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Orientation to Happiness and Decent Work: A Study of Profiles in Portuguese Workers

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Abstract:

This research focuses on the study of the relationships between Orientation to Happiness and Decent Work in Portuguese workers, aiming to identify distinct worker profiles based on this relationship. The sample is composed of 850 Portuguese workers who answered to the Orientation to Happiness Questionnaire (OtH) (three dimensions) and the Decent Work Questionnaire (DWQ) (seven dimensions). We created eight profiles based on the OtH scores by performing cluster analysis. These profiles were analyzed as Independent Variable (MANOVA), and the DWQ scores as the dependent variable. The two clusters which include the greatest number of participants are the conceptually opposed profiles *Full Life Profile* (n= 243) and *Empty Life Profile* (n=220). We found significant differences across profiles in five of seven DW dimensions (no significant differences regarding *Health & Safety* and *Adequate Working Time & Work Load*). Taking the results into consideration it is possible to adapt HR strategies according to OtH profiles. Future studies can overstep the limitations (mainly the sample size and the cross-sectional research design), using longitudinal and qualitative designs, and explainding the research to other cultural contexts.

Keywords:Orientation to Happiness, Decent Work, Cluster Analysis

Introduction

The main purpose of this research is to study the relationship between Orientation to Happiness and Decent Work in Portuguese workers. The study of this relationship will lead to the identification of different worker profiles. It can empirically support the perspective that workers' orientation to happiness may influence their perception of how much decent work is present in their work contexts. By creating professional profiles based on the scores obtained from the three Orientation to Happiness factor, which are Pleasure, Meaning, and Engagement.

Seligman (2002) observed that work life is undergoing a big change in the wealthiest nations that goes beyond the safety net, nowadays the increase of money adds little to subjective well-being. Therefore, studying how the different orientations to happiness can impact the individual's perception of decent work might have relevant implications for individuals and organizations. As so, this perception is important not only for the individuals' overall well-being, but also for the performance of individuals and organizations.

To better understand it our study is carried out under the Work, Organizational, and Personnel Psychology (WOPP) perspective since it can contribute to the development of organizations and people.

Orientation to Happiness

The knowledge that people can be happier and have a more productive, and positive life, still has some gaps to fulfil, even with the increase in studies in the area of happiness in recent years (Ross, 2016). To fill these gaps, it is crucial to understand the whole concept of happiness and the role it plays in our success as human beings and as workers.

Happiness has been one of the main goals of the human being since the beginning of times and comes with various amount of definitions. It can be defined as a component of "subjective well-being", can be linked to positive emotions or it can be a reality where the individual feels satisfied with life, and healthy mental health, the good spectrum of good social relations (Martin-Krumm, Kern, Fontayne, Romo, Boudoukha, & Boniwell, 2015).

Many philosophers and religious thinkers tried to define happiness and saw the concept as more than an emotion but also a sense of good life and flourishing. To psychological researches, happiness can be defining as a life marked by a preponderance of positive emotions, feeling happy and having thoughts of subjective well-being are the core of perceiving ourselves as happy (Bhutoria & Hooja, 2018). Aristotle and Aristippus, ancient and remarkable Greek philosophers also attempted to define the concept of happiness and the result converged into two different perspectives of happiness, hedonism, and eudaimonia (Deci & Ryan, 2000). Hedonism is known as the idea of maximizing the good experiences, pleasure, and feelings; and Eudaimonia, stands for the subjective experiences, of moving towards self-realization, therefore being related to meaning (Deci & Ryan, 2000).

In 2002, Seligman proposed his theory of happiness and well-being, by adding to these two paths a third one: the pursuit of engagement. This proposal was influenced by the work of Csikszentmihalyi (1990) on flow, this stands for a psychological state of complete absorption and full mastery in highly challenging, highly skilled activities. Flow takes place when the person is highly engaged in an activity. The attention is so focused on the activity at hand that the person feels time passes quickly and loses the sense of self, the task is the only thing that matters. Moreover, the experience of flow seems to be invigorating (Peterson, Park, & Seligman, 2005).

Taking into accont these three paths, Peterson and his colleagues developed a scale to measure Orientation to Happiness, afterwards they asked the participants to rate whether they typically approach life in search of meaning, pleasure, and/or engagement (Petersonet al.2005). These three ways of approaching life stands for the three different dimensions of Orientation to Happiness.

With this, we can relate the flow with the dimension of Orientation to Happiness, engagement. Since it is not about maximizing positive emotion but consists of successfully using the signature strengths to obtain abundant gratification in the main dominions of life, such as work, love, and parenting. Gratifications are characterized by absorption, engagement, and flow, and involve the absence of any felt emotion. Thus, this orientation involves engaging in activities and experiencing flow (Csikszentmihalyi, 1990). Although, it is crucial to understand that flow is not distinct from hedonia and eudaimonia, flow can also happen while realizing pleasurable and/or meaningful activities (Henderson, Knight, & Richardson, 2014; Martínez-Martí & Ruch, 2016).

Regarding the pleasure dimension, it is related to hedonism, as it entails the maximization of pleasure and the minimization of pain. It successfully pursues positive emotions about the present, past, and future (Seligman, 2002; Martínez-Martí & Ruch, 2016). This approach of happiness is still present in existing theories of psychology, knonwn as hedonic psychology (Kahneman, Diener & Schwarz, 1999) and it is still expressed in the universally famous expression "Don't worry, be happy" (Peterson et al., 2005).

Lastly, the dimension of meaning involves using the signature strengths in the service of something bigger than the individual, so it can be related to the eudaimonia, that stands for the subjective experiences, of moving towards self-realization (Seligman, 2002; Martínez-Martí & Ruch, 2016). Although they all play an important role separated,

these three orientations are compatible and to live all three of them leads to a full life (Seligman, 2002). Taking into account these three dimensions and its importance, we can define different profiles according to what the participants considered to be their perception of happiness. These definition shapes their orientations in the pursuit of happiness and well-being (Peterson et al., 2005).

In 2017, Siurana, Pais, dos Santos, and Mónico validated OtHS for the Portuguese population. This is the version used in the present study. The concept of Orientation to Happiness evaluates an individual's happiness according to their preferences concerning what happiness means for them (Peterson et al., 2005). Orientation to happiness (OtH) is a three-dimensional interpersonal concept: 1) pleasure (this dimension stands for the continuous search for maximum pleasure at the lowest cost); 2) meaning (it stands for the accomplishment of meaningful activities that produces self-development), and 3) engagement (this last one relates to the psychological state that follows the achievement of highly involving tasks), (Peterson et al., 2005).

These three paths for happiness have been the focus of a different amount of studies. Park, Peterson, and Ruch (2009) discovered that even across cultures and nationalities, orientations to meaning and engagement were more predictive of life satisfaction than the orientation to pleasure. Also studies to understand the relationship between happiness and motivation for work (Gagné & Deci, 2005), workplace safety (Dickson-Swift, Fox, Marshall, Welch & Willis, 2014), job performance (Martínez-Martí & Ruch, 2016) and work-life balance (Pollit, 2008) have been conducted. Although no study analyzes only the relationship between Orientation to Happiness and Decent Work, some of the variables presented in previous studies are congruent with some of the main Decent Work dimensions, as we can see in the next section.

Decent work

The idea of Decent Work (DW) was proposed by the International Labour Organization (ILO, 1999). Over the years DW has been developed and appropriated by different disciplines (e,g., law, economics, sociology, medicine, psychology) and it has been incorporated on the United Nations' 2030 Agenda for Sustainable Development (8th goal) as one of the 17 Sustainable Development Goals (United Nations, UN, 2015).

The construct of DW has a lot of main historical milestones that were guided by ILO conventions, recommendations, declarations, resolutions, and protocols to guide the development of better and fairer working conditions (Ferraro, dos Santos, Pais, & Mónico, 2016). First, the *Treaty of Versailles* or ILO Foundation in 1919, this document contained a particular part (Part XIII) that represented the topic of "Labour", this section formalized the foundation of ILO. Then, it was also relevant the Universal Declaration of Human Rights in 1948, the articles 23 and 24 are focused on human rights at work, which is a matter thoroughly related to Decent Work conditions (Ferraro et al., 2016).

In 1999, Juan Somavía became the ILO Director-General. He stated that "The central purpose of the ILO today is to promote opportunities of decent work for all people" (ILO, 1999, p.4), comes the need to defend the generating of jobs with quality and not only quantity. Somavía also defended that Decent Work has many meanings, such as different forms of work, and also various conditions of work, as well as feelings of value and satisfaction (ILO, 1999, p.4). Juan Somavía also elaborated on four main components of DW regarding employment, social protection, worker's rights, and social dialogue (Ferraro, Pais & dos Santos, 2015; Ghai, 2002).

We can emphasize four principle values of the ILO that converges with the concept of DW which are freedom, equity, security, and human dignity (ILO 2008; Ferraro et al., 2015). These main principles can also encourage the country-members to

create programs to reduce unemployment, improve employment conditions, and reach higher levels of quality life. This will consequently provide a more significant productivity with freedom, justice, dignity, and social stability (Del'Olmo, Darcanchy, 2014). These four strategic objectives cover several concepts such as unemployment, work-life balance, career management, worker participation and compensation systems (Ferraro, Pais, dos Santos & Moreira, 2018). Also, the underlying values of DW provide guidelines for social agents, that can give legislative restrictions which can be established nationally and internationally (Ferraro et al., 2016).

Decent Work has indicators that help categorize general characteristics of work that have been important to define and understand this concept. These indicators are: 1) *Employment opportunities*; 2) *Unacceptable work*; 3) *Adequate earnings and productive work*; 4) *Decent hours*; 5) *Stability and security of work*; 6) *Balancing work and family life*; 7) *Fair treatment in employment*; 8) *Safe work environment*; 9) *Social Protection*; 10) *Social Dialogue and Workplace relations* and 11) E*conomic and social context of decent work*. This last one was created to help determine the levels, patterns, and sustainability of decent work (Anker, Chernyshev, Egger, Mehran, Ritter, 2003).

Considering these components, the Decent Work Questionnaire (DWQ), (Ferraro et al., 2018) was created after collecting data from 1675 knowledge workers from Brazil and Portugal. This measure can cover the full range of the concept of DW established by the ILO, after its application and validation, seven dimensions of DW emerged. Those dimensions are 1) *Fundamental Principles and Values at Work*; 2) *Adequate Working Time and Workload*; 3) *Fulfilling and Productive Work*; 4) *Meaningful Remuneration for the Exercise of Citizenship*; 5) *Social Protection*; 6) *Opportunities* and 7) *Health and Safety*.

