...) o gerente geral só podia ficar 2 anos no máximo. Então a cada 2 anos trocava o gerente e a cada gerente que vem, mesmo que venha com a mentalidade toda do [nome da empresa], ele vem com uma outra visão. Um gosta mais de escritório, outra gosta mais de circular e rodar. (...) Alguns pro bem, que você ‘uau, que gerente maravilhoso’ e outro você falava ‘o outro que tava era melhor’.” (Katia)

“Things are dynamic and (...) the general manager could only stay a maximum of two years. So, every two years, I have a new manager and every manager that comes, even if he comes with the whole [company name] mentality, he comes with a different vision. One likes the office better; the other likes to walk around. (...) Some for good, where you say, ‘wow, what a wonderful manager.’ And, for another, you say ‘the other one was better.’”

The new management tends to influence goals, priorities, way of performing tasks, organizational climate, and relationships, among other factors. In another example, Helena was responsible for the supply chain planning of a multinational company in Brazil. However, this company decided to centralize the process.

“Eu não estou mais porque o posto de gerente de Supply Chain acabou. As atividades que a gente... (...) A partir de primeiro de janeiro a empresa mudou a estrutura das próprias linhas de produto, das unidades de negócios, e ela centralizou algumas operações, então ela vai centralizar toda operação tática que eu fazia aqui, que eu olhava por dezoito meses, isso vai ser feito no central. (...)” (Helena)

“I am no longer there; because, the position of Supply Chain manager is over. The activities that we... (...) From January 1st, the company changed the structure of its product lines, business units, and it centralized some operations. So, it will centralize all the tactical operations that I used to manage for eighteen months. It will be done at the central level. (...)”

Her department was eliminated, and she had to look for another position inside the organization, which affected her Work Execution strongly since she moved from a planning role to a very transactional one.

“E porque na verdade eu tenho uma função praticamente certa já. (...) Eu vou ser responsável (...) pela parte de central de serviços, pedido, saque, importação, administração de vendas... (...), que é uma diretoria como se fosse de prestação de serviço. Então eu vou estar ligada a essa pessoa, a esse diretor de serviço (...). São áreas operacionais, então é como você estivesse terceirizando dentro da empresa.”

“And, because I actually have a pretty certain position already. (...) I will be responsible (...) for the service desk, orders, withdrawals, imports, sales administration ... (...), which is a department as if it was a service provider. So, I will be connected to this person, this service director (...). These are operational areas; so, it's like you are outsourcing within the company.”

Changes can also happen in individual and organizational aspects at the same time. For example, Fernanda became disengaged from the company she liked the most when two events happened. First, the birth of her first child, which changed her priorities. Second, the change in company culture when the company moved from being a startup company to becoming a more structured, bureaucratic one due to its fast growth. Both changes lead to a decrease in her Fit and, consequently, impacted her Happiness at Work negatively.

“Saiu da fase do *startup*. Então virou uma coisa meio, ‘tá bom, todo mundo tá fazendo o seu trabalho, a sua área tá legal e tal’ (...) e virou a cultura, virou a guerrinha dos egos, então ninguém mais se ajudava, todo mundo se f**** pelas costas mesmo. (...) Mostrar quem manda mais, mostrar... E a gente vinha de uma cultura de ajuda mútua sabe, (...) e aí a cultura está virando outra (...) Aí eu falava: ‘Gente, que loucura! Isso aqui não é mais a empresa que eu trabalhava’. E aí realmente eu comecei a sentir, aí eu comecei a fazer a jornada de 9h as 18h, sabe? Viajar? Aí eu já tive filho... (...) Eu estava muito decepcionada e eu cumpria o horário, de 9 as 18, voava, voava, confesso voava. Tipo viajava, chegava meio dia ia embora pra casa, falava assim: ‘Cara, esquece, não tem mais nada pra entregar lá’. Então eu realmente tava muito desmotivada, mas é um susto, né, cara? Tipo assim, eu tava com meu filho fazendo um ano, sabe? Você fica meio assim.” (Fernanda)

“It finished the startup phase. Then, it became a bit, ‘okay, everyone is doing their job, your area is cool and stuff.’ (...) and it changed the culture, it became a war of egos, so no one else helped each other, everyone f **** their back. (...) Show who's boss, show... And we came from a culture of mutual help, you know, (...) and, then, the culture is becoming another (...) Then I said: ‘People, how crazy! This is no longer the company I worked for’. And, then, I really started to feel; then, I started working 9 am to 6 pm, you know? Travel? Then, I already had a son... (...) I was very disappointed, and I just worked my schedule, from 9 am to 6 pm. I flew, flew. I confess, I flew. Like traveling, arriving at noon, leaving home, saying: ‘Man, forget it, there’s nothing else to deliver there.’ So, I was really demotivated. But, it's scary, right, man? Like, I was with my son for a year, you know? You look like this.”

As exemplified here, the elements that influence Happiness at Work are not static. Therefore, they should be re-assessed every time an event that could impact the Fit happens, in a recursive and continuous process.

4.4.2. Nature of Antecedents

From the analyses of the antecedents' variations and interactions throughout all work experiences described in this study, it was possible to observe some differences and similarities in the antecedents' effects on individuals, work experiences, and Happiness at Work level. The patterns described here are not mutually exclusive; some of them are even complementary. They provide a starting point to deepen the understanding of the nature and behavior of the Antecedents' effects in future studies (to be discussed in section 5.2). The more knowledgeable individuals and organizations are on Antecedents, the better their decisions will likely be with regards to priorities and resources applied to acquire and/or provide these Antecedents.

4.4.2.1. Antecedents' assessment

Each individual's assessment of an antecedent as positive or negative is essentially a subjective evaluation since one's perception necessarily includes an evaluation of all other elements surrounding one's life (e.g., other antecedents, life outside work, current Happy Level). Therefore, conceptually, there should not be an entirely objective antecedent.

Nevertheless, some antecedents have their assessments based on more objective information, even if there is still a layer of assessment that is subject to interpretation. For example, usually, people like when organizations have a structured performance appraisal process. Whether a company has it or not is an objective fact. However, some individuals might like it, while others might hate it depending on their personal characteristics and how the performance appraisal process was designed and applied. Under some circumstances, having a bad performance appraisal process could be even worse than not having it.

The first company Carolina worked for did not even have a performance appraisal process, and she resented it.

“Essa política de gestão, de avaliação, não existia isso, na empresa não existia. Depois, eles até foram implantando, mas quando eu entrei não, era zero. Era tipo: ‘segura na mão de Deus e vai’.” (Carolina)

(“This management policy, evaluation policy did not exist; it did not exist in the company. Afterward, they even implemented it; but, when I joined, it was zero. It was like, 'take the hand of God and go.'”)

On the other hand, Mario always had a performance appraisal process in place in the companies that he worked for. However, he did not like the performance appraisal process in the first company while he liked the one in the second company.

“Eu acho que aqueles critérios de... aquele processo de avaliação, eu achava muito ruim, muito ruim.” (Mario) – *first company*

("I think those criteria for, that performance appraisal process, I found it very bad, very bad.") – *first company*

“Tanto que quando eu fui pra [nome da empresa], um tempo depois, o sistema de avaliação lá é muito melhor, muito melhor.” (Mario) – *second company*

(“So much so that when I went to [company name], a while later, the performance appraisal process there was much better, much better.”) – *second company*

Other examples of antecedents that are assessed based on objective elements are salary raises (usually assessed as good) and organizational changes (usually assessed as bad). They both either exist or not in a given moment in a given company, and they both are subject to the individual’s interpretation. Pedro received his first salary raise and it was so small that it made him angry instead of happy.

“Então eu saí de ganhar dois, cento e pouquinho para ganhar dois e quatrocentos.(...) Aí eu falei ‘F*****, cara, meu primeiro aumento em um ano não chegou na promessa inicial.’ Aí eu falei ‘Ah, muito obrigada, estou felicíssimo, não sei nem como eu vou gastar isso.’ Uma coisa incrível.” (Pedro)

("So, I went from earning two thousand and one hundred and a little more to earning two thousand and four hundred. (...) Then I said, ‘F***, man, this is my first raise in a year, and I didn’t even reach the initial promise.’ I said ‘Ah, thank you very much; I’m very happy; I don’t even know how I’m going to spend this.’ It’s incredible.”)

Danilo thought that the change he experienced due to the privatization of the third company he worked for was good; however, not all his colleagues felt the same.