The first dimension *Fundamental Principles and Values at Work*, defend that the workplace work must reflect values such as interactional justice, procedural justice, dignity, clarity of norms, participation, acceptance, freedom, non-discrimination, and trust. These principals are the essence of decent work and represent its foundation (ILO, 1999; ILO, 2001; dos Santos, 2019). Although these values are covered by this dimension, they are worthy by themselves, since they are present in the Universal Declaration of Human Rights.

The *Adequate Working Time and Workload*, as the second dimension is referent to the management of time, the distribution of time between work and family, and the rhythm of work (Ferraro et al., 2015; Ferraro et al., 2018; dos Santos, 2019).

Fulfilling and Productive Work is the third dimension, stands for the meaning of work and the care for future generations, the connection between work and both personal and professional development as well as its contribution to the feeling of fulfillment, personal and professional. Individuals should feel that their work as a meaningful and worthy impact on society (Ferraro et al., 2018).

The fourth dimension, *Meaningful Remuneration for the Exercise of Citizenship* is related to benefits and earnings perceived as fair and sufficient to be a full citizen in society. It also covers the dignity, autonomy, and the remuneration received for working and living a meaningful life (Ferraro et al., 2015; Ferraro et al., 2018; dos Santos, 2019).

As the fifth dimension, *Social Protection* stances for the individual's perception of protection in case of loss of work or illness, the perception of the family being protected by a system of social security and prospection of a carefree retirement. Workers feel that this dimension is the recognition of their effort to the society and Social Protection is the way society has to acknowledge their work (Ferraro et al., 2015; Ferraro et al., 2018; dos Santos, 2019).

The sixth dimension, *Opportunities*, expresses the possibility of employability, entrepreneurship, as well as professional progress. This stands for prospects to improve remuneration or benefits and professional development. This factor is related to hope for a better future based on a worker's perception of their skills and qualities (Ferraro et al., 2018; dos Santos, 2019).

At last, the seventh dimension, *Health, and Safety*. This dimension includes worker's perception of being protected from risks to health and the feeling of having all the conditions needed to ensure their physical safety at the workplace (Ferraro et al., 2015; Ferraro et al., 2018, dos Santos, 2019).

In this study, Decent Work is theorized as work that allows a professional to pursue a productive and fulfilling activity; with personal and professional opportunities for development; where the individual is treated with respect and acceptance; has freedom of speech; gains a remuneration that allows the professional to live with autonomy and dignity; offers social protection; and respects health and security conditions, with an adequate distribution of time and workload (ILO, 1999; Ferraro et al., 2018).

With this global definition, a Portuguese team (Ferraro, Pais, Dos Santos and Moreira, 2018) developed a psychological measure of Decent Work, it refers to work and labor context that permits workers to have a fulfilling and productive activity, with prospects of professional development as well as personal, opportunities for work that provides just income, respect health and safety conditions and does not allow forced or child labor.

During the development of the present study, this was the definition and measure assumed in the research. This approach includes the more general and wider definition presented by ILO but also covers very measurable constructs already established

successfully in the field of Work, Organizations and Personnel Psychology (WOP-P), such as Orientation to Happiness, which is also an interest to this study.

The DWQ is a self-reported instrument therefore the limitations are inherent, any generalization of the results should be made with cautions due to the oversampling of knowledge workers (Ferraro at. al, 2018). However, all these seven dimensions are an essential tool for management, politicians, and national leaders, as well as for the workers. Decent Work can only be progressively achieved with the efforts of all the social agents, and this aspect is already present in the decent work agenda as tripartism (participation of the government, employers, and employees) which is crucial to achieving decent work (ILO, 2008).

Orientation to happiness and decent work

Due to all the change work perceptions has been suffering during the years, since nowadays not only the promise of a good remuneration plays an important role but also concepts such as unemployment, work-life balance, career management, worker participation, and compensation systems (Ferraro et. al, 2018) when choosing our future job. Some literature defends that meaning may be among the most effective dimension, leading to more productive work (Chalofsky, & Krishna, 2009; Peiró, Kozusznik, & Soriano, 2019).

However Seligman (2002) believes that experiencing flow (engagement) at work will soon surpass material benefit as the main reason for *working*, and corporations that promote flow for their employees will exceed corporations that rely solely on monetary reward. It is important for the company, as well as for the Human Resources Department, to understand what will make an employee choose one job over another, be loyal to a company, or invest all his efforts in his work (Cotton, & Hart, 2003). To established this understanding is one of the main interests of the organizational health framework.

The present study can have high relevance for professionals, managers, organizations, and further studies on the area since the main goal is to study the relationship between Decent Work and Orientation to Happiness in (Portuguese) Workers. And as we know, all humans find happiness as a life goal, every individual seeks happiness as they perceive it, this depends on the individual perception of happiness. Concerning work, the concept of happiness also depends on the individual expectations and desires that they have in their workplaces. It is important to understand that the way individuals perceive happiness (with particular relevance to the three-dimension, pleasure, meaning, engagement) has an impact on the way the individual understands their work context in general and decent work in particular. Decent Work is the opportunity to have productive work, protected by rights, adequate income, and social protection available. This provides the means necessary for human beings to prosper and have a dignified and fulfilling life (ILO, 2008).

With this research, we intended to help the academic and practice community to deeply understand these concepts and their relationship because, from the WOP-P perspective, empirical research of Decent Work and its dimensions is still on pilot stages (Pereira, Pais & dos Santos, 2019). To better lodge, the particulars and significant differences of the worker's perceptions of their work as more or less decent, and the way that perception is affected by their Orientation to happiness, cluster analysis will be applied.

The analysis in clusters has been mentioned in the literature as a person-centered approach (Moran, Diefendorff, Kim, & Liu, 2012) and as a "holistic, interactionist view in which the individual is seen as an organized whole, functioning and developing as a totality" (Bergman & Magnusson, 1997, p. 291). It is a statistical method of classification, that approaches an empirical analysis of subjects according to their likeness in behavioral

patterns, which will then focus on such similarities for future analysis (Punj & Stewart, 1983). It allows researchers to better understand individuals by grouping them with other subjects who are like-minded or like-structured (Clatworthy, Buick, Hankins, Weinman, & Horne, 2005). Understanding the way one perceives their happiness and, consequently, the impact on the way they perceive work as more or less decent, allows us to distinguish and resemble individuals according to their perceptions (Peterson et al., 2005).

The main purpose of this research is to study the relationship between Decent Work and Orientation to Happiness in Portuguese workers, and this relationship will lead to the identification of different worker profiles. It is notorious the gap of research in this area and due to its importance, we find it crucial to study and analyze. With this, we expect that this research empirically supports the perspective that workers' orientation to happiness may influence their perception of how much decent work is present in their work environment.

As previously addressed there are three different paths to happiness (pleasure, engagement, and meaningful); these three paths are positively related to life satisfaction (Martínez-Martí & Ruch, 2016). There are several works of literature that state that especially engagement and meaning, are positively associated with life satisfaction (Peterson, Park, & Seligman, 2005; Peterson, Ruch, Beermann, Park, & Seligman, 2007; Park, Peterson, & Ruch, 2009).

Additionally, research has been conducted to study the relationship between Orientation to Happiness and Work Stress (Johnston, Luciano, Maggiori, Ruch, & Rossier, 2013); also a study to measure the relationship between Orientation to Happiness and Job Satisfaction (Martínez-Martí & Ruch, 2016).

A recently unpublished study of a fellow student of WOP-P, based on the study of the relationship between Decent Work, Work Motivation and Orientation to

Happiness, stated that the acknowledgment that the job performed is being conducted meaningfully, and the connection between work, personal and professional development will be stronger for those who have a Full Life in comparison to those who have an Empty Life according to Orientation to Happiness (Rodrigues, 2018).

In this case, to analyze the interaction between Orientation to Happiness and Decent Work, profiles of professionals based on the scores obtained from the three different OtH factors were created through cluster analysis. The relationship between the emergent profiles was later analyzed through a MANOVA, considering OtH profiles as the independent variable and DW dimensions as the dependent variable.

Therefore, considering all the definitions presented so far, and the literature review related to the constructs present in this research, our hypothesis of the study is:

H1: Different profiles of Workers' Orientation to Happiness are associated to different perception of Decent Work, meaning that higher scores in Orientation to Happiness are associated with higher scores of Decent Work..

Method

Participants

To be eligible as part of this study, the participants had to be in the workforce currently, with at least six months of work experience as well as three months of contact with a direct supervisor or manager. Retired personnel, self-employed workers or unemployed individuals were within the exclusion criteria.

Our sample is constituted by Portuguese workers ($N = 850$), the participants were 57% female and 42% male, while 2% did not respond. The ages of the participants ranged from 18 to 69 years old ($M = 39$; $SD = 11.8$; see Table 1), the majority of the subjects are part of the private sector with 70.7% of the sample and 27% are part of the public sector,

1% of the sample stands for workers who are part of both sectors. Addressing the remuneration of the subjects, 52% of the sample has a salary between 501€ and 1000€ and only 5% of the sample has a salary higher than 4000€ as seen in Table 1.

Table 1
*Sociodemographic Characteristics of the Sample (*N = 850)

Sample	N	%	M	SD
Gender				
Male	357	42	-	-
Female	476	56	-	-
Missing	17	2	-	-
Age	844	-	39.4	11.8
Missing	6		-	-
Educational Level				
≤ 9 years of education	214	25		
12 years of education	289	34	-	-
15/16 years of education	173	20	-	-
17/19 years of education	156	18	-	-
PhD	7	0.8	-	-
Missing	11	1.3	-	-
Types of employment contract				
Sole Trader (by invoice)	43	5.1	-	-
Contractual	254	29.9	-	-
Tenure	533	62.7	-	-
Missing	20	2.4	-	-
Leadership Role	184	21.6	-	-
Size of Organization				
< 10 employees	102	12	-	-
10-50 employees	328	38.6	-	-
51-250 employees	196	23.1	-	-
251-500 employees	65	7.6	-	-
500-1000 employees	42	4.9	-	-
>1001 employees	100	12	-	-
Missing	17	2	-	-

Procedure

The sample was collected through research involving two Portuguese Universities, Coimbra and Évora. Both questionnaires were administered individually by students of Psychology in December 2016 and January 2017, as part of their course in Research Methodology. Each student was asked to hand in at least three questionnaires

filled in by a worker who fit the study criteria. The proper formation was provided, both regarding ethical standards and technical procedures. After reviewing and signing informed consent, the participants would then answer a questionnaire containing all the previously mentioned scales. The time expected to fill in the questionnaire was 25 to 30 minutes.

All participants were informed of the voluntary nature of the study, the possibility to withdraw from the research at any moment as well as the confidentiality and anonymity of the data collected. To respect the confidentiality of the participants, all the questionnaires and informed consent were kept separately.

Instruments

Orientation to Happiness Scale (OtHS)

The OtHS is constituted by 18 items that were designed to measure the three different dimensions of happiness. According to Peterson, Park, and Seligman (2005), this orientation to happiness is seen as an intra-individual construct composed of the three dimensions previous addressed; 1) Pleasure, which is related to the hedonistic tradition that stands for pursuing pleasure, good experiences and therefore the minimum suffering possible; 2) Meaning, related to the eudemonia tradition, therefore resounding meaning activities and promoting self-development; and at last 3) Engagement, a psychological state, that can be related to the flow, and attends highly engaging activities). If one of these dimensions has high scores on all the items correspondents, then the individual has a full life, in case of low scores on all, the individual has an empty one (Peterson et al., 2005).

Through a confirmatory factorial analysis, seven items were deleted due to a certain inconsistency that did not load highly as expected, with factorial loadings < .50

(Tabachnick & Fidell, 2007). These items were 1, 2, 3, 9, 11, 16, 18, but the three dimensions were still maintained (engaged, pleasure, and meaning). The errors associated with the variables within factors 2 and 3 were correlated based on the modification indices higher than 12. This covariation between the errors may show specific characteristics of the respondents, non- random measurement errors, sequential positioning in the instrument, as well as the similarity of the items (Aish & Joreskog, 1990).

The first dimension of Orientation to Happiness, *Meaning,* is measured by six items (α=.71; e.g., "By choosing what I do, I always keep in mind whether this will benefit others"); the second dimension, *Pleasure,* is measured also by six items (α =.76; e.g., "When choosing what to do I always consider whether it will be pleasurable"); at last, the third dimension, *Engagement,* is measured by six items as well (α =.69; e.g., "I look for situations that challenge my skills and abilities"). Siurana et al. validated the Portuguese version of the OtHS in 2017, and this was the version applied in this study. It was asked the participants to answer using a 6-point Likert scale from "1- very much unlike me to "6- very much like me".

Decent Work Questionnaire (DWQ)

The DWQ was developed to measure the workers's perceptions of their working conditions. It is a self-reported measure, however, it demonstrates evidence of validity and reliability to be used in this study (Ferraro et al., 2018). This questionnaire is composed of 31 items, with a global score (*DW Global*) and, as previously mentioned, it is divided into seven subscales related to the seven factors, fundamental principles and values at work, adequate working time and workload, fulfilling and productive work, meaningful remuneration for the exercise of citizenship, social protection, opportunities and health, and safety.

The first-dimension addresses to the *Fundamental Principles and Values at Work* is measured by six items (α =.84; e.g., "At my work, there is trust among people"), the second dimension, *Adequate Working Time and Workload*, with four items (α = .80; e.g., "My work schedule allows me to manage my life well."), relate to the third dimension, *Fulfilling and Productive Work*, made up of five items (α = .80; e.g., "My work contributes to my personal and professional fulfillment."), *Meaningful remuneration for the exercise of citizenship* is the fourth dimension, measured by four items (α = .89; e.g., "What I receive for my work allows me to provide for the well-being of those who depend on me."), fifth dimension, *Social Protection*, with four items (α = .82; e.g., "I feel that my family is protected through my private insurance and/or state benefits"), *Opportunities* is the sixth dimension, with four items (α = .75; e.g., "I have choices in the work that I do, which allows me to either work for others or work for myself") and the last the seventh dimension *Health and Safety*, also with four items (α = .84; e.g., "I have everything necessary at work to ensure that my health and safety are protected.").

The participants were asked to respond to each item based on a 5-point Likert scale, ranging from 1 = "I do not agree" to 5 = "I agree completely". DWQ is a useful tool for empirical studies on the area of decent work since it has good reliability, convergent, and discriminant validity indices. In the sample collected, the Cronbach's alpha value is .94 for the whole measure.

Data Analysis

All the analysis carried on this study will be treated using the statistical program SPSS and AMOS 22.0 for windows operating system (Arbuckle, 2013). AMOS 22.0 was used for confirmatory factorial analysis, maximum likelihood estimation method (Arbuckle, 2013). Outliers were analyzed according to Mahalanobis squared distance

(Jöreskog & Sörbom, 2004) and no relevant values were found, and the normality of the variables was assessed by the coefficients of skewness (Sk) and kurtosis (Ku).

The goodness of fit was analyzed by the indexes of Normed of Fit Index (NFI, where good fit > .80; Schumacker, & Lomax, 2010), Standardized Root Mean Square Residual (SRMR, with appropriate fit<.08; Brown, 2006), Tucker-Lewis Index (TLI, where appropriate fit > .90; Brown, 2006), $X2$ (where p > .05, but irrelevant if N > 500; Bentler 1990; Schumacker and Lomax 1996), Comparative Fit Index (CFI, where good fit > .90; Bentler, 1990) and Root Mean Square Error of Approximation (RMSEA, where good fit < .05; Kline, 2011; Schumacker, & Lomax, 1996). The fit of the model was improved using modification indices (MI; Bollen, 1989), which led to the correlation of the residual variability between variables with MI > 90 (p < .001). Model fit improvement was evaluated by the modification indices (MI; Bollen, 1989). We also considered liberating parameters with higher MI and opted to follow Arbuckle's proposal (2013) of analyzing the MIs by their statistical significance (α < 0.05).

Reliability was calculated by Cronbach's alpha (Nunnally, 1978), where reliability coefficients higher than .70 were considered acceptable for convergence and reliability (Hair et al, 2008). In general, the value of .80 was analyzed as a good reliability indicator. Finally, Composite Reliability and Average Variance Extracted for each factor were evaluated as described in Fornell and Larcker (1981).

Cluster analysis was performed for each dimension of the OtHS through the TwoStep Procedure Cluster Analysis (Landau & Everitt, 2004) after the descriptive statistics and intercorrelation matrix, OtH professional profiles were analyzed and tested the differences obtained at the seven factors of the DWQ through a MANOVA (Multivariate Analysis of Variance) with OtH profiles as the independent variable and

DW dimensions as the dependent variable, this procedure leads to the classification of the participants into a group.

The TwoStep Clustering Component is a scalable cluster analysis algorithm designed to handle large datasets, which automatically determines the ideal number of clusters within a data set that would otherwise not be apparent (Bollen, 1989). The distance measure was calculated by the Log-Likelihood method, and the classification of clusters, that is the number of cluster used in the study was done using Schwarz´s Bayesian Criterion (Marôco, 2011).

We expected to find six different clusters, High Pleasure, Low Pleasure, High Meaning, Low Meaning, High Engagement, and Low Engagement, as well as a different combination of clusters, resulting in different OtH profiles (e.g. High Pleasure-Meaning High-Engagement Low).

The data was then analyzed through a multivariate analysis of variance (Hair et al, 2008), satisfying the required assumptions for the reliable use of this test, which were independence of observations, normality of distribution within each group with $n < 30$ observations and homogeneity of error variances.

Since the independent variable had more than three levels (Alferes, 1997), Post-hoc Tukey HSD tests for multiple comparisons were performed where a significance level of $p = .05$ for Type I error for all the analyses was considered. Effect sizes of correlations (low, medium, or high correlations) were classified according to Cohen (1988) and the magnitude of the experimental effect was obtained by calculating the eta squared ($\eta2$) measure (Howell, 2013).

Results

First, confirmatory analysis were performed for both of the instruments, then a correlation analysis was performed to establish how the various constructs and variables included in this research interact together.

The errors associated with the variables within factors 2 and 3 in model 2 were correlated based on the modification indices higher than 12. This covariation between the errors showed specific characteristics of the respondents, non-random measurement errors, sequential positioning in the instrument, as well as the similarity of the items (Aish & Jöreskog, 1990). The results for the confirmatory factor analysis can be seen in Table 2. Based on the criteria presented above, the indices indicated that the model fitted the data well with good NFI, SRMS, TLI, and CFI indices and acceptable indices for $\chi2/df$ and RMSEA.

Table 2
Fit indices obtained in the confirmatory factor analysis of Orientation to Happiness Scale.

Model	NFI	SRMR	TLI	CFI	$\chi2/df$	RMSEA	RMSEA (Confidence Interval 90%)
1	.802	.058	.798	.826	6.569*** (df = 132)	.801	.076-.086*
2	.934	.038	.926	.947	4.572*** (df =39)	.065	.055-.075*

** p < .01; *** p <.001.

Based on the criteria presented above, the indices indicated that the model fitted the data well with good NFI, SRMS, TLI, and CFI indices and acceptable indices for $\chi2/df$ and RMSEA. The standardized regression weights of this model ranged from .469 to .738 (Tabachnick & Fidell, 2007).

On this questionnaire the CR results ranged from .57 (*Engagement*) to .70 (*Meaning* and *Pleasure*). Only Meaning and Pleasure were satisfactory since the values were equal to .70 (Hair, Anderson, Tatham, & Black, 2008). The Average Variance Extracted (AVE) results, scores from .31 (*Engagement*) to .37 (*Meaning and Pleasure*);

All the dimensions, *Engagement* (.31), *Pleasure* (.37) and *Meaning* (.37) were below .50, as previously addressed above by Bagozzi and Yi (1988), it is an acceptable value for extracted variance, which indicates the presence of convergent reliability between the items of each factor (Fornell & Lacker, 1981).