“Do meu ponto de vista eu achei que ficou melhor, porque eu acho que muitas pessoas boas enxergavam os absurdos que ocorriam na empresa e a partir daquele momento começaram a enxergar uma luz no fim do túnel e viram melhoras chegando aos poucos. (...) Aí veio um cara de lá de um tempão e sentou lá perto de mim, vieram outros caras mais velhos assim e tal. Estavam revoltados. Quem perdeu a mamata ficou revoltado.” (Danilo)

(“From my point of view, I thought it was better because I think that many good people saw the absurd things that occurred in the company and from that moment on they started to see the light at the end of the tunnel and saw improvements coming slowly. (...) Then, a guy that worked there for a long time came and sat there next to me; other older guys came like this and such. They were disgusted. Whoever lost the benefits was disgusted.”)

The assessment exemplified above also is influenced by how happy the person is at the moment of the evaluation (i.e., his/her current Happy Level based on the other antecedents influencing it). The current Happy Level acts as a modifier or multiplier that changes the antecedents’ magnitude and even its direction.

If a person is experiencing a happy Work Experience, positive antecedents are reinforced and become even more positive. However, if a person is experiencing a negative

Work Experience, the same positive antecedent may have no or little effect on the person's Happiness at Work. One example is the HR motivational initiatives. Erico received a mug with his picture imprinted on it from the company as an Easter gift. He loved it so much that he mentioned it as an example of HR initiatives that enhance Happiness at Work. This experience took place during the work experience that he liked the most. When asked how he would feel if the same gift was received in the work experience that he identified as the worst one, he said that it would not make any difference.

“Entrevistado: Algumas pequenas ações que eu vejo que o RH faz, na [nome da melhor empresa] eu vejo que dá certo, mas nas outras empresas, sinceramente, nas outras empresas eu acho que são desperdício de tempo e dinheiro. São coisas bobas, parece supérfluo, mas por exemplo, hoje, hoje eu cheguei na minha mesa, foi surpresa, que o RH gosta de fazer surpresa, cheguei na minha mesa e tinha uma caneca com o meu nome e uma foto minha atrás (...). Adorei! (...) É uma coisa boba, mas...”

Entrevistador: (...) se você recebesse um presente desse na [nome da pior empresa], você acha que... (...)

Entrevistado: Sim, sim, certamente, porque se tem um ambiente muito ruim, todo o resto vai ser ruim, você vai achar um problema em qualquer coisa, vai achar que a foto não tá boa (...), particularmente, todas as ações que eu já participei, dinâmica de equipe, de grupo, já participei de muitas, nossa, pra mim ali é perda de tempo, desperdício.” (Erico)

“Interviewee: Some small actions that I see that HR does, in [name of the best company] I see that it works, but in other companies, honestly, in other companies, I think they are a waste of time and money. These are silly things, it seems superfluous; but, for example, today, today I arrived at my desk; it was a surprise, that HR likes to surprise us, I arrived at my desk, and there was a mug with my name on it and my picture on the back (. ..). I loved it! (...) It's a silly thing, but...”

Interviewer: (...) if you received a gift like this from [name of the worst company], do you think ... (...)

Interviewee: Yes, certainly, because if you have a very bad environment, everything else will be bad, you will find a problem in anything; you will think that the photo is not good (...), particularly, all actions I've already participated in, team dynamics, group dynamics, I've participated in many, for me they are a waste of time.”)

On the other hand, if a person is experiencing a happy Work Experience, a negative antecedent might not bother him/her. However, if a person is experiencing a negative work experience, negative antecedents, such as working on weekends, might bother him/her even more. Katia used to work every weekend and during holidays in the second company, a large hotel: however, since she loved the organization and the work, she never felt upset about it.

“dessa vida toda que eu tive durante vários anos, praticamente 15 anos, trabalhando sábado, domingo, Réveillon, Carnaval, feriado. Feliz da vida. (...) Eu trabalhava ou de 7 as 15, ou 15 a 23. Quando era de 7 as 15, ele tava com os dois [filhos], mas quando eu chegava em casa, eram dois anos de diferença, ele me dava os dois empacotados, “toma aqui que eu vou jogar pelada agora”. E aí eu tava morta, mas eu ficava com eles. Ou eu trabalhava de 15 a 23, que de manhã eu ficava em casa com eles e 15 horas ‘bye bye’, sábado, domingo, ia trabalhar. Isso vários anos da vida. (...) Isso cansou, mas assim, isso tudo foi porque eu amava muito, se eu não amasse tanto, você não aguenta, você não aguenta.” (Katia)

“Of this whole life that I had for several years, practically 15 years, working Saturday, Sunday, New Year's Eve, during Carnival, during holidays, always happy. (...) I worked either from 7 am to 3 pm, or from 3 pm to 11 pm. When it was from 7 am to 3 pm, he [her husband] was with both [children]; but, when I got home, they had two years of difference in age, he gave me the two, ‘here they are, I am going to play soccer now.’ And, then, I was very tired; but, I was with them. Or, I worked from 3 pm to 11 pm, and, in the morning, I stayed at home with them, and then, at 3 pm, I said, ‘bye bye’, Saturday, Sunday, I went to work. That way, several years of my life. (...) I got tired; but, it was all because I loved it so much. If I didn't love it so much, you can't take it, you can't take it.”)

Inacio did not enjoy working in Financial Controlling due to the nature of its activities. In his third work experience, he did not like the company either; it was his worst work experience. Therefore, having to work hard in this situation bothered him more than in other periods of his professional life.

“Entrevistado: Então você acabava tendo (...) reuniões emergenciais que no final, elas eram porque alguém queria uma resposta e achava que assim oh [estalar de dedos]. Cansava de ter saídas as sextas-feiras em que ‘olha, segunda-feira de manhã tem reunião’ e pra que você soubesse de sexta pra segunda você tinha que trabalhar sábado e domingo pra montar o que você tinha que montar, eu cheguei a trabalhar na antevéspera de Natal pra fechar certos números ou certas informações. Então eu acho que essa responsabilidade quando é necessário ok, mas ela tem um limite, sabe? (...) Quando você começa a olhar o trabalho como um fardo, isso não é bom. (...) Entrevistador: E você sentiu isso só lá? Entrevistado: Só. De verdade, só.” (Inacio)

“Interviewee: So, you ended up having (...) emergency meetings that in the end, they were because someone wanted an answer and thought so oh [snap your fingers]. I was tired of leaving on Fridays when ‘look, Monday morning we have a meeting’ and to let you know from Friday to Monday you had to work Saturday and Sunday to put together what you had to put together; I got to work on Christmas Eve to close some numbers or specific information. So, I think that this responsibility when it is necessary, it's ok, but it has a limit, you know? (...) When you start looking at work as a burden, that is not a good thing. (...) Interviewer: And, did you feel it only there? Interviewee: Only. Really, only.”)

“Eu nunca tive problema com essas coisas, até pela batida que você viu lá atrás de estágio e trabalho a noite, etc, eu nunca me importei com isso.” (Inacio)

“I never had a problem with these things, even because of the pace I had back then in the internship and working at night, etc., I never cared about that.”)

Other antecedents are assessed only based on subjective criteria; there is not a formal HR policy or evidence, just the individual's perception and judgment (e.g., *Recognition, Learning, and Relationships with Colleagues*).

4.4.2.2. Antecedents' impact on Happiness at Work

According to the proposed conceptual model that guides the present study (refer to Figure 9 and Figure 10), the more positive the antecedents, the happier at work people are. Some antecedents are more positive when there is more of them, such as in the case of *Compensation* and *Physical Conditions*. Although it has been established that happiness does not increase at the same pace at income levels higher than a specific value (Kahneman & Deaton, 2010), it does not decrease either. Nobody becomes unhappy because s/he is earning more or is provided with a more beautiful or comfortable office space.

On the other hand, although it may seem counterintuitive, some antecedents could make people unhappy when there is too much or too little of them, following a u-inverted curve shape. Examples of this type of antecedent are *Workload*, *Autonomy*, and *Resources*. Working long hours or working on the weekends or over the holidays (high *Workload*) for long periods tends to make people unhappy and stressed. On the other hand, having too little work to do can be bothersome for those who are ambitious regarding their jobs or careers.

Carolina had a negative experience in both worlds (i.e., having too much work and having too little work). In the first Call Center she implemented, Carolina worked so hard that she fell ill. She could not finish her studies, which made her upset and leave the company.