Figure 1
Model 3
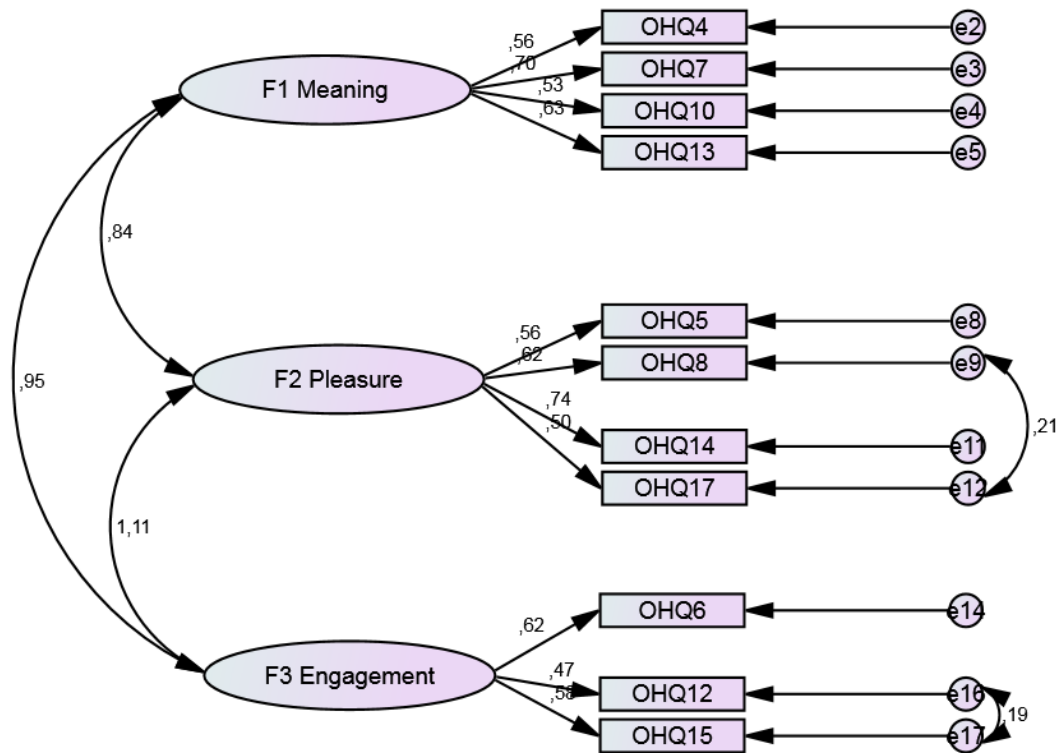
Regarding the DWQ, model 1, the quality of global fit for the factorial models was obtained through the Normed of Fit Index (NFI), showing a desirable value of .860. The Standardized Root Mean Square Residual (SRMR), by presenting a value < .08 (.065), has revealed an appropriate adjustment per Brown (2006). In model 1, the Tucker-Lewis Index (TLI) had a score of .877, which wasn't considered acceptable. The Comparative Fit Index (CFI) also wasn't considered acceptable (.887) since it is below the target of .90 determined by Bentler (1990). The Root Mean Square Error of Approximation (RMSEA) has revealed to be an indicative of an acceptable adjustment

since its value is .065, as defined by Kline (2011), Schumacker e Lomax (2010) and Marôco (2011). These results then led to Model 2, the difference between Model 2 and Model 1 is that the errors e29 and e30 were correlated, which resulted in a more acceptable model fit, as seen in Table 3.

Table 3
Fit scores obtained in confirmatory factorial analysis for the Decent Work Questionnaire (DWQ)

Model	NFI	SRMR	TLI	CFI	χ^2/df	RMSEA	RMSEA Confidence Interval 90%)
1	.860	.069	.877	.877	4.566*** (df = 427)	.065	.062-.068*
2	.873	.064	.890	.900	4.175*** (df = 425)	.061	.058-.064*

** $p < .01$; *** $p < .001$.

Composite Reliability (CR) indices for all factors were also satisfactory since the values were higher than .70 (Hair, Anderson, Tatham, & Black, 2008). The CR in this case scores from .766 (*Opportunities*) to .901 (*Remuneration*). The Average Variance Extracted (AVE) results, scores from .455 (*Fulfilling*) to .698 (Remuneration), only the factors *Principles* (.481) and *Fulfilling* were below .50 which per Bagozzi and Yi (1988) is an acceptable value for extracted variance, indicating the presence of convergent reliability between the items of each factor (Fornell & Lacker, 1981), whereas all the other factors showed variance extracted above .50.

Figure 2
Model 2 - Standardized regression weights of CFA for DWQ
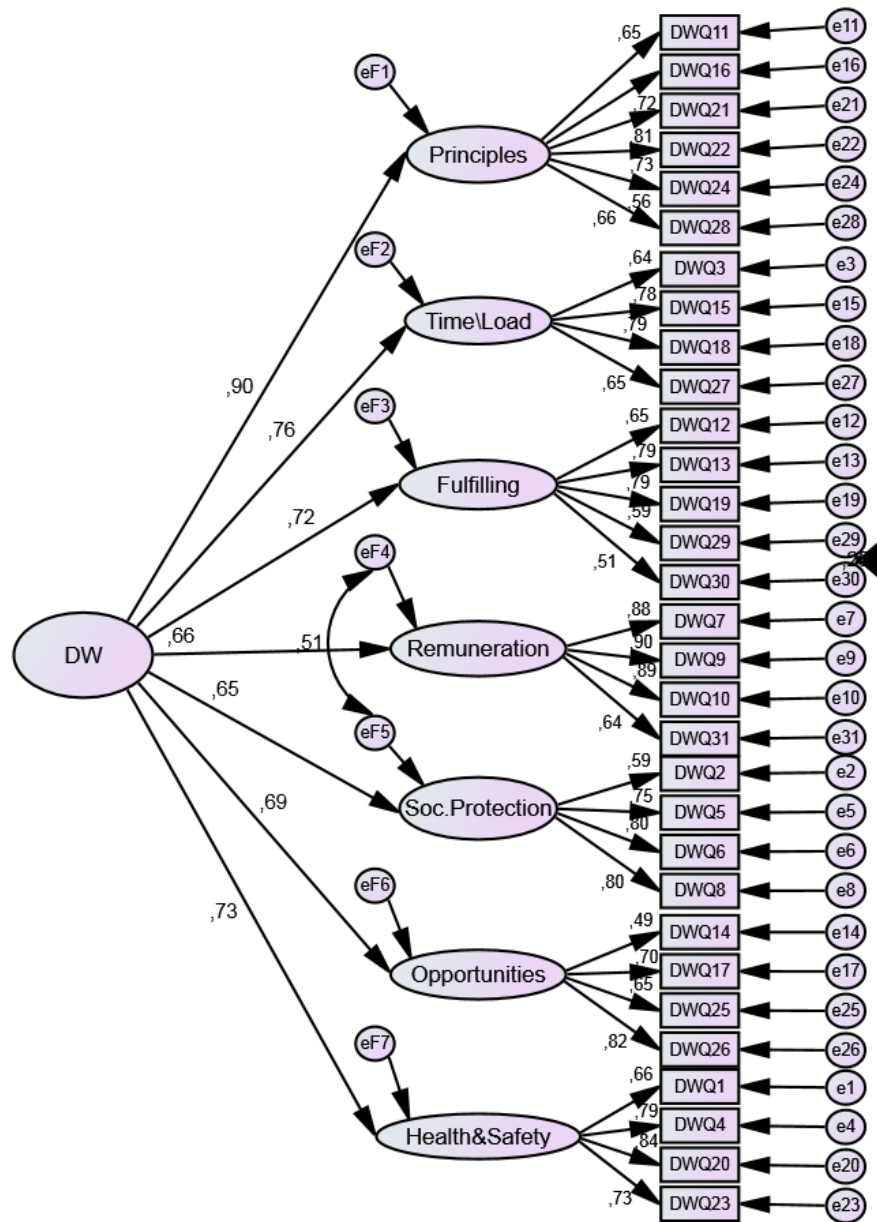
After performing all these confirmatory analyses a correlation analysis was performed to establish how the various constructs and variables included in this research interact together. And it is interesting to notice that there are no negative correlations between the dimensions of Orientation to Happiness and the Decent Work factors and also the Cronbach's alpha showed good internal consistency in all Orientation to Happiness dimensions except for Engagement (α =.69), (Table 4).

Table 4

Descriptive statistics, (M,SD) and Cronbach alpha (α) between brackets and Correlation matrix between Orientation to Happiness and Decent Work

Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9	10	11	12
1. OtH Global	3.51	.66	(.87)											
2. Meaning	3.58	.76	.85**	(.71)										
3. Pleasure	3.51	.77	.87**	.56**	(.75)									
4. Engagement	3.40	.77	.85**	.60**	.66**	(.69)								
5. DW Global	3.21	.66	.26**	.21**	.22**	.23**	(.94)							
6. DW Principles	3.46	.77	.18**	.15**	.18**	.15**	.83**	(.84)						
7. DW TimeLoad	3.08	.88	.15**	.13**	.14**	.12**	.73**	.61**	(.80)					
8. DW Fulfilling	3.67	.77	.35**	.37**	.22**	.30**	.70**	.56**	.38**	(.81)				
9. DW Remuneration	2.89	1.03	.15**	.12**	.13**	.14**	.78**	.52**	.47**	.49**	(.89)			
10. DW Social Protection	2.64	.97	.17**	.14**	.14**	.15**	.74**	.45**	.45**	.41**	.64**	(.82)		
11. DW Opportunities	3.17	.92	.24**	.15**	.23**	.26**	.68**	.53**	.42**	.42**	.45**	.39**	(.75)	
12. DW Health Safety	3.33	.97	.09**	.06	.10**	.08*	.72**	.56**	.48**	.38**	.44**	.48**	.36**	(.84)

** p < .001 * p < .005

As expected after reviewing the literature available and presented in the first section of this paper, Orientation to Happiness can be correlated to Decent Work and its dimensions, and the correlations scores ranged from the lowest between, the subscale of DW *Health and Safety* with *Engagement* (.08), and the highest score obtained between *Fulfilling and Productive Work* and *Meaning* (.37.) indicating that the more a person thinks he/she can make a difference, the more he/she is likely to find his/her work as fulfilling.

The correlations between all three dimensions of Orientation to Happiness and Decent Work were all statistically significant, except for the OtH dimension *Meaning* and DW dimension *Heath and Safety* (.06).The DW dimension that presented the highest correlation according to the OtH dimension of *Meaning* is *Fulfilling and Productive Work* (.37) and the lowest is *Meaningful remuneration for the Exercise of Citizenship* (.13). When analysing the OtH dimension of *Pleasure*, the DW dimension with the highest score is *Opportunities* (.23) and the lowest is *Heath and Safety* (.10). Lastly, regarding OtH dimension of *Engagement* the highest correlation with DW dimensions stands for *Fulfilling and Productive Work* (.30) and the lowest is *Heath and Safety* (.08).

The dimensions for DW that had the highest correlation load with happiness were *Fulfilling and Productive Work* and *Opportunities*, as previously addressed this indicates that the more a person believes her work has a purpose and that there is opportunities to growth and development as a person and professional the happiest and realized she will feel.

Considering the results obtained, Pillai's Trace was then used due to its powerful statistic procedure and very robust performance in cases of modest violations of normality and equality of the covariance and variance matrix [(*Box's M* = 296.96 *F* (1967, 754062.28)) = 1.44, *p* <.001)].

1. Definition of Orientation to Happiness profiles

For each dimension of Orientation to Happiness, two clusters were defined differentiating high and low values using the TwoStep procedure (Marôco, 2011). We found a low pleasure cluster *(n = 460, M =2.94)* and a high pleasure cluster *(n = 390, M = 4.19)* in *Pleasure*; a low engagement cluster *(n = 321, M = 2.61)* and a high engagement cluster *(n = 529, M =3.89)* in *Engagement*; and a low meaning cluster *(n = 444, M = 2.99)* and a high meaning cluster *(n = 406, M = 4.22)* in *Meaning*.

All clusters showed satisfactory quality, as their silhouette measure of cohesion and separation was higher than .5 (Table 5).

Table 5
Clusters Sizes, means, and description of Orientation to Happiness Clusters

			Pleasure	Engagement	Meaning
Clusters	Low	Size	(*n*=460) 54,1%	(*n*=321) 37,8%	(*n*=444) 52,2%
		Mean	2.94	2.61	2.99
	Input Importance		1.00	1.00	1.00
	High	Size	(*n*=390) 45,9%	(*n*=529) 62,2%	(n=406) 47,8%
		Mean	4.19	3.89	4.22
	Input Importance		1.00	1.00	1.00
	Average Silhouette		.07	.07	.07

Participants were analyzed individually to check in which clusters each of them belonged to. Afterward, the profiles were created by combining the clusters of Low and High in each of the three dimensions of the Orientation to Happiness, Engagement, Pleasure, Meaning, resulting in the extraction of a total of eight different profiles (Table 6). This organization was made because of the presence of individuals who scored high in only one cluster and low in others, requiring the extraction of new clusters, from here now called "profiles" to improve accuracy.

Table 6

Description of Orientation to Happiness Profiles Clusters

Profiles	Pleasure	Engagement	Meaning	*n*	*%*
Life of Pleasure	High	Low	Low	26	3
Life of Engagement	Low	High	Low	104	12
Life of Meaning	Low	Low	High	48	6
Full Life	High	High	High	243	29
Empty Life	Low	Low	Low	220	26
Life of Meaning and Engagement	Low	High	High	88	10
Life of Pleasure and Meaning	High	Low	High	27	3
Life of Pleasure and Engagement	High	High	Low	94	11
Total				850	100

As shown in Table 6, the profiles established according the different orientations to happiness were: (1) Life of Pleasure, constituted of workers with high scores in orientation to pleasure and low scores in orientation to engagement and orientation to meaning. These are individuals who search for happiness through the continuous search for pleasure and avoidance of pain (*n* = 26, 3% of the sample); (2) Life of Engagement, constituted of workers with high scores in orientation to engagement and low scores in orientation to pleasure and orientation to meaning. The individuals included in this cluster are those who constantly seek activities that will allow them to be engaged, completely focused and involved (*n* =104, 12% of the sample); (3) Life of Meaning, made of workers with high scores in orientation to meaning and low scores in both orientations to pleasure and orientation to engagement. The individuals included in this cluster are those who feel extreme happiness when the task or activity being pursued aligns to their basic values and integrated meaning (or the search for) in what they do (n = 48, 6% of the sample); (4) Full Life, where the members of this cluster are those workers with high scores in all orientation to happiness, classifying them as the happiest of all profiles (*n* = 243, 29% of

the sample); (5) Empty Life, which includes the workers with low scores in all orientation to happiness, being described as the individuals with the lowest levels of subjective and psychological well-being (n = 220, 26% of the sample); (6) Life of Meaning and Engagement, constituted of workers with high scores in orientation to meaning and orientation to engagement and low score in orientation to pleasure. These are individuals who look for meaning and a state of flow but do not necessarily seek immediate pleasure (n = 88, 10% of the sample); (7) Life of Pleasure and Meaning, made up of workers with high scores in orientation to meaning and orientation to pleasure but low scores in orientation to engagement. These individuals look for meaning and immediate pleasure/reward in what they do but do not feel the need to be engaged in activities (n = 27, 3% of the sample); and at last, (8) Life of Pleasure and Engagement, which includes the participants with high scores in both orientation to engagement and orientation to pleasure and low score in orientation to meaning, being described as the individuals who look for immediate pleasure/reward as well as for activities that will engage them but that pay less attention to the value of the activity (n = 94, 11% of the sample).

2. Differences in Decent Work dimensions between Orientation to Happiness profiles

The analysis of multivariate test indicates that the overall effect is statistically significant between Decent Work dimensions and the Orientation to Happiness profiles (*Pillai's Trace* = .211, *F* (49,5894) = 3.75, *p* < .001), although, with low effect size, $\eta2$= 0.031. When we consider the profiles in their specificity, we find differences between all the dimensions of Decent Work, except for *Health and Safety*.

Through the Tukey HSD multiple comparison tests, we notice that there were statistically significant differences in the dimensions of Decent Work between some

profiles, such as *Fulfilling and Productive Work* with a difference between the *Engaged Life*, *Pleasurable Life, Full Life, Empty Life, and Meaningful and Engaged Life*. Also, the *Principles* (*Fundamental principles and values at work*), *Fulfilling* (*and Productive Work*), *Remuneration* (*meaningful remuneration for the exercise of citizenship*), *Social Protection* and *Opportunities* obtained a statistical difference between some profiles of Orientation to Happiness as can be seen in Table 8.

Table 7

Average Scores and Standard Deviations of the DWQ: Multivariate Analysis of Variance (F Ratios) and Effect Size (η2)

| | Pleasurable Life | | Engaged Life | | Meaningful Life | | Full Life | | Empty Life | | Meaningful and Engaged Life | | Meaningful and Pleasurable Life | | Engaged and Pleasurable Life | | F | $\eta2$ |
	(n = 26)		(n = 104)		(n = 48)		(n = 243)		(n = 220)		(n = 88)		(n = 27)		(n = 94)		(7, 842)	
DWQ	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*		
DW Pinciples	3.49	0.75	3.35	0.75	3.61	0.72	3.60	0.83	3.26	0.72	3.46	0.73	3.79	0.53	3.48	0.75	4.86**	0.039
DW TimeLoad	3.07	0.87	3.03	0.80	3.21	0.94	3.25	0.97	2.89	0.84	3.04	0.84	3.02	0.64	3.11	0.83	3.15	0.026
DW Fulfilling	3.30	0.70	3.59	0.66	3.67	0.75	4.01	0.72	3.37	0.70	3.88	0.75	3.84	0.68	3.47	0.81	16.51**	0.121
DW Remuneration	2.66	1.02	2.80	0.95	2.97	1.06	3.07	1.07	2.74	1.02	2.84	1.01	2.80	0.90	2.99	1.02	2.30***	0.019
DW Social Protection	2.49	1.00	2.63	0.88	2.73	1.09	2.82	1.07	2.47	0.89	2.67	0.98	2.45	0.79	2.65	0.93	2.47***	0.020
DW Opportunities	3.03	0.90	3.14	0.77	2.94	0.88	3.40	0.92	2.85	0.93	3.16	0.88	3.30	0.86	3.45	0.89	8.22***	0.064
DW Health Safety	3.33	0.91	3.25	0.87	3.48	1.13	3.44	1.02	3.19	0.91	3.28	0.95	3.51	0.83	3.41	1.01	1.64	0.013

*** $p < .01$; *** $p < .001$*

Table 8

Differences between DW Dimensions according to Orientation to Happiness Profiles: Post Hoc – Tukey HSD

Dependent Variable	(I) Profile	(J) Profile	Mean Difference (I-J)	Std. Error	95% Confidence Interval	
					Lower Bound	Upper Bound
DW Principles	Full Life	Empty Life	.351*	.071	.212	.490
		Life of Engagement	.256*	.089	.081	.431
	Empty Life	Life of Meaning and Pleasure	-.532*	.155	-.836	-.228
DW Time Load	Full Life	Empty Life	.366*	.083	.118	.615
DW Fulfilling	Engaged Life	Full Life	-.426*	.085	-.684	-.168
	Pleasured Life	Full Life	-.714*	.149	-1.168	-.260
		Life of Meaning and Engagement	-.578*	.162	-1.098	-.087
	Full Life	Life of Pleasure	.714*	.150	.260	1.168
		Empty Life	.642*	.067	.437	.847
		Life of Pleasure and Engagement	.539*	.088	.271	.806
	Empty Life	Life of Meaning and Pleasure	-.465*	.148	-.914	-.016
		Life of Meaning and Engagement	-.506*	.091	-.784	-.229
	Life of Meaning and Engagement	Life of Pleasure and Engagement	.403*	.107	.0765	.730
DW Retribution	Full Life	Empty Life	.333*	.095	.0429	.623
DW Social Protection	Full Life	Empty Life	.349*	.090	.0752	.623
		Life of Meaning and Engagement	.147*	.120	-.219	.513
		Life of Pleasure and Engagement	.170*	.118	-.187	.527
DW Opportunities	Full Life	Empty Life	.549*	.083	.296	.802
	Meaningful Life	Full Life	-.455*	.141	-.884	-.025
		Life of Pleasure and Engagement	-.505*	.159	-.987	-.022
	Empty Life	Life of Pleasure and Engagement	-.598*	.110	-.933	-.263