“Por que eu quis sair, Gisela? Porque nesse período, eu estudava. Foi aí que pesou para mim. Minha faculdade, eu não conseguia terminar a faculdade. Eu trancava a faculdade, eu fazia um semestre e trancava o outro, fazia um semestre e trancava o outro. Porque assim, era insano. E aí, quando eu peguei o call center, ficou mais insano ainda porque assim, tudo era nas minhas mãos. Tudo comigo e eu não conseguia. Foi a época que eu fiquei mais magra na vida, eu não tinha saúde, eu fiquei sem saúde. Eu desmaiei no call center, eu desmaiei na operação. No dia que eu desmaiei, que eu já tinha ido no médico, aquele atendimento que tem, enfermarias que tem em empresas, ne? Eu fui lá e ele falou: ‘olha, você tem que decidir o que você vai fazer da sua vida. Você está sem saúde’.” (Carolina)

“‘Why did I want to leave, Gisela? Because, in that period, I studied. That's when it was difficult for me. My college, I couldn't finish college. I stopped college; I did one semester and stopped the other, did a semester, and stopped the other. Because then, it was insane. And, then, when I got the call center, it was even more insane because everything was in my hands. Everything was with me and I couldn't. It was the time that I became thinner in my life; I was not healthy; I had no health. I passed out in the call center; I passed out in the call center room. On the day I passed out, the day that I had already gone to the doctor, that service that you have in companies, right? I went there, and he said: 'look, you have to decide what you are going to do with your life. You have no health.'”

However, when the third firm she worked for was acquired, and there was a lot of confusion, the workload was so low that she realized that not having work could be just as bad as having too much work, at least in her case.

“Entrevistado: Eu falava: ‘J. [nome do gestor], eu tô aqui para...?’ (...) E até o J. bateu muito porque a gente estava ocioso. (...) Parados, sem saber o que fazer da vida.
Entrevistador: E se você tiver que comparar o período que você estava trabalhando que nem uma desesperada na [nome da empresa citada anteriormente]?”

Entrevistado: Preferia. Porque assim, o dia não passa, né, Gisela? Você fica em um lugar, e fala ‘gente, socorro’. (...) Dá sono. Desperdício de tempo, você poderia estar fazendo outra coisa, mas não, tá ali sentada esperando alguma coisa acontecer na vida.” (Carolina)

“Interviewee: I said: ‘J., [name of manager], I’m here to...?’ (...) And even J. fought a lot because we were idle. (...) Standing still, not knowing what to do with life.

Interviewer: What if you were to compare with the period that you were working desperately in the previous company?

Interviewee: I would prefer it. Because, then, the day doesn't pass, right, Gisela? You stay in one place, and, say ‘people, help’. (...) You feel sleepy. It’s a waste of time; you could be doing something else. But, no, you're sitting there waiting for something to happen in life.”)

As mentioned previously, Ana enjoyed having a high level of autonomy at work since she was very young, even in situations where employees tend to require more supervision. However, in her seventh work experience, having already been a senior manager, she resented having too much autonomy. There were no clear rules on when to approve projects. Therefore, she had to decide what to do by herself. Sometimes, she said “no” to those above her, bringing some conflicts.

“Porque, na prática, eu tinha autonomia demais, e isso o que eu vejo. O meu ok valia mais que o ok do diretor da unidade de negócio. (...) Isso me incomodava porque eu tinha que dar não para muito diretor. Aquilo, acabava me gerando uma situação de estresse, quer dizer, aquilo poderia ser feito em termos de processo ou eventualmente, meu diretor assumir isso. Mas, eu acho que, propositalmente, ele me dava essa autonomia, que aí era eu que dizia o não. Então, aquilo, me gerava uma carga de estresse muito grande. (...) Então, a autonomia, em alguns casos, ela pode não gerar bons resultados.” (Ana)

“Because, in practice, I had too much autonomy, and that's what I see. My ok was worth more than the ok of the business unit director. (...) It bothered me because I had to say no to many directors. That ended up creating a stressful situation for me, that is, it could have had a procedure or eventually, my director would assume it. But, I think, on purpose, she gave me this autonomy, which was when I said no. So, that caused me a lot of stress. (...) So, in some cases, autonomy may not generate good results.”)

Lack of resources can make people feel frustrated or feel overloaded frequently. However, resources in excess can also pose a problem, as it was the case during the last Work Experiences of Danilo and Fernanda, respectively, as provided below.

“A [nome da empresa] tem operado com menos recursos por causa, teve a crise econômica, que certamente afetou a gente e tal (...) Então, assim e difícil gerar negócio. Eu tenho um esforço ali hercúleo no dia a dia para gerar negócio e é difícil.” (Danilo)

“[Company name] has been operating with fewer resources because of the economic crisis, which certainly affected us and such (...) So, it is difficult to generate business. I make a huge effort there every day to generate business and it is difficult.”)

“E foi exatamente assim, porque não tinha desafios aqui. Quando tem muito dinheiro você não tem desafio sabe” (Fernanda)

“And, it was exactly like that because there were no challenges here. When there is a lot of money you have no challenge, you know.”)

4.4.2.3. Antecedents' effects variation over time

Since the present study has a longitudinal perspective on the individual's work life, it was possible to explore how the antecedents' effects varied over time. These effects may have different magnitudes and durations. Some observed antecedents had a decreasing influence on Happiness at Work, creating an attrition effect. Their effects were less strong over time due to the concepts of Set Point (Lykken & Tellegen, 1996), Happiness Thermostat, Steersman, Emotional Osmosis, Habituation (Seligman, 2002) and Focusing Illusion (Kahneman, 2011). The decreasing effect was usually present in positive antecedents.

A promotion or an increase in compensation usually has a short-term effect. For example, right after Danilo was promoted to a manager position in the third company, he became dissatisfied and started looking for another position.

“Entrevistador: E então você tava com a vida pessoal bem resolvida, tava ganhando bem, numa empresa legal, tinha acabado de ser promovido e mesmo assim tinha alguma coisa que te movia?”

Entrevistado: Tinha alguma coisa que me movia, exatamente. (...) Eu tava insatisfeito.” (Danilo)

“Interviewer: So, your personal life was well balanced; you were earning well in a nice company. You had just been promoted and yet there was something that moved you?”

Interviewee: There was something that moved me, exactly. (...) I was dissatisfied.”)

Other antecedents had an increasing influence on Happiness at Work, similar to a water tank. When the stimulus began, there was a small effect; however, over time, it keeps accumulating, and, at a specific point in time, in a sense, the water tank overflows. The increasing effect was usually present in negative antecedents. For example, in his second, third, and fourth Work Experience, Gabriel had a very high intense workload in the consulting firm he worked at. However, at the beginning of this challenging period, he was not so unhappy. He thought that other antecedents could counterbalance the strenuous work. Over time, with the accumulation of the high workload, Gabriel became so stressed that he cried at work when he was told that he could not get a weekend off, which led to his decision to leave the company.

“foi, era uma sexta-feira, véspera de feriado, acho que segunda era feriado e eu vinha trabalhando todo final de semana direto também, e aquele final de semana eu tinha me programado de viajar e já tinha negociado (...), e daí o (...) o sócio da [nome da empresa] na época ligou (...) e falou para os (...) gerentes, que era para eu (...) levar um colchão porque era para eu passar o final de semana lá, eu não teria o direito de sair lá de dentro até resolvesse o que estava acontecendo. Nesse dia eu estressei, eu

estressei num ponto que eu virei e falei: ‘não vou!’ e daí eles falaram: ‘como não vai?’, ‘não vou, o meu cargo está à disposição’, e então eles me chamaram em uma sala e eu comecei a chorar, simplesmente a chorar porque pra mim tinha dado, eu já tava no meu limite” (Gabriel)

“It was, it was a Friday, a holiday eve. I think that Monday was a holiday and I had been working all weekend straight, too, and, I had scheduled travel for that weekend and had already negotiated (...), and then (...) the partner of [name of company] at the time called (...) and told the (...) managers, it was for me (...) to bring a mattress because I was supposed to spend the weekend there. I wouldn’t have the right to leave there until I solved the problem. That day, I burned out. I was stressed at a point that I turned and said: ‘I am not going!’ And, then, they said: ‘How are you not going to do it?’ ‘I’m not going; I quit’, and, then they called me in a room, and I started to cry, simply to cry because for me it was enough; I was already at my limit.”)

Antecedents also had a “latent” influence on Happiness at Work. The antecedent was there; however, its effects did not manifest until an external stimulus appeared. The external stimulus was usually the emergence or withdrawal of another antecedent. The “latent” effect occurred in both positive and negative antecedents. For example, in the case of the antecedent Organizational values, people do not usually think about the organization's values daily. However, when something goes wrong at work, thinking about the organization’s values can make a difference. That is what used to happen with Helena. Whenever she faced situations she did not like in the same company she worked at for twenty years, she remembered the organizational values, which counterbalanced the negative antecedents.

“Entrevistador: E nunca pensou assim: ‘Pô, to de saco cheio, quero trabalhar em outra empresa’. Chegou a passar pela sua cabeça em algum momento?

Entrevistado: Com certeza em alguns momentos sim.(...) E, mas assim, mas que eu tenha chegado a ação efetivamente. (...) E aí tem muitas coisas envolvidas nisso, né? (...) Eu acho que principalmente são os princípios, é uma empresa com muitos princípios. Eu acho assim, é uma empresa coerente” (Helena)

“Interviewer: And you never thought like this: ‘Gee, I’m done, I want to work in another company.’ Did it ever cross your mind?

Interviewee: Certainly, in certain moments, yes. (...) And, but so, but that I acted effectively. (...) And, there are many things involved, right? (...) I think that mainly it’s the principles; it is a company with many principles. I think so; it is a coherent company.”)

Some antecedents did not have increasing, decreasing, or “latent” effects. They tended to stay constant over time. For example, regarding the nature of the tasks people perform and the company’s localization, Leonardo does not like routine and repetitive tasks. That is why he loves to work in IT Infrastructure and managed to stay so long in the same company.

“Eu não nasci pra ter rotina, talvez por isso eu tenha ficado em infraestruturas, porque na infra não tem, não existe rotina. O que roda hoje perfeitamente bem, daqui a 1 hora pode dar problema. Isso é você monitorando e isso é você olhando, fazendo os seus check list e pode vir a dar um problema, isso é só um exemplo, então, eu amo essa área que eu faço, tenho paixão mesmo.” (Leonardo)

“I wasn't born to have a routine; maybe that's why I stayed in infrastructure because in infrastructure there isn't, there is no routine. What runs perfectly well today, in 1 hour can be a problem. This is you monitoring, and this is you looking, making your check lists and it may be a problem. This is just an example; so, I love this area that I work at; I really have passion.”)

Katia was very upset about spending two and a half hours per day in traffic, and this was one of the reasons she left the fifth company she worked for.

“Até porque lá tinha uma coisa que me incomodava muito, que foi um dos fatores de demissão, morar em Botafogo e ir pra lá todo dia, você sabe o que que é isso? Uma hora pra ir, uma hora e meia pra voltar, quando eu sempre fui (...) em 10 minutos.”
(Katia)

“Because there was something that bothered me a lot, which was one of the factors why I quit, living in Botafogo and going there every day. Do you know what that is? One hour to go, one hour and a half to return when I have always commuted (...) in 10 minutes.”)

5 CONCLUSIONS

5.1. CONTRIBUTIONS AND IMPLICATIONS

Despite the long term and growing interest of individuals, organizations, and scholars on Happiness at Work, the last century of research on the topic could not provide definitive and convergent conclusions. The present study aimed to step back and provide a broad and comprehensive view on the topic, focusing on antecedents of happiness at work, by answering the question, “WHAT MAKES INDIVIDUALS MORE OR LESS HAPPY AT WORK IN ORGANIZATIONS?”

The present research has taken a broad, exploratory approach, utilizing, as its conceptual basis, a large set of theoretical knowledge on Happiness at Work from different fields. The data collected from middle managers’ work-life narratives was broken down into Work Experience, which was the unit of analysis in this study. To design the current research, a more specific question was then formulated: “FROM THE MIDDLE MANAGERS’ POINT OF VIEW, HOW DO ANTECEDENT FACTORS IMPACT A PERSON’S POSITIVE AND NEGATIVE WORK EXPERIENCES?”

The data collected was then scrutinized through traditional coding processes, which allowed qualitative and quantitative analyses in the aggregate, within-person, and between-person levels. These analyses led to five findings regarding what makes individuals more or less happy at work.

Employees are likely to be happier at work when they know themselves well and can get jobs in organizations that fit who they are, how they work, what they are good at, and what they need. In contrast, employees who do not know themselves well and who work in positions or companies that do not fit them are likely to be unhappier.

However, knowing a person’s self is harder than it seems. Students’ preparation to go into work-life is usually done through the learning of skills and abilities to match what are believed to be the organizations and job demands. Little or no time is devoted to helping them to really know themselves and find a more suitable position. This fact is true in schools, universities, and even in parents’ education. The focus is outside, not inside. One possible reason for this misleading is that the goal is not to be happy but to be successful in terms of compensation and status.

If the goal is to be happy at work, knowing oneself can allow for a better assessment of the antecedents that are related to the current or a prospective position. One can prioritize the antecedents by relevance given what one values and how much and observe whether these antecedents are positive or negative. According to interviewees' mentions, the Direct Supervisor is the antecedent that has the most significant influence on one's Happiness at Work. At the same time, the Relationship with Colleagues and the Organizational Climate are the ones that differentiate good and bad work experiences from one another the most. Thus, they deserve more attention from organizations.

The results of this study indicate the importance of individual-related antecedents to Happiness at Work, reducing the role, the acting power, and even the burden of organizations, but not their responsibility.

Organizations can assist their employees in becoming happier at work by acquiring relevant knowledge on their employees so that they can adjust antecedents to happiness at work that would fit them, whenever it is possible to do so. "One size fits all solutions" will hardly work for everyone and could be a waste of resources. The information on individual characteristics could be collected through the HR department, even during the recruiting process. Nevertheless, the best way to acquire further knowledge of the employees and keep the information updated is through their direct supervisors. This assignment reinforces the key role they play in enhancing Happiness at Work.

Although direct supervisor, relationship with colleagues, and organizational climate are crucial to one's Happiness at Work, the combined effect of all antecedents has an even stronger influence. They can counterbalance or reinforce each other, making their effects different than if they were in another context.

The conclusion about the combined effect of antecedents leads to a need to modify the conceptual model used in this study and presented previously in Figure 9. The new version of the conceptual model is presented in Figure 54, which indicates the influence of combinations of antecedents, rather than separate antecedents, on Happiness at Work combinations

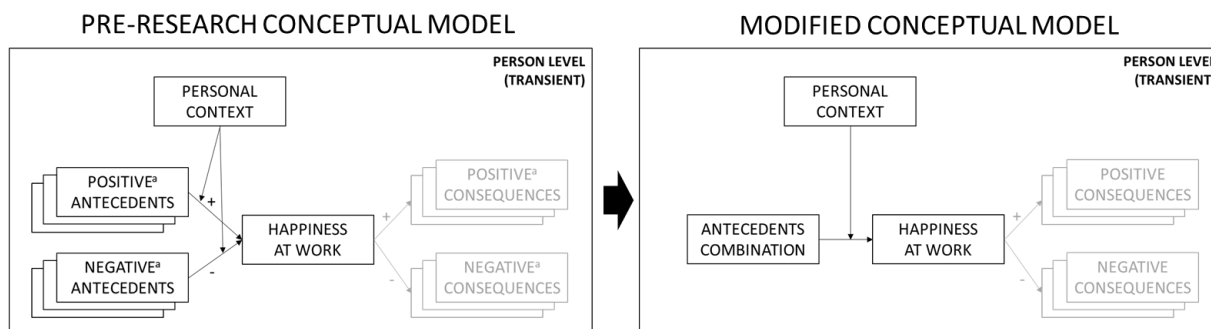


Figure 54 – Modified conceptual model

The considerable impact of antecedents' combination is probably the most relevant finding of this study since it was not found literature referring to this effect.

Besides the results obtained, the present research brought **theoretical** and **methodological** contributions.

From a **theoretical** point of view, the thorough analysis of the existing literature brought a wide-scope view of current knowledge on the topic. The many antecedents were conceptually grouped into an Integrated Perspective frame (Sender & Fleck, 2017). This frame linked the psychological state derived from the antecedents to potential behaviors with consequences to organizations. These consequences, then, were better examined through the compilation of studies on the *happy-productive worker thesis*, the different constructs used, and results achieved from those studies. These differences in constructs are also seen in the compilation and organization of representative questionnaires that operationalize happiness-related constructs. The proposed organization helps to select which instrument to use in each situation, reducing divergences around how to measure Happiness at Work.

Given the shortcomings identified in measuring Happiness at Work, this study has proposed the Happy Level indicator that draws on the qualitative data collection and includes the various aspects mentioned by interviewees. Thus, the proposed Happy Level indicator to measure Happiness at Work through narratives constitutes a first **methodological** contribution to the literature on Happiness at Work. The examination of the representative instruments in section 2.4 shows various disadvantages that lead to a demand for new methods of measurement. Since Happiness at Work is an extensive and complex phenomenon, it is recommendable to have a broader collection of data (e.g., a narrative) as the basis for measurement, because it does not limit the scope of themes being assessed.

Also from a **methodological** point of view, the adaptation of the narrative analysis method by breaking down the narratives into smaller units of analysis (called Work Experiences) allowed for a more systematic analysis of variations throughout the interviewee's

work life. Besides enriching and increasing the volume of available data, it also gave a longitudinal character to the research. In addition, this breakdown permitted the application of quantitative methods, such as the Decision Tree, to data collected through traditionally qualitative methods. Although still not statistically generalizable, these analyses helped support reaching conclusions in a more structured way.

A third **methodological** contribution of the present study comes from the choice to conduct a research based on the individual's perspective instead of the organization's perspective. This perspective allowed the recognition of the role of the former as protagonists of their own Happiness at Work.

Given the conclusions and contributions described above, one may suggest some implications for **individuals, organizations, and academia**.

Individuals have the primary responsibility and acting power over their own Happiness at Work. They should focus on getting to know themselves well as much as, if not more than, focusing on acquiring skills and competencies. Then, they should assess work situations and opportunities comparing to what is important for themselves and not what common sense says is good, choosing the ones with antecedents that lead to the best Fit or adapting these antecedents to achieve the best Fit. Individuals should also let the company (i.e., direct supervisor, HR department) know what their needs and preferences are so that the organization can take action to adjust the antecedents that show some gap, whenever possible.

Assuming that **organizations** would want to contribute to the happiness of their workforce, they should encourage direct supervisors to get to know their team members better to the extent that team members allow them. Companies should also have institutional means to collect information, with confidentiality, to use it to make decisions on employee-related matters. Although some initiatives may cause an overall positive impact (e.g., gifts on special dates, early releases on Fridays), the expected effects may not result due to the neutralizing action of other factors and, more importantly, of each individual's needs. Therefore, whenever legally, operationally, and financially possible, "one size fits all" initiatives should be avoided giving place to more specific and customized initiatives. In this way, organizations can avoid costs and wasting resources in initiatives that won't necessarily help to increase Happiness at Work nor improve organizational outcomes.

Regarding **scientific research**, the comprehensive, qualitative nature of this study has brought up different points of view regarding the Happiness at Work topic, such as the combined effect and the behavior of antecedents regarding assessment, impact, and variation

over time. Moreover, the findings can be used as a basis for new studies, including quantitative and more focused ones, which may produce statistically generalized knowledge on the topic.

5.2. LIMITATIONS AND FUTURE STUDIES

Despite the contributions and implications described above, the present study has some limitations. The first limitation is related to the data collection. As stated before, the number of interviews to gather the work experience data was defined based on the concept of saturation. It means that the researcher decided to stop collecting data when she noticed that the situations described by the middle managers interviewed were very similar to one another, bringing no additional information that could lead to new findings. Except for Gabriel, all interviewees were from Rio de Janeiro. Although some of them worked in other cities, Rio de Janeiro is where they were raised and where they spent most of their working lives. People from other cities and countries could bring different issues due to regional and/or cultural aspects.

A second limitation is related to the coding process that generates the information that serves as input to the Happy Level calculation. The classification into positive and negative work experiences, antecedents, perceptions, and consequences was done manually and only by the researcher. Although the coding was performed in two cycles and thoroughly reviewed three times, there is still room for biases or minor mistakes due to the processing of a high volume of information.

Finally, the analyses based on aggregate level quantitative data were derived from qualitative data should be regarded with caution, and only in a qualitative manner, applied for this specific group. By their very nature, these analyses may lead to theoretical generalization, rather than statistical generalization.

All these limitations could be addressed in future studies. In order to address the first limitation, the present study could be expanded to other locations, exploring potential regional/cultural differences and reaching a group of companies that are not present in Rio de Janeiro. Expanding the study will demand much work on codification, which could be fulfilled by automated Sentiment Analysis, especially if the data collection is in English. The emergence and fast evolution of technologies and techniques as Artificial Intelligence, Machine Learning, Natural Language Processing, and Sentiment Analysis allow the proposed indicator (HL) and method to be a scalable solution. The scalability could be achieved because it will no longer require manual coding, which must address the second limitation: diminishing possible errors in future similar studies. With the coding process automation, it is possible to expand the

research enough to obtain a higher volume of data that could support statistical analysis, addressing the third limitation.

Besides the expansion of the current study using Artificial Intelligence to aid the process of data analysis, other avenues could and should be explored. The five findings presented in this study should be transformed into testable propositions and be empirically tested in groups of individuals monitored for a period. This study could help adjust and detail the propositions, leading to a more practical application of this knowledge.

The observed nature of antecedents could also be explored, detailing each pattern and quantifying the impact and refining variation criteria types. An analogy with physical vector forces could also be explored.

Still on Happiness at Work research but expanding the scope beyond the one of this study, there is a large amount of information collected during the interviews and coded that can be explored further in future studies. For example, a more detailed comparison between different individuals' Work Experiences in the same organization could bring additional insights into organizational practices and contextual differences. It might be possible even to calculate an organizational Happy Level. This line of research could help us understand external influences (e.g., sector/industry, macroeconomics, company type such as large/medium/small, public/private, or established/startup) on Happiness at Work.

Finally, there is a whole avenue of research related to the consequences of Happiness at Work that should be explored. Although it was not the direct focus of this study, it was impossible not to approach it. The literature review related to this topic and the mentions in narratives provided information that can be used as the first step of an exploratory study of the consequences of happiness at work, following the same methodology used in the present study. Such exploratory work can also include a new way of calculating individual Happy Level.

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APPENDIX 1

Table 37 - Persons and Interviews

Pseudonym	Interview			Persons' Data			Collected Data		
	Date mm-dd-yy	Location	Duration h:mm	Bachelor's degree	Age	Gender	Main Area	Number of Work Experiences	Number of Organizations
Ana	02-20-18	Workplace	1:37	Mechanical Engineering	43	F	Products	13	7
Bernardo	03-02-18	Interviewer	2:14	Computing Engineering	43	M	Internet	14	11
Carolina	03-28-18	Workplace	3:13	Law	38	F	<i>Customer Service</i>	14	6
Danilo	03-28-18	Interviewer	1:34	Metallurgical Engineering	48	M	Finance	16	6
Erico	03-29-18	Public Place	1:50	Business Administration	38	M	Finance	11	8
Fernanda	04-03-18	Workplace	1:46	Business Administration	39	F	HR	9	5
Gabriel	04-05-18	Public Place	1:42	Production Engineering	41	M	IT	13	5
Helena	04-10-18	Workplace	1:44	Production Engineering	46	M	Various	9	2
Inacio	04-10-18	Residence	1:34	Production Engineering	45	F	Various	9	7
Joana	04-11-18	Residence	2:48	Production Engineering	38	F	Internet	9	7
Katia	04-17-18	Workplace	0:52	Hospitality	55	F	Customer Service	16	6
Leonardo	05-17-18	Public Place	2:01	IT	41	M	IT	2	2
Mario	10-02-18	Interviewer	1:30	Production Engineering	44	M	Supply Chain	13	4
Nilton	11-09-18	Workplace	2:06	Economics	46	M	Products	12	6
Olivia	11-16-18	Residence	2:05	Production Engineering	38	F	Planning	14	4
Pedro	12-03-18	Workplace	2:03	Economics	38	M	Various	5	5

APPENDIX 2

Table 38 - Organizations

#	Name	Industry	Origin/Size	Number of Work Experiences	Number of Persons
1	Accenture	Consulting	USA	18	5
2	Ambient Air	Retail	Family Business	1	1
3	BNDES	Financial Services	State-owned	1	1
4	Brasil Cap	Financial Services	Brazil Large	4	1
5	Brasil Telecom	Telecom	Brazil Large	1	1
6	Carvalho Hosken	Construction/Real State	Family Business	4	2
7	CEL/Ilos	Consulting	Brazil Small-Medium	2	1
8	Casa e Video	Retail	Brazil Large	3	2
9	CIPA	Construction/Real State	Family Business	3	1
10	Citibank	Financial Services	USA	2	1
11	Coca-cola	Consumer Goods	USA	3	2
12	Contax	Telecom	Brazil Large	8	4
13	Descomplica	Education	Brazil Small-Medium	1	1
14	Embratel	Telecom	Brazil Large	2	2
15	Estacio	Education	Brazil Large	12	5
16	Everis	Consulting	Europe	1	1
17	ExxonMobil	Oil & Gas	USA	2	1
18	FICAP (Nexant)	Manufacturing	LATAM	2	1
19	FINEP	Financial Services	State-owned	5	1
20	Fresenius	Healthcare/Pharma	USA	1	1
21	O Globo	Media & Entertainment	Brazil Large	2	1
22	IBMEC	Education	Brazil Large	1	1
23	Intelig	Telecom	Europe	2	1
24	Itaú	Financial Services	Brazil Large	1	1
25	K2 Consultoria	Consulting	Brazil Small-Medium	2	2
26	Lachmann	Supply Chain	Brazil Small-Medium	1	1
27	Log-in Logistica	Supply Chain	Brazil Large	2	1
28	Loreal	Consumer Goods	Europe	1	1
29	Luxor Continental	Hospitality	Brazil Large	1	1
30	Macroplan	Consulting	Brazil Small-Medium	1	1
31	Le Meridien	Hospitality	Europe	1	1
32	Merck	Healthcare/Pharma	USA	5	1
33	Michelin	Manufacturing	Europe	8	1
34	Modulo	Consulting	Brazil Small-Medium	1	1
35	Oi Telecom	Telecom	Brazil Large	14	7
36	Rede Othon	Hospitality	Brazil Large	6	1
37	Petrobras	Oil & Gas	State-owned	1	1
38	POP Marketing	Consulting	Brazil Small-Medium	3	3
39	Profarma	Healthcare/Pharma	Brazil Large	1	1
40	Radio Globo	Media & Entertainment	Brazil Large	1	1

41	Santander	Financial Services	Europe	3	1
42	Reader's Digest	Media & Entertainment	USA	1	1
43	Sofitel	Hospitality	Europe	1	1
44	Som Livre	Media & Entertainment	Brazil Large	2	1
45	Subsea 7	Oil & Gas	Europe	1	1
46	TIM	Telecom	Europe	4	2
47	TVB	Telecom	Brazil Small-Medium	1	1
48	TV Globo	Media & Entertainment	Brazil Large	1	1
49	Vale	Manufacturing	Brazil Large	6	2
50	VICOM	Telecom	Brazil Small-Medium	1	1
51	Vivo	Telecom	Europe	11	2
52	Volkswagen	Manufacturing	Europe	2	1
53	World Fuel Services	Oil & Gas	USA	2	1

Note: All multinational companies (i.e., not Brazilian) are considered large

APPENDIX 3

Table 39 - Perceptions Codebook (in Portuguese)

Negative Terms ^a	Modifier ^b "NO"	Positive Terms ^a	Modifier ^b "NO"
Agradável	X	adorar	
Alegria	X	agradável	
Amar	X	alimentar	
Angústia		amar	
Árduo		ápice	
Arrasado		bacana	
Aterrorizante		bem	
Bacana	X	bom	
Bizarro		confortável	
Bom	X	curtir	
Caos		desmotivante	X
Chateado		divertido	
Chato		divisor de águas	
Choque		empolgado	
Chorar		energia boa	
Complicado		excelente	
conflito meu		excepcional	
Constrangimento		fantástico	
Curtir	X	fazer "tum"	
Decepção		felicidade	
Depressão		ganhar muito com isso	
Desastroso		glória	
Desconforto		gostar	
Descontentamento		gostoso	
Desgaste		incômodo	X
Difícil		incrível	
Dor		interessante	
Esquisito		legal	
Estranho		maneiro	
Estresse		maravilhoso	
Felicidade	X	máximo	
ficar para morrer		melhor	
Frustração		motivante	
Funcionar	X	mover	
Gostar	X	ótimo	
Horrível		paixão	
Horroroso		perfeito	
Incômodo		pleno	
Inferno		positivo	
Irritação		prazer	
Legal	X	querer	
Mal		realização	
Odiar		ruim	X

para baixo		satisfação	X
Penar		sentir-se à vontade	
Pesado		show	
Péssimo		tranquilo	
Pior		trocar	
Prazer	X	vôo de cruzeiro	
Puto			
Querer	X		
Rancor			
Reclamar			
Ruim			
Sacrifício			
satisfação	X		
sentir falta			
sentir muito			
sentir-se à vontade	X		
sentir-se em casa	X		
sentir-se perdido			
sobreviver			
socorro			
sofrer			
suportar	X		
tenso			
ter saco	X		
terrível			
tirar o sono			
triste			
ver saída	X		

Note: (a) The terms in this list encompass their variations, as in the examples: desgaste = desgastado, desgastante, desgaste e desgastar // incômodo = incomodado, incomodar e incômodo. (b) The presence of the modifier “NO” indicates the antonym (e.g., “agradável” is a positive term, but “não agradável” is a negative term).

APPENDIX 4

Table 40 - Antecedents (Nodes and Sets)

Antecedents (SETS)	Impact	Micro-Antecedents (NODES)
Activity	Negative	Activities diversity - Bad
Activity	Negative	Dealing with not known subjects
Activity	Negative	Person-job Fit – Bad
Activity	Negative	Tasks above capacity
Activity	Negative	Tasks below capacity
Activity	Negative	Very complex tasks
Activity	Negative	Very operational tasks
Activity	Neutral	Operational work to ensure the implementation of an idea
Activity	Positive	Activities diversity - Good
Activity	Positive	Consulting work
Activity	Positive	Person-job Fit - Good
Activity	Positive	See the process end to end
Activity	Positive	Use prior knowledge
Activity	Positive	Work in the degree field
Autonomy	Negative	Excess of autonomy
Autonomy	Negative	Lack of autonomy - bad
Autonomy	Neutral	Lack of autonomy - neutral
Autonomy	Positive	To have autonomy
Be a supervisor	Negative	Feeling a bad manager
Be a supervisor	Negative	Problem with a person on the team
Be a supervisor	Negative	Having a not so good team
Be a supervisor	Neutral	Developing or recovering the team
Be a supervisor	Positive	Being concerned about people
Be a supervisor	Positive	Feeling fulfilled as a manager
Be a supervisor	Positive	Having a good team
Be a supervisor	Positive	Having the trust of the team
Be a supervisor	Positive	Middle management as something positive
Be a supervisor	Positive	Structuring the team's work
Challenge	Negative	Having too much challenge
Challenge	Negative	Not having challenges
Challenge	Positive	Having challenges, create a department from scratch
Challenge	Positive	Having challenges, get out of the comfort zone
Challenge	Positive	Having challenges, not have routine
Challenge	Positive	Not having challenges, being in a comfort zone
Company Stability	Negative	Bad company results - insecurity
Company Stability	Negative	Business continuity risk
Company Stability	Negative	Company selling risk
Company Stability	Negative	Company without clear goals
Company Stability	Negative	Having difficulty in working in a family business
Company Stability	Negative	Management takes bad decisions about the company
Company Stability	Neutral	Bad company results - security
Company Stability	Positive	Company with clear objectives

Company Stability	Positive	Good sector
Compensation	Negative	Having compensation increased - Bad
Compensation	Negative	Having low compensation
Compensation	Negative	Not having compensation increased
Compensation	Negative	Reducing pay when changing jobs
Compensation	Negative	Very differentiated benefits - Bad
Compensation	Neutral	Having compensation increased when changing jobs – Neutral
Compensation	Neutral	Neutral remuneration
Compensation	Positive	Do not delay payment of remuneration
Compensation	Positive	Having compensation increased - Good
Compensation	Positive	Having compensation increased when changing jobs - Good
Compensation	Positive	Having good benefits
Compensation	Positive	Having good compensation
Direct Supervisor	Negative	Having disagreements with the manager
Direct Supervisor	Negative	Lack of close supervision
Direct Supervisor	Negative	Manager did not see his/her work
Direct Supervisor	Negative	Manager hard to deal with
Direct Supervisor	Negative	Manager who does not make decisions
Direct Supervisor	Negative	Manager who does not understand
Direct Supervisor	Negative	Manager who does not help or hinder
Direct Supervisor	Negative	Manager who feels threatened by his work
Direct Supervisor	Negative	Manager who imposes a decision
Direct Supervisor	Negative	Manager who increases the pressure
Direct Supervisor	Negative	Manager who is afraid
Direct Supervisor	Negative	Manager who makes centralized decisions
Direct Supervisor	Negative	Manager with little knowledge or inexperienced
Direct Supervisor	Negative	Manager with no focus on people
Direct Supervisor	Negative	Non-political manager
Direct Supervisor	Negative	Not having or losing the manager's confidence
Direct Supervisor	Negative	Rude Manager
Direct Supervisor	Negative	Unstructured Manager
Direct Supervisor	Negative	Weak manager
Direct Supervisor	Neutral	Manager with pressure at acceptable levels
Direct Supervisor	Neutral	Overcome a bad image of the manager in the organization
Direct Supervisor	Neutral	Report to an ex-peer or an ex-subordinate
Direct Supervisor	Neutral	Rude manager, but not with him/her
Direct Supervisor	Positive	Good relationship with manager
Direct Supervisor	Positive	Manager transparent, with good communication
Direct Supervisor	Positive	Manager who deserves respect
Direct Supervisor	Positive	Manager who directs the work
Direct Supervisor	Positive	Manager who fights for things to happen
Direct Supervisor	Positive	Manager who helps to grow
Direct Supervisor	Positive	Manager with knowledge and experience
Direct Supervisor	Positive	Organized manager
Direct Supervisor	Positive	People-focused manager
Direct Supervisor	Positive	Polite, kind manager
Direct Supervisor	Positive	Political manager
Direct Supervisor	Positive	Pressure relieving manager

Direct Supervisor	Positive	Smart, brilliant manager
Direct Supervisor	Positive	Visionary, <i>avant-garde</i> manager
Growth/Career	Negative	Company or department status - Bad
Growth/Career	Negative	Fast career - Bad
Growth/Career	Negative	Good time to get a job
Growth/Career	Negative	Having responsibilities reduced
Growth/Career	Negative	Job status - Bad
Growth/Career	Negative	Looking for another job for growth
Growth/Career	Negative	Not being able to decline an offer within the company
Growth/Career	Negative	Not having an opportunity for growth
Growth/Career	Negative	Not wanting to change companies
Growth/Career	Negative	Reducing employability
Growth/Career	Negative	Slower career
Growth/Career	Negative	Taking on new responsibilities - bad
Growth/Career	Neutral	Job status - Neutral
Growth/Career	Positive	Bad time to get a job
Growth/Career	Positive	Career alignment with own goals
Growth/Career	Positive	Company or department status - Good
Growth/Career	Positive	Fast career - Good
Growth/Career	Positive	Have growth opportunities
Growth/Career	Positive	Improving employability
Growth/Career	Positive	Job status - Good
Growth/Career	Positive	Take on new responsibilities - good
Headquarters/Parent Company	Negative	Influence of headquarter or parent companies – Bad
Headquarters/Parent Company	Positive	Influence of headquarter or parent companies - Good
HR Policies	Negative	Bad HR policies
HR Policies	Negative	Cannot get a full-time job after an internship
HR Policies	Negative	Lack of alignment and communication
HR Policies	Negative	Management difficulties due to company policies
HR Policies	Negative	Mobility difficulties within the company
HR Policies	Negative	Non-transparent wage policy
HR Policies	Negative	Not having a performance appraisal
HR Policies	Negative	Offer things to prevent resignation
HR Policies	Negative	Too formal dress code
HR Policies	Negative	Unfair firing process
HR Policies	Negative	Unfair goals setting
HR Policies	Negative	Unfair performance appraisal
HR Policies	Negative	Very subjective performance appraisal
HR Policies	Neutral	Informal HR processes (off the records)
HR Policies	Positive	Company-provided training
HR Policies	Positive	Formal dress code being relaxed
HR Policies	Positive	Good HR policies
HR Policies	Positive	Having an objective performance appraisal
HR Policies	Positive	Having a bonus policy
HR Policies	Positive	Having clear goals
HR Policies	Positive	Having performance appraisal

HR Policies	Positive	HR processes formalization
Identification	Negative	Not having identification with company or product
Identification	Positive	Having identification with company or product
Inexperience	Negative	Lack of experience
Inexperience	Negative	Lack of maturity
Interface with other departments	Negative	Having contact with other departments - Bad
Interface with other departments	Positive	Having contact with other departments - Good
Learning	Negative	On the job learning - Bad
Learning	Positive	Becoming more mature
Learning	Positive	Learning
Learning	Positive	Learning to deal with people
Learning	Positive	On the job learning - Good
Luck	Positive	Getting lucky
Organizational Changes	Negative	Changes without continuity
Organizational Changes	Negative	Changing for the better in a wrong way
Organizational Changes	Negative	Changing the supervisor who hired him
Organizational Changes	Negative	Department and organizational structure changes
Organizational Changes	Negative	Moving to SP
Organizational Changes	Negative	Strategy changing
Organizational Changes	Negative	Supervisor changes
Organizational Changes	Positive	Change for the better
Organizational Changes	Positive	Changes due to privatization
Organizational Changes	Positive	Changes with continuity
Organizational Climate	Negative	Aggressive environment
Organizational Climate	Negative	Bad environment
Organizational Climate	Negative	Change in organizational climate for the worse
Organizational Climate	Negative	Competition and peer disagreements
Organizational Climate	Negative	Conflicts between departments – Bad
Organizational Climate	Negative	Hard to change the environment
Organizational Climate	Negative	Results influencing organizational climate - Bad
Organizational Climate	Neutral	Conflicts between departments - Neutral
Organizational Climate	Positive	Dynamic organizational climate
Organizational Climate	Positive	Good organizational climate
Organizational Climate	Positive	No competition with pairs
Organizational Climate	Positive	Results influencing organizational climate - good
Organizational Culture	Negative	Brazilian culture
Organizational Culture	Negative	Bureaucratic company - Bad
Organizational Culture	Negative	Cultural shock
Organizational Culture	Negative	Delay in changing culture
Organizational Culture	Negative	Deliverables and results more important than people
Organizational Culture	Negative	Feeling pressured
Organizational Culture	Negative	Gender bias
Organizational Culture	Negative	Not being allowed to make mistakes
Organizational Culture	Negative	Organizational culture change - Bad
Organizational Culture	Negative	Person-culture Fit - Bad
Organizational Culture	Negative	Resistance of former employees

Organizational Culture	Negative	Rudeness in relationships
Organizational Culture	Negative	Too much importance on relationship and politics
Organizational Culture	Negative	Very fast pace
Organizational Culture	Negative	Very hierarchical company
Organizational Culture	Negative	Very slow pace
Organizational Culture	Neutral	Italian culture
Organizational Culture	Positive	American culture
Organizational Culture	Positive	Being allowed to make mistakes
Organizational Culture	Positive	Bureaucratic company - Good
Organizational Culture	Positive	Company does not usually fire people
Organizational Culture	Positive	Compatible pace
Organizational Culture	Positive	Culture change - Good
Organizational Culture	Positive	Feeling less pressured
Organizational Culture	Positive	Foreign culture is less crazy
Organizational Culture	Positive	French culture
Organizational Culture	Positive	Innovative company
Organizational Culture	Positive	Not being afraid of being fired
Organizational Culture	Positive	Not bureaucratic company - Bad
Organizational Culture	Positive	Not too much importance on relationship and politics
Organizational Culture	Positive	Person-culture Fit - Good
Organizational Culture	Positive	Working in multicultural environments
Past Work Experiences	Negative	Having more identification with the previous manager
Past Work Experiences	Negative	Trauma of previous experiences
Past Work Experiences	Positive	Comparison effect with previous Work Experience
Physical Conditions	Negative	Bad safety conditions
Physical Conditions	Negative	Fear of being fired
Physical Conditions	Negative	Layoffs
Physical Conditions	Negative	Location - Bad
Physical Conditions	Negative	Not wanting to move from home city
Physical Conditions	Negative	People resigning
Physical Conditions	Negative	Physical conditions - Bad
Physical Conditions	Negative	Scope not defined
Physical Conditions	Negative	Unstructured company
Physical Conditions	Neutral	Location - Neutral
Physical Conditions	Neutral	Physical conditions - Neutral
Physical Conditions	Positive	Location - Good
Physical Conditions	Positive	Physical conditions - Good
Physical Conditions	Positive	Scope defined
Physical Conditions	Positive	Structured Company
Recognition	Negative	Feeling an outsider
Recognition	Negative	Lack of meritocracy
Recognition	Negative	Not feeling recognized
Recognition	Positive	Feeling recognized
Recognition	Positive	Gain manager confidence
Recognition	Positive	Getting promoted
Relationship with Colleagues	Negative	Disliking a teammate

Relationship with Colleagues	Negative	Not feeling welcome
Relationship with Colleagues	Negative	Not feeling part of a group
Relationship with Colleagues	Negative	Not having many friends at work
Relationship with Colleagues	Negative	Team split
Relationship with Colleagues	Negative	Weaker people
Relationship with Colleagues	Positive	Feeling part of a group
Relationship with Colleagues	Positive	Feeling part of a special group
Relationship with Colleagues	Positive	Feeling welcome
Relationship with Colleagues	Positive	Having a good relationship with colleagues and staff
Relationship with Colleagues	Positive	Having friends at work
Relationship with Colleagues	Positive	Person-group Fit – Good
Relationship with Colleagues	Positive	Smart and admirable people
Relationship with Colleagues	Positive	Working well with customers
Resources	Negative	Excess of resources
Resources	Negative	Lack of resources
Resources	Positive	Adequate resources
Results/Relevance	Negative	Difficulties in implementing projects/ideas
Results/Relevance	Negative	Feeling that has not finished a cycle
Results/Relevance	Negative	Not being able to implement or execute
Results/Relevance	Negative	Not having the ideas heard
Results/Relevance	Negative	Not reaching results
Results/Relevance	Negative	Not relevant work
Results/Relevance	Negative	Not seeing the purpose or meaning of the work
Results/Relevance	Negative	Unable to complete work
Results/Relevance	Neutral	Not being able to implement or execute, but consider to be fulfilled nonetheless
Results/Relevance	Neutral	Work as a means to get busy at a bad time
Results/Relevance	Positive	Being able to implement or execute
Results/Relevance	Positive	Feeling fulfilled
Results/Relevance	Positive	Feeling that you have finished a cycle
Results/Relevance	Positive	Having the ideas heard
Results/Relevance	Positive	Immediate results
Results/Relevance	Positive	Reaching results
Results/Relevance	Positive	Relevant work
Results/Relevance	Positive	Seeing the purpose or meaning of the work
Results/Relevance	Positive	Seeing the results of work
Support	Negative	Not feeling supported
Support	Positive	Having a mentor
Support	Positive	Having support
Support	Positive	Indirect manager support

Values	Negative	Company's and people's ethical issues
Values	Negative	Feeling deceiving the client
Values	Positive	Company with principles, consistent
Visibility	Negative	Dealing with hierarchically lower levels
Visibility	Negative	Responding to a hierarchically higher level - Bad
Visibility	Positive	Dealing with hierarchically higher people
Visibility	Positive	Performing activities outside the company
Visibility	Positive	Responding to a hierarchically higher level - Good
Visibility	Positive	Work having visibility
Work x personal life	Negative	Age issues - Bad
Work x personal life	Negative	Having financial concern
Work x personal life	Negative	Having schedule and location flexibility - Bad
Work x personal life	Negative	Not having schedule flexibility
Work x personal life	Negative	Traveling - bad
Work x personal life	Neutral	Age issues - Neutral
Work x personal life	Neutral	Influence of personal context
Work x personal life	Neutral	Traveling - neutral
Work x personal life	Positive	Age issues - Good
Work x personal life	Positive	Company accommodating personal issues
Work x personal life	Positive	Having a good quality of life
Work x personal life	Positive	Having schedule and location flexibility - Good
Work x personal life	Positive	Not having financial concern
Work x personal life	Positive	Not traveling
Work x personal life	Positive	Traveling - Good
Workload	Negative	High workload - Bad
Workload	Negative	Very low workload
Workload	Neutral	High workload - Neutral
Workload	Positive	Adequate workload
Workload	Positive	High workload - Good

APPENDIX 5

NARRATIVE STYLE INDEX

Method

In order to test the potential bias in Between-Person comparisons due to differences in individual narrative styles, the Narrative Style index (NSi) was developed and applied to Global HL.

The Narrative Style index for each person was developed assuming that longer interviews should lead to a higher number of perceptions mentioned, “longer” being proportional to the number of years covered by the interview, as shown in Equation 5.

$$NSi = \frac{ID}{(Y - Y_{WE1})} \quad (5)$$

Where NSi is the Narrative Style index, ID is the interview duration in minutes. $(Y - Y_{WE1})$ is the professional life length in years. Y is the year the interview took place. Y_{WE1} the first year of the first Work Experience.

A standardized Global HL is obtained through the application of the Narrative Style index, according to Equation 6.

$$HL' = \frac{HL}{NSi} * 10 \quad (6)$$

Where Global HL' is the standardized Global HL, HL is the original Global HL, and NSi is the Narrative Style index for each person.

Results

Table 41 presents the data that allows for a comparison of standardized Global HL with standard ones.

Table 41 – Narrative Style index and standardization of Global HL

Person	Interview duration (min)	Year start 1st Work Experience	NSi	HL	HL'
A	97	1996	4.41	1.69	3.84
B	134	1997	6.38	0.83	1.29
C	193	1997	9.19	-0.48	-0.52
D	94	1993	3.76	-0.07	-0.18
E	110	2000	6.11	1.78	2.91
F	106	2001	6.24	2.60	4.17
G	102	1998	5.10	-0.25	-0.49

H	94	1998	4.70	1.57	3.33
I	104	1992	4.00	1.04	2.60
J	168	2002	10.50	1.17	1.11
K	52	1984	1.53	3.60	23.54
L	121	1998	6.05	8.00	13.22
M	90	1997	4.29	-1.77	-4.13
N	126	1996	5.73	0.04	0.08
O	125	1998	6.25	0.48	0.77
P	123	2004	8.79	9.13	10.40

Figure 55 shows that, except for Katia (Person K), results are very similar to one another and do not seem to alter Between-Person analysis or the conclusions.

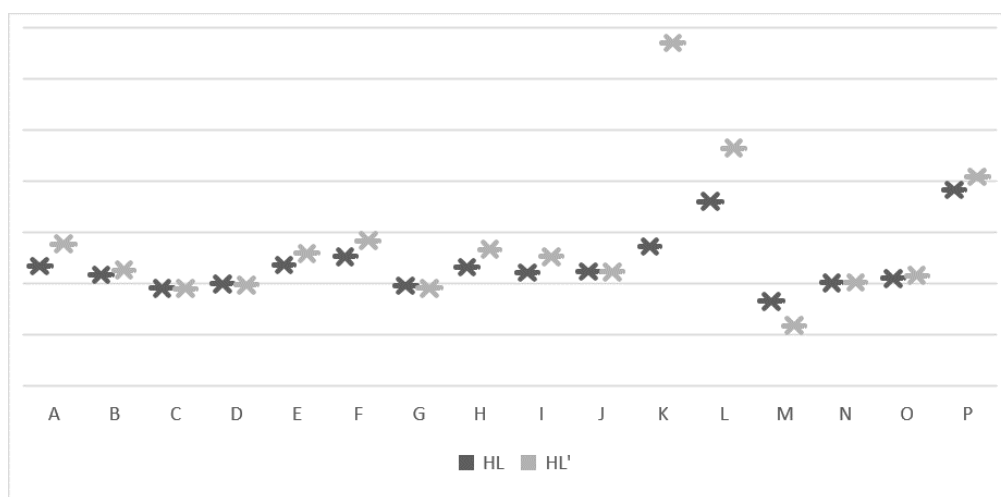


Figure 55 – Global HL and HL' values comparison

Katia's difference can be explained by the fact that she is the oldest person with the longest professional life; however, she gave the shortest interview due to her pragmatic personality (refer to Katia's her narrative summary in section 4.2).

Table 42 provides a different view of the data. Although in Figure 55 the gap between Katia's Global HL and HL' seems considerable, it does not make a big difference in terms of her position in the ranking, going up only two positions. At the same time, Pedro, Erico, and Joana, all of them being in the lowest age in the group (38), went down two positions each.

Table 42 – Global HL and HL' rankings comparison

Ranking	Person	Global HL	Person	Global HL'
1	P	9.13	K	23.5
2	L	8.00	L	13.2
3	K	3.60	P	10.4
4	F	2.60	F	4.17
5	E	1.78	A	3.84
6	A	1.69	H	3.33

7	H	1.57	E	2.91
8	J	1.17	I	2.6
9	I	1.04	B	1.29
10	B	0.83	J	1.11
11	O	0.48	O	0.77
12	N	0.04	N	0.08
13	D	-0.07	D	-0.2
14	G	-0.25	G	-0.5
15	C	-0.48	C	-0.5
16	M	-1.77	M	-4.1

Due to small differences found between the standardized and the original HL, the original Global HL was used for Between-Person analyses.

APPENDIX 6

Table 43 - Personal Guidelines Themes

Individual	Focus	Description	Theme
Ana	1	Being very good at what she does, with much personal involvement, working with brilliant people	Work importance
	2	Helping people	Interpersonal Relationships
Bernardo	1	Work with the Internet	Activities-related
	2	Do not change jobs too much	Career-related
Carolina	1	Work with passion	Work importance
	2	Money is not the most important, although I need it	Work importance
Danilo	1	Quality of life, family life	Personal life
	2	Increase employability	Career-related
Erico	1	Work near home	Personal life
	2	Work with finance	Activities-related
Fernanda	1	Be successful	Career-related
	2	Be essential	Result-related
Gabriel	1	Be a good leader for his teams	Interpersonal Relationships
	2	Work in a good organizational climate	Interpersonal Relationships
Helena	1	Job security	Job security
	2	Work is not that important in her life	Work importance
Inacio	1	Authorship of everything he does	Result-related
	2	Do not work in Financial Controlling field	Activities-related
Joana	1	Good interpersonal relationships at work	Interpersonal Relationships
	2	Creative insights, usually based on IT	Activities-related
Katia	1	Be employed	Job security
	2	Work in hospitality	Activities-related
Leonardo	1	Learning, challenges, no routine	Activities-related
	2	Be a director in 5 years	Career-related
Mario	1	See the result of the work	Result-related
	2	Work with people he admires	Interpersonal Relationships
Nilton	1	Anticipate company movements and adapt to them	Career-related
	2	Stay where he is to avoid being bothered	Job security
Olivia	1	Live in Rio	Personal life
	2	Not feel pressured	Activities-related
Pedro	1	Not working in large companies	Activities-related
	2	Design and plan rather than execute and operation	Activities-related