*$p \leq 0.05$

Figure 3
Average score of the DW dimensions for each of the OtH profiles
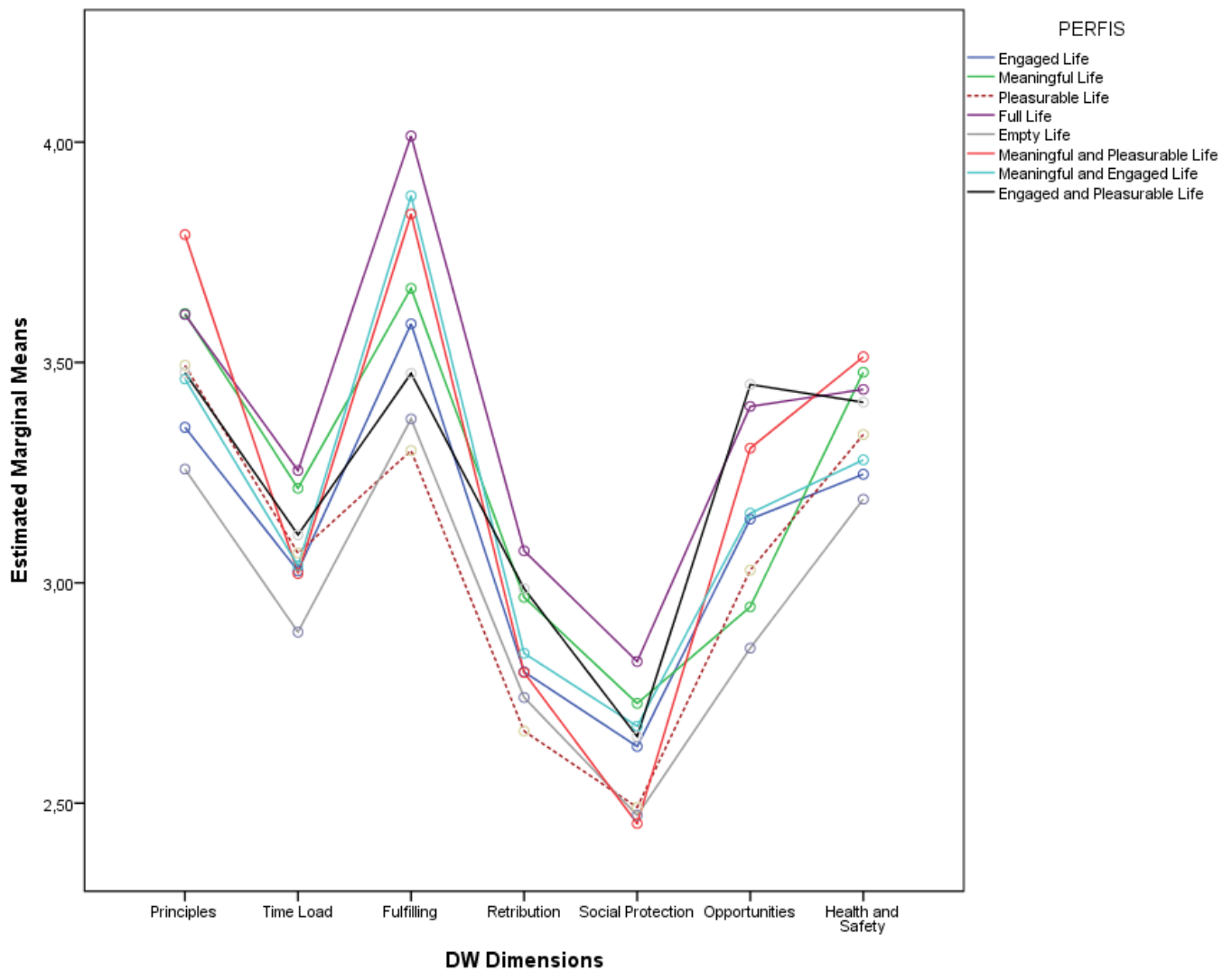
Discussion

The objective of the present study was to analyze to what extent the OtH influences the way workers perceive their work as more or less decent. Based on all the data that we analyzed, it is now possible to discuss the theoretical approaches presented at the beginning of this study as well as verify if our hypothesis is supported.

For this study, we divided workers into different profiles according to their similarities and differences regarding Orientation to Happiness. This clustering allowed us to be more accurate in describing different patterns instead of one only general pattern.

All the instruments that were used have shown good internal consistency and good adjustment. To teste our hypothesis, we assessed the significant variance of decent work dimensions among all eight emerged OtH profiles (*Life of Pleasure*, *Life of Engagement*, *Life of Meaning*, *Full Life*, *Empty Life, Life of Meaning and Engagement*, *Life of Pleasure and Meaning* and *Life of Pleasure and Engagement*). Then we compared the average scores and standard deviations of the DWQ, Multivariate analysis of variance, and verified to what extent the results supported the study hypothesis: H1: Different profiles of Workers' Orientation to Happiness are associated with Different Perceptions of Decent Work, meaning that higher scores in Orientation to Happiness are associated with higher scores of Decent Work".

After that we concluded that our findings have partially supported our hypothesis, as presented below. While analysing the results, we found that there were no significant differences in two out of the seven dependent variables (*Heath & Safety* and *Adequate Working Time & Time Load*).

When addressing the OtH profiles, it is interesting to start with those that are conceptually different: *Full Life* and *Empty Life*. Regarding *Full Life* orientation*,* we verify that it reaches the highest score of all the profiles in four out of seven dimensions, *Adequate Working Time and Workload*, *Fulfilling and Productive Work*, *Meaningful Remuneration for the Exercise of Citizenship*, and *Social Protection.* As remembered, the *Full Life* individuals are the ones who scored high in all the three OtH dimensions. They are the ones whose happiness comes from the three aspects considered in the model, engagement, pleasure and commitment.

On the other hand, the *Empty Life* orientation does not reach the highest score in any DW dimension, but get the lowest score in *Fundamental Principles and Values at Work*, *Adequate Working Time and Workload*, *Opportunities*, and *Health and Safety*. As

we previously mentioned in this study, empty life individuals are the ones who got the low results score in all three OtH dimensions. The contrast among these two profiles happens because the *Full Life* oriented individuals pursue happiness by engaging themselves, perform meaningful tasks, trying to take pleasure in everything they do. All these factors combined allow them to not only perceive Decent Work differently but also but also find jobs that promotes it. Contrary to *Empty Life* oriented individuals who pursue less pleasure, do not seek meaning in things, neither engaged tasks or activities. These characteristics makes it more difficult for them to find jobs that promotes Decent Work.

Regarding the three dimensions of OtH separately we have three different OtH profiles: *Engaged Life*, *Meaningful Life*, and *Pleasurable Life.* The first two profiles have average and homogenous scores, but we can highlight *Engaged Life* as the third-lowest score, while the *Meaningful Life* is the third-highest score in the DW dimension of *Meaningful Remuneration for the Exercise of Citizenship.* On the other hand, the *Pleasurable Life* participants got the lowest score in *Fulfilling and Productive Work* and *Remuneration for the Exercise of Citizenship.* These scores mean that individuals who constantly seek pleasure and a maximization of good experiences and feelings tend to perceive their work as not innovative, motivating, satisfactory or as a way of public recognition. Allied to this, these individuals also don't perceive their work benefits and earnings as fair or sufficient to consider themselves full citizens of society. This perception doesn't allow them to feel the freedom and, consequently pleasure provided by the perception of fair and just earnings.

Now, as we addressed at the beginning of this study, OtH has three different dimensions, however, they can act together as *Meaning and Pleasurable Life*, *Engaged and Pleasurable Life,* and *Meaning and Engaged Life*. The orientation of *Meaning and Pleasurable Life* is the one who scores highest in *Fundamental Principles and Values at*

Work and *Health and Safety* but is the one that presents the lowest score in *Social Protection.* The orientation of *Engaged and Pleasurable Life* is the highest regarding the DW dimension of *Opportunities*. It is interesting to see that these two OtH dimensions combined play an important role in the way individuals perceive their work development opportunities but separately they do not have a relevant impact. Finally, the *Meaning and Engaged Life* has the second-highest score in the DW dimension of *Fulfilling and Productive Work.* It is curious to understand that when focusing only on the pleasure of life, the individuals do not perceive their work as fulfilling and productive, however, among those with *Meaningful and Engaged Life* orientation this dimension is highly scored.

These results support the studies by Seligaman (2002) and Peiró, Kozusznik, and Soriano (2019). Seligman (2002), proved that experiencing engagement at work could overpower monetary or work material benefits, while Peiró and his colleagues (2019), demonstrated that meaningful orientation is more efficient regarding the increase of work performance, suggesting the pursuit of a meaningful life is more beneficial for work performance than the pursuit of a pleasurable life.

There is a homogeneity in the perception of Decent Work within each Orientation to Happiness profile. The dimension of *Fulfilling and Productive Work* reached the highest score of the DW seven dimensions in all OtH profiles and the *Social Protection* dimension reached the lowest result. However, it is important to understand the differences in these seven dimensions across OtH profiles.

The *Fundamental Principles and Values at Work* dimension, has its highest results in the *Meaningful and Pleasurable Life* and its lowest in an *Empty Life*, as previously mentioned. This highest result means that when living a *Meaningful and Pleasurable Life*, the individuals tend to perceive that their workplace fulfil with values such as

interactional justice, procedural justice, dignity, participation, freedom, non-discrimination, and trust (dos Santos, 2019). This happens because individuals whose happiness is oriented towards meaning and pleasure look for meaning and immediate pleasure or rewards in what they do, without feeling the need to be engaged in the activities. Therefore, the feeling of having a voice by participating, freedom or trust are important factors to consider.

DW dimension of *Adequate Working Time and Workload* has its lowest results in the *Empty Life* orientation and its highest score in *Full Life* orientation, as previously addressed. It is interesting to see that this dimension has its most disparate results in the conceptually opposed profiles. Contrary to the *Empty Life* individuals, the *Full Life* individuals oriented perceive their working time, workload, and work-life balance and adequate. This curious phenom can be explained by the fact that *Full Life* oriented individuals seek the professional activities that give them the most pleasure, favors their engagement, as well as provides more meaning. On the other hand, *Empty Life* oriented individuals do not seek happiness in any of these aspects. Thus, it is possible to admit that *Full Life* oriented individuals are capable of finding jobs aligned with Decent Work, while the ones whose orientation is *Empty Life* can't. At the same time, having the most meaningful jobs according to *Full Life* orientated individuals, the feeling of overload does not emerge, since they find meaning in what they do, as well as pleasure and opportunities to get involved in it. On the other hand, *Empty Life* orientated individuals, are not mobilized to look for jobs that give them pleasure, meaning, or that constitutes opportunities for engagement. These partially supports the study performed by Martínez-Martí and Ruch (2016) regarding OtH and Job Satisfaction, because in this study only the orientation to a life of engagement was significantly related with job satisfaction. It also partially supported the study performed by Park, Peterson, & Ruch (2009) that covers 27

nations, since this study proved that nations with citizens endorsing engagement and meaning had higher life satisfaction, while the orientation to pleasure was not significantly associated with the happiness of any nation, although there was a tendency in that direction.

Regarding the third DW dimension, *Fulfilling and Productive Work* has its highest scores in the *Full Life* orientation and its lowest in the *Pleasurable Life*. Individuals who only live a pleasant life do not perceive their work as motivating, meaningful, satisfactory, or recognized, on the contrary of individuals who live a full life. Those who have a pleasurable life orientation might pursue and find pleasure in other aspects of life instead work and feel work as obligation. Moreover, pleasurable life orientation can put energy in many aspects of life and consequently do not achieve fulfilling and productive work.

Meaningful remuneration for the Exercise of Citizenship has its highest results regarding the *Full Life* orientation and its lowest in *Pleasurable Life*. Individuals who live a full life perceive their work as fair and sufficient to be a full citizen in society according to benefits and earnings, however, those who live only by pleasure do not share the same perception. The first ones, as previously stated, have more aptitude to enthusiastically search for more pleasant, meaningful and engaged jobs and therefore which allows them the possibility of get a job that fits their criteria, as well as the sense of fair earning. While those who live by pleasure won't have the ability to search and take their time to find the job that fits their criteria of just earning, therefore they won't score on this DW dimensions.

The fifth dimension, also known as *Social Protection*, has its lowest results represented by the *Meaningful and Pleasurable Life*, and its highest by *Full Life*. With this, individuals who are guided by a meaningful and pleasurable life don't perceive that their work protects them (and their families) in case of illness, unemployment, and/or

future retirement. On the contrary, that perception is fulfilled in individuals who are guided by the three OtH dimensions.

DW dimension of *Opportunities* has its highest result in the *Engaged and Pleasurable Life* and its lowest results in *Empty Life*. When individuals live an engaged and pleasurable life, they perceive that their work allows them to progress on their carers (both prospects to improve remuneration and professional development) as well as the feeling that they have a choice on the alternative's jobs available. However, when focusing on the empty life individuals they don't perceive these opportunities.

Lastly, the *Health and Safety* dimension has its lowest scores in *Empty Life* and its highest in *Meaningful and Pleasurable Life*. Individuals who live life by meaning and pleasure, tend to perceive that they have health protection, safety, and comfort regarding work context and its environment, contrary to the individuals who live an empty life.

Our findings imply that individuals who live a *Full Life* have a larger perception of Decent Work present in their work in comparison with those who live an *Empty Life*. This provides the acknowledgment that the way the job is being conducted is valuable, and the connection between work, personal and professional development will be stronger for those who have a *Full Life* in comparison to those who have an *Empty Life* dispositional Orientation to Happiness. Of all the other six profiles, the *Pleasurable Life* orientation is the one who presents the lowest scores within each DW dimension (two out of seven). A suggestion that can be contemplated to increase these results is to consider how and where one worker can find joy and provide it, also challenge and rewarding activities in the work context.

These findings have significant implications for current Human Resources (HR) policies, personnel, and professional development, as well as job design, career planning, and recruitment strategies. Taking this into consideration there are a few practical issues

that HR managers and their teams can implement to obtain better results. Focusing on training and development, they can try to provide the best and more suitable information about what Decent Work is and what it defends, as well as to try to develop the company's employee to act upon what Decent Work represents and also drive them to accomplish their results and, consequently live a happier life at work, also according to Fletcher, Alfes, and Robinson (2018), training and development are positively associated with employee's intention to stay.

When thinking about recruitment and selection, an innovative strategy would be the possibility of only recruiting the employees which orientation to happiness profile suits the company best or is more profitable for the team where the employee would be integrated. If this strategy worked effectively for the company, the employer branding strategy would also benefit. Since, what current employees say about the organization is a way to present and promote their brand, values as an employer in an attractive and sustained way, thus contributing to attract and retain the best talents (Pavitra, 2018).

Therefore, we suggest that to keep the employees of the *Full Life* profile satisfied and compromise, the manager can delegate responsibilities, providing opportunities for subordinates to give their opinion and participate in decisions, creating the feeling of "being part of something bigger" and the feeling that they have a voice in the organization. On the other hand, for employees of the *Empty Life* profile, the manager should be a bit more cautious since people with this profile do not feel so comfortable having autonomy and are pessimist towards life. As for workers of the *Pleasurable Life* profile, since they tend to prefer immediate satisfaction and joy. Besides offering opportunities for empowerment, managers can find a solution so that workers can enrich their tasks and thus feel more pleasure while executing them at work.

Conclusion

The understanding that the way workers perceive their work, as well as the conditions, safety and protection at work, as more or less decent is influenced by their orientation to happiness is essential to improve/maintain their performance and well-being and therefore to progress the quality of the environment at the workplaces.

Research on Decent Work from a WOPP perspective is needed in the way that it can offer meaningful contributions for workers and organizations and can help the expansion of its nomological network and therefore its dissemination throughout the world (Pereira, dos Santos, & Pais, 2019). Decent Work applies to all occupations, countries, and sectors of activity and deserves thoroughly being studied.

Our results demonstrate relevant content for human resources management practices, strategies, and policies since Decent Work plays a central role in our lives and it is even one of the main goals for the 2030 Sustainable Development Agenda. As WOP psychologists we can take that importance and pass it out to our organizations through all the workers. For that, it is possible to, benefit from this study, since it proves that Orientation to Happiness has an influence over Decent Work perception. Therefore, to understand every worker Orientation to Happiness will have a positive impact on the organization, since we can adapt the strategies or activities according to what workers value most by, for example when focusing on the three OtH dimensions, promoting perception of comfort (regarding the pleasant life), worthwhileness activities (regarding the meanginful life) or clear goals and rules of work, alongside with frequent feedback about their performance (regarding the engagement life), (Martínez-Martí, & Ruch, 2016; Peiró, Kozusznik, & Soriano, 2019). This is not only beneficial for the employees but also for the company and society, because, according to several studies happy workers

will perform better than less happy workers (Cropanzano, & Wright, 2001; Wright, Cropanzano, & Bonett, 2007; Peiró, Kozusznik, & Soriano, 2019).

Lastly, we can say that our findings point out that the creation of conditions that allow workers to give meaning to the tasks they perform or the job they are assigned to, or workers who have a sense of appreciation from the organization and feel that they are contributing to a bigger propose that have intrinsic meaning is critical. These findings can highlight the importance of the discussion and communication of the organizational values, mission, and objectives with employees, bringing into line the personal objectives of those who are part of the organization. In that way, the relationship of the variables of Orientation to Happiness and Decent Work analyzed in this study is a good starting point to the construction of strategic and successful Human Resources policies by understanding what is best and more suitable for every employee and act upon that.

Limitations and Recommendations for Future Research

The presented study can have important implications for organizations and workplaces. Every individual pursues happiness, although, the meaning of this varies depending on the individual. Therefore, what they expect and desire to have in their work and what they are best adapted is different among workers.

Decent Work is the opportunity of having a productive and fulfilling work, with the right among of workload, in which rights are protected, adequate income is generated, as well as sufficient social protection and health care are provided. From a WOPP perspective, empirical research of Decent Work and its dimensions still has a lot to cover. This study intended to contribute, as much as possible to the development of this construct, and further contribute to ILO's Decent Work framework and its agenda.

It is essential to understand the personal characteristics which prevent negative perceptions of Decent Work and foster a positive impact of the same variable. Such knowledge could help designing interventions and define Human Resources Management strategies. Strengthening the idea that it is vital to take into account the orientation towards happiness and paying attention to this aspect of interpersonal variability is undoubtedly one of the contributions of our results to Human Resources Management. Managing people implies decisions that may be more or less sensitive to this variability around the OtH concept. Each manager, given these results, can be more sensitive and attentive and make decisions in the day to day that consider the perception of Decent Work and the ways workers perceive their work due to this interpersonal variation regarding OtH.

Despite the relevance and impact of this study to our community and workplaces, it is also essential to highlight some limitations in the present study to improve future studies in the area. One limitation of this study is that the participants are from several areas in mainland Portugal although we have a representative sample, it is impossible to say that the results represent the entire Portuguese population; another limitation is that this study represents a cross-sectional design, so it is difficult to determine the direction of causality for the observed relationship. Therefore, longitudinal studies are necessary to explain deeper the direction of causality. Also, the OtHS had a limited amount of reliability on the engagement dimension presenting a low Cronbach Alpha (.69).

The number of participants is also a limitation because when divided into profiles, we had two small profiles (pleasurable life and meaningful and pleasurable life had less than 30 participants) that could have biased the results. Finally, another limitation to be considered is that the results are based on self-report data such a report is frequently used

in social science research, however, it can be affected by response set biases and unreliability.

Among all the participants we can find professions such as accountants, interns, drivers, hotel and textile industry, traders, operational assistants, prison guards, human resources technicians, civil service, security, administrative, military services, catering, tourism, banking, teaching, among others. This highlight the heterogeneity of the sample and is an excellent starting point for new analyzes with different professions or the same professions in different countries to compare differences among cultures.

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Annex A – (OtHQ) Administered Questionnaire in Portuguese

QUESTIONÁRIO ORIENTAÇÃO PARA A FELICIDADE

Pedimos-lhe que indique em que medida cada uma das seguintes afirmações corresponde à sua própria experiência pessoal. Assinale com uma cruz a opção que corresponde à resposta que pretende dar. Utilize a seguinte escala de respostas:

1= Não corresponde nada à minha experiência; 2= Corresponde pouco à minha experiência;
3= Corresponde à minha experiência; 4= Corresponde bastante à minha experiência;
5= Corresponde muitíssimo à minha experiência

	1	2	3	4	5
1. A minha vida tem um propósito mais elevado	1	2	3	4	5
2. A vida é muito curta para se adiarem os prazeres que nos pode proporcionar	1	2	3	4	5
3. Independentemente do que estou a fazer, o tempo passa muito depressa	1	2	3	4	5
4. Ao escolher o que faço, tenho sempre em conta se isso irá beneficiar outras pessoas	1	2	3	4	5
5. Saio da minha rotina para me sentir estimulado	1	2	3	4	5
6. Procuro situações que desafiem as minhas competências e capacidades	1	2	3	4	5
7. Tenho a responsabilidade de fazer do mundo um lugar melhor	1	2	3	4	5
8. Ao escolher o que fazer tenho sempre em conta se será prazeroso	1	2	3	4	5
9. Tanto no trabalho como no lazer, costumo ficar completamente imerso(a) e esqueço-me de mim próprio(a)	1	2	3	4	5
10. A minha vida tem um significado permanente	1	2	3	4	5
11. Concordo com a seguinte afirmação: "a vida é curta - come primeiro a sobremesa"	1	2	3	4	5
12. Fico sempre absorvido(a) por aquilo que faço	1	2	3	4	5
13. O que faço tem importância para a sociedade	1	2	3	4	5
14. Adoro fazer coisas que me estimulem os sentidos	1	2	3	4	5
15. Ao escolher o que faço tenho sempre em conta se posso ficar completamente absorvido(a) nisso	1	2	3	4	5
16. Tenho passado muito tempo a pensar sobre o significado da vida e como me encaixo no todo	1	2	3	4	5
17. Para mim, uma vida boa é uma vida prazerosa	1	2	3	4	5
18. Raramente me distraio com o que acontece à minha volta	1	2	3	4	5

Dados para fins exclusivamente estatísticos:

1 Sexo ☐ Masculino ☐ Feminino	2 Idade: _____ anos	3 Há quantos anos trabalha na empresa/organização? _____ anos
4 Situação(ões) profissional(ais) (pode assinalar mais do que 1 situação) ☐ Trabalhador do Estado ☐ Trabalhador no setor privado	**5 Qual o vínculo que mantém com a organização?** ☐ Prestador de serviços (recibos verdes) ☐ Contrato a termo (certo ou incerto) ☐ Contrato sem termo /efetivo**(a)**	**6 No seu local de trabalho desempenha alguma função de chefia?** ☐ Sim ☐ Não
7 Grau de Escolaridade ☐ Sabe ler e escrever sem possuir a 4ª classe ☐ 1º ciclo do ensino básico (ensino primário) ☐ 2º ciclo do ensino básico (6º ano) ☐ 3º ciclo do ensino básico (9º ano) ☐ Ensino Secundário (12º ano) ☐ Bacharelato ☐ Licenciatura em curso ☐ Pós-Graduação/Mestrado (pós Bolonha)/ Licenciatura Pré Bolonha ☐ Licenciatura concluída (pós-Bolonha) ☐ Mestrado Pré-Bolonha ☐ Doutoramento	**8 Setor de atividade da organização onde trabalha** ☐ Indústria Transformadora ☐ Indústria Extrativa ☐ Comércio por grosso e a retalho ☐ Alojamento e restauração ☐ Agricultura, pecuária, pescas ☐ Construção ☐ Produção e distribuição de eletricidade, gás e água ☐ Transportes e armazenagem ☐ Educação e ciência ☐ Saúde humana e apoio social ☐ Atividades imobiliárias, alugueres e serviços prestados às empresas ☐ Artes e indústrias criativas ☐ Tecnologia de informação e comunicações ☐ Outra	**9 Dimensão da organização onde trabalha** ☐ Tem até 9 colaboradores ☐ Tem entre 10 e 50 colaboradores ☐ Tem entre 51 e 250 colaboradores ☐ Tem entre 251 e 500 colaboradores ☐ Tem entre 501 e 1000 colaboradores ☐ Tem mais de 1001 colaboradores **10 Tempo de trabalho na função atual** ☐ **3 meses** ☐ **Mais de 3 e até 6 meses** ☐ Mais de 6 meses e até 1 ano ☐ Mais de um ano
	Qual?_____	
11 Indique, por favor, o seu vencimento líquido mensal (aquilo que recebe em média por mês) ☐ Até 500 € ☐ Entre 2001 e 2500 € ☐ Entre 501 e 1000 € ☐ Entre 2501 e 3000 € ☐ Entre 1001 e 1500 € ☐ Entre 3001 e 3500 € ☐ Entre 1501 e 2000 € ☐ Entre 3501 e 4000 € ☐ Mais de 4000 €	**12 Há quanto tempo trabalha com o superior hierárquico a quem se referiu nos questionários?** ☐ **3 meses** ☐ **Mais de 3 e até 6 meses** ☐ **Mais de 6 meses e até 1** ano ☐ **Mais de um ano**	

Muito obrigado(a) pela sua colaboração

QUESTIONÁRIO DE TRABALHO DIGNO

Este questionário pode ser respondido por qualquer pessoa que trabalha. Ele refere-se ao seu trabalho atual e ao contexto profissional no qual o realiza. Por 'contexto profissional' entenda o mercado de trabalho em geral (para alguém com as suas características profissionais), a(s) empresa(s)/organização(ões) onde eventualmente trabalhe, bem como a sua eventual atividade de prestador(a) de serviço (profissionais liberais/autónomos).

Não há respostas certas nem erradas. O importante é que avalie se concorda mais ou menos com as afirmações apresentadas. Utilize a seguinte escala de respostas:

1 = Não concordo nada
2 = Concordo pouco
3 = Concordo moderadamente
4 = Concordo muito
5 = Concordo completamente

Marque com um (X) a sua opção de resposta para cada afirmação. Responda a todas as afirmações. Relembramos que elas se referem ao seu trabalho atual e ao contexto profissional no qual o realiza.

1. No meu trabalho estou protegido(a) de riscos para a minha saúde física.	1	2	3	4	5
2. Tenho perspetivas de ter uma reforma/aposentação tranquila (pensão, previdência pública ou privada).	1	2	3	4	5
3. Considero adequada a quantidade média de horas que trabalho por dia.	1	2	3	4	5
4. Disponho de tudo o que preciso para manter a minha integridade física no meu trabalho.	1	2	3	4	5
5. Sinto que estou protegido(a) caso fique sem trabalho (subsídios sociais, programas sociais, etc).	1	2	3	4	5
6. Sinto a minha família protegida através do meu sistema de proteção social (público ou privado).	1	2	3	4	5
7. O que ganho com o meu trabalho permite-me viver com dignidade e autonomia.	1	2	3	4	5
8. Sinto que estarei protegido(a) no caso de ficar doente (segurança social, seguros de saúde, etc.).	1	2	3	4	5
9. O que recebo pelo meu trabalho permite-me oferecer bem-estar aos que dependem de mim.	1	2	3	4	5
10. O que ganho com o meu trabalho permite-me viver com um sentimento de bem-estar pessoal.	1	2	3	4	5
11. No meu trabalho existe confiança entre as pessoas.	1	2	3	4	5

12. O meu trabalho contribui para assegurar o futuro das novas gerações.	1	2	3	4	5
13. Através do meu trabalho desenvolvo-me profissionalmente.	1	2	3	4	5
14. Um(a) profissional como eu pode criar o seu próprio emprego.	1	2	3	4	5
15. O meu horário de trabalho permite-me gerir/administrar bem a minha vida.	1	2	3	4	5
16. Em geral, os processos de tomada de decisão relativos ao meu trabalho são justos.	1	2	3	4	5
17. Penso que tenho perspetivas de melhorar a minha remuneração/salário/ benefícios.	1	2	3	4	5
18. O meu trabalho permite-me ter tempo para a minha família/vida pessoal.	1	2	3	4	5
19. O meu trabalho contribui para a minha realização (pessoal e profissional).	1	2	3	4	5
20. Disponho do que preciso para trabalhar com segurança.	1	2	3	4	5
21. Sou tratado(a) com dignidade no meu trabalho.	1	2	3	4	5
22. Sou livre para pensar e expressar o que penso sobre o meu trabalho.	1	2	3	4	5
23. Em geral, tenho condições ambientais seguras no meu trabalho (condições de temperatura, ruído, humidade, etc).	1	2	3	4	5
24. No meu trabalho sou aceite tal como sou (independentemente de gênero, idade, etnia, religião, orientação política, etc).	1	2	3	4	5
25. Atualmente, penso que há oportunidades de trabalho para um profissional como eu.	1	2	3	4	5
26. Acho que tenho possibilidades de progredir profissionalmente (promoções, desenvolvimento de competências, etc).	1	2	3	4	5
27. Considero adequado o ritmo que o meu trabalho exige.	1	2	3	4	5
28. Na minha atividade profissional existe a possibilidade de participação equilibrada nas decisões por parte de todos os envolvidos/implicados.	1	2	3	4	5
29. O trabalho que realizo contribui para criar valor (para a minha empresa/organização/clientes/sociedade, etc).	1	2	3	4	5
30. Considero digno o trabalho que realizo.	1	2	3	4	5
31. O que ganho financeiramente com o meu trabalho é justo.	1	2	3	4	5

Muito obrigado(a) pela sua colaboração

CONSENTIMENTO INFORMADO (Presencial)

O projeto "Liderança e Trabalho" é realizado por uma equipa de investigação da Universidade de Évora e da Universidade de Coimbra, pelos seguintes investigadores: Nuno Rebelo dos Santos (nrs@uevora.pt), Lisete Mónico (lisete.monico@fpce.uc.pt), Carla Semedo (cssemedo@uevora.pt), Leonor Pais (leonorpais@fpce.uc.pt), e Catarina Fernandes (catefernandes94@gmail.com). É ainda membro da equipa de investigação o(a) estudante abaixo-assinado(a).

O/A participante abaixo-assinado/a:

a) Tem conhecimento de quais são os objetivos do projeto;
b) Teve oportunidade de esclarecer as questões que quis colocar;
c) Sabe que pode desistir de participar no projeto a qualquer momento durante as respostas às questões;
d) Sabe que o seu nome nunca será divulgado pela equipa de investigação (os dados individuais são confidenciais);
e) Sabe que pode solicitar uma síntese dos resultados obtidos deixando o seu endereço de email ao/à aplicador/a;
f) Mantém a confidencialidade quanto à presente investigação até receber a síntese dos resultados obtidos.

A equipa de investigação compromete-se a:

a) Garantir ao participante o carácter voluntário da participação no presente estudo;
b) Prestar os esclarecimentos solicitados;
c) Utilizar parcimoniosamente o tempo disponibilizado pelo participante;
d) Assegurar o anonimato das respostas e a confidencialidade dos protocolos individuais de resposta;
e) Utilizar os resultados da investigação apenas para fins de trabalhos académicos e respetivas publicações;
f) Apresentar os resultados de forma agrupada, impossibilitando a identificação individual dos respondentes;
g) Eliminar da base de dados, constituída pela totalidade das respostas, qualquer elemento identificador do autor de cada resposta.
h) Conduzir a investigação de acordo com o Código Deontológico da Ordem dos Psicólogos Portugueses.

Data:___/___/____

Participante:

Estudante-aplicador:

Investigador responsável:

Métodos de Investigação em Psicologia

Tarefa: Participação em recolha de dados para um estudo empírico

**Liderança e Trabalho
Termo de Responsabilidade**

Eu, abaixo assinado(a) declaro que procedi à aplicação dos questionários do presente projeto (MWMS, Toxic Leadership Questionnaire, Empowering Leadership Questionnaire, Questionário de Orientação para a Felicidade, Decent Work Questionnaire) de acordo com as instruções que constam no documento intitulado "instruções para a recolha de dados" e que me foram fornecidas pelo docente da unidade curricular. Realizei todas as diligências para obter dados válidos de boa qualidade, assegurando tanto quanto possível respostas sinceras e empenhadas das pessoas que recrutei como respondentes, visto que cumpriam os critérios definidos (trabalhador no ativo há pelo menos 6 meses, com o mínimo de 3 meses de experiência de trabalho com o superior hierárquico alvo das respostas).

Mais declaro que cumpri o Código Deontológico da Ordem dos Psicólogos Portugueses no que se refere à realização de investigação empírica.

Declaro ainda que elaborei o relatório de aplicação que anexo a este documento com total verdade, e sem omitir ou distorcer o modo como ocorreu a obtenção das respostas aos questionários que fazem parte desta minha tarefa.

Data

Assinatura do(a) estudante:

Número de estudante: