

# Organizational Health and Well-being Project aimed at employees of a Long-Term Care Unit following a Merger & Acquisition Process

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## ABSTRACT

Considering the challenges and opportunities of the current corporate environment, promoting health and well-being in the workplace has become a strategic priority in Human Resources management, especially during times of organizational change, such as mergers and acquisitions. In these scenarios, organizational culture and transition dynamics play a key role.

This study in Human Resources Management and Organizational Strategy analyzed the impact of a Merger & Acquisition (M&A) on Organizational Well-being and Organizational Culture of a Continuing Care Unit (CCU) acquired by an international group.

The study focused on the transition from a family culture to a corporate model, identifying challenges such as increased stress, turnover, and employee dissatisfaction, especially among long-term employees.

The literature review and empirical analysis highlighted that M&A generate cultural shocks and psychosocial risks, affecting the mental health and productivity of employees. Thus, this study aimed to create a Strategic Organizational Health and Well-being Program for UCC employees, integrated into 3 main axes: Cultural Alignment, Well-being Promotion, and People Management.

The study shows that M&A requires a balance between operational efficiency and human sensitivity. A hybrid Organizational Culture and a focus on Well-being are pillars for reducing conflicts and increasing commitment. People Management plays a central role in this process, prioritizing communication, participation, and adaptation to the needs of employees.

This project, based on a quantitative methodology in applied research, will detail the model for developing a strategic organizational health and well-being program, adapted to the specific needs of UCC employees.

The implementation of the program aims not only to mitigate negative impacts but also to align UCC with the Sustainable Development Goals (SDGs 3 and 8), reinforcing its sustainability and competitiveness in the health sector.

## KEYWORDS

Organizational Health and Well-being, Mergers and Acquisitions, Organizational Culture, Human Resource Management.

## 1. Introduction

Competition in today's market makes it essential for companies to carefully plan their path forward, systematically defining clear goals and objectives, thoroughly analyzing the organization's internal and external environment, and developing effective strategies to achieve these goals.

This process offers not only a broad view of the company's current situation but also establishes a clear direction for the future.

In the contemporary corporate landscape, marked by globalization and post-pandemic transformations, Mergers and Acquisitions (M&A) are consolidating as key strategies for the growth and competitiveness of companies. Lopes (2020) considers that M&A are strategic approaches that

leverage the growth of organizations, giving them access to new markets with reduced competition.

However, their impact on Well-being and Organizational Culture remains underestimated, especially in critical sectors such as healthcare, where work pressure and the humanized nature of services amplify psychosocial risks.

Recent studies, such as those by Cartwright & Cooper (1992) and Gallup (2024), highlight that up to 70% of M&A fail due to cultural clashes and emotional burnout among employees, reinforcing the urgency of investigating Human Resource Management practices capable of harmonizing operational efficiency and mental health.

The literature and organizational research affirm that M&A have a profound impact on people and well-being, as organizational culture has a significant impact on internal company relations, influencing values, behaviors, and interactions among team members.

In the face of an M&A process, strategic planning is essential for long-term success. For Bryson (2018), strategic planning means the “disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it.

It implies a broad collection of information, an exploration of alternatives, and an emphasis on the future implications of present decisions” (p. 9). This planning should consider the external environment but focus primarily on the main stakeholders of the business: the employees!

Thus, this project positions itself in this debate, by analyzing a Continuing Care Unit (CCU) acquired by an international group, whose transition generated dissatisfaction, turnover, and negative stress, reflecting a gap between theory (strategic benefits of M&A) and practice (human management of these processes).

The relevance of this study lies in three dimensions:

□ Scientific: Fills gaps in the literature on M&A in healthcare contexts, where cultural sensitivity and the balance between productivity and care are critical.

□ Practical: Offers a replicable model of a Strategic Wellbeing Program, aligned with the NP 4590 standard, to mitigate psychosocial risks in organizations in transition.

□ Social: Aligns with the Sustainable Development Goals (SDGs 3 and 8), promoting healthy and inclusive work environments.

In the theoretical framework, an in-depth survey of the subject was carried out, addressing the themes of promoting Organizational Health and Well-being, the impact of M&A on organizational well-being, human resource management during periods of organizational transition, strategies for promoting organizational well-being in corporate environments, and strategies for evaluating the impact.

The theoretical foundation is based on authors such as Chiavenato (2010) for people management, Quinn & Spreitzer (1991) for organizational culture, and IPQ (2023) for well-being standards, ensuring conceptual rigor and alignment with international best practices.

Regarding the methodology applied, a mixed approach (qualitative and quantitative) was adopted, using Empirical Instruments, such as questionnaires based on the SERVQUAL model (Parasuraman et al., 1991) to assess psychosocial risks, semi-structured interviews and the Workplace Wellbeing Scale (Paschoal & Tamayo, 2008) to assess positive/negative affect and professional achievement, and Organizational Culture analysis via the Quinn & Spreitzer model (1991), comparing pre- and post-merger values.

This project advances the academic debate by integrating change management theories (Kotter, 1999) with organizational wellbeing models (Diener, 1984), offering a framework adaptable to M&A contexts. Its practical relevance lies in the creation of an auditable plan, aligned with standards that can be replicated in global health organizations.

### 1.1. Problem identified

Costa (2022) states that “the promotion of well-being should be a daily and constant presence in the life of each individual, in their various contexts, reflecting on the maintenance of their physical and mental health”.

During the first year after the acquisition of the Continuing Care Unit (UCC) by the international group, most employees expressed numerous concerns related to organizational well-being, both individually and collectively. This phenomenon was much more evident among the older employees, who

experienced a very different organizational culture from the current one.

Through inter-team meetings initiated in January 2025, feedback interviews conducted in May and November, as well as responses to questionnaires on the psychosocial risk assessment, the Management Team (MT) perceived that the M&A had a negative impact on the work environment and the preservation of team spirit, which generated dissatisfaction, insecurity, and discomfort among employees, in addition to reducing their levels of satisfaction.

Furthermore, an increase in turnover, absenteeism, and presenteeism rates was observed in healthcare teams.

Although the aforementioned phenomenon is expected in the early stages following an acquisition, the identified problem reveals itself to be a warning sign for the unit's management, which has a duty to intervene. Thus, the problem identified by the Management Team refers to the impact of M&A on organizational well-being.

## **1.2. Study Objective and Opportunities for Improvement**

Considering that the acquisition of a family business by a multinational can significantly affect the health and well-being of workers, and based on the identified problems, it is relevant to develop a continuous organizational health and well-being project with practical application.

This project will allow EG to assess the needs of its employees, reduce the negative effects of the unit's acquisition on the organizational climate, and improve the health and well-being of employees. Thus, the transition can be well managed, with clear and transparent communication.

In order to maintain the positive aspects of the family business culture and promote adaptation to the new standards of the multinational, this master's thesis aims to develop a Strategic Health and Well-being Program for UCC employees, integrating organizational culture, people management, and sustainability.

The Strategic Project, defined by Bekin (1995) as "marketing actions oriented towards the company's internal audience, with the aim of promoting among its employees and departments values intended to serve the customer", will focus on the Organizational Health and Well-being of the

Continuing Care Unit, which is in the process of transitioning to an international group.

This transition brings changes and challenges, especially in relation to the organization's culture and internal environment, requiring a departure from the comfort zone to align procedures, goals and objectives with the culture, values, vision and mission of the new group.

As specific objectives, this project aims to carry out an analysis of the current organizational climate of the Continuing Care Unit, thus understanding the internal environment, with the aim of developing and planning activities that aim at cultural alignment through organizational well-being, diagnosing the impacts of M&A on the organizational climate and the health of employees.

Proposing evidence-based actions for cultural realignment and promotion of well-being, implementing medium and long-term evaluation indicators and validating the applicability of the program through these KPIs.

With a mindset geared towards change and results, through strategic planning focused on organizational health and well-being, it will be possible to chart a path that will allow for the reorganization and redefinition of the organization's trajectory, with a view to achieving better results.

Thus, it will be possible to structure and implement a strategy that allows for the achievement of established objectives, reduces uncertainties, anticipates decisions and, consequently, diminishes potential conflicts and their impacts on the health of employees and the organizational well-being of this UCC (Culture Unit).

## **2. Literature Review**

### **2.1 Promoting Organizational Health and Well-being**

Promoting health and well-being should be a daily and constant presence in the life of everyone, in their various contexts. This is reflected in the maintenance of their respective physical and mental health and is currently considered by people and organizations as an essential factor for sustainable communities and societies.

According to Diener (1984), health promotion means "the development and presence of individual and social resources

that provide optimal mental functioning, self-realization, happiness and well-being".

In this sense, organizational health and well-being have been increasingly recognized as critical factors for the success and sustainability of modern organizations.

According to Nascimento and Pestana (2019), an unhealthy environment in organizations favors absenteeism and presenteeism and consequently impacts the company's productivity. Therefore, sustainable communities need efficient organizations and happy people.

#### Definition of Organizational Health and Well-being

Gonçalves (2013) defines well-being as a state of emotional, mental, and physical satisfaction that makes a human being feel complete and at peace with life. In turn, organizational health and well-being refer to the state of physical, mental, and emotional balance of employees within an organization.

According to IPQ (2023), "organizational well-being and happiness should be understood as the organization's ability to create, develop, and maintain conditions that ensure well-being at work and that should be monitored and guided in order to provide a positive physical, mental, and social state, self-referred to as healthy, pleasant, or enjoyable associated with work in the organization".

The World Health Organization (WHO) in 1946 stated that health is not only "the absence of disease, but a state of complete physical, mental and social well-being" (Costa, 2022, p. 59). In the organizational environment, well-being includes job satisfaction, harmony between personal and professional life, workplace safety, and the support that employees receive from leadership.

According to Ribas (2017), "a successful organization is one that faces challenges effectively and efficiently, but above all with a healthy environment" (p. 18). In this context, employers, managers, and employees act proactively, sustainably, and continuous effort to ensure the protection and promotion of the health, safety, and well-being of all.

Considering that work occupies a large part of individuals' waking lives, to ensure health and well-being at work, the organization must take into account that it "must be a source of satisfaction, relationships, and fulfilment for people and,

consequently, contribute to organizations being more innovative, competitive, and profitable" (IPQ, 2023).

#### Factors Influencing Well-being

Gonçalves (2013) argues that when an organization develops its resources in a way that favors healthy work, promoting motivation and learning among its employees, it enhances a good organizational environment, which will lead to well-being within the organization.

The concept of employee well-being is closely linked to several pillars, including the physical, emotional, and social dimensions. It is therefore considered that its promotion should be a daily and constant presence in the life of each individual.

Organizations that invest in promoting well-being in all these dimensions are seen as more likely to attract and retain talent, as well as promote a more productive and innovative work environment.

There are several factors that influence the well-being of workers in organizations and directly impact their physical, emotional, and social dimensions. According to Bennett et al. (2017) and Johnson et al. (2018), these are some of the dimensions that influence organizational well-being:

- Self-efficacy. Workers experience well-being when they are able to demonstrate their skills and feel individual or collective effectiveness as a result of their actions.
- Inclusion and support from colleagues and superiors. Workers feel good when they find support and experience feelings of belonging in the group.
- Stress management. Workers' well-being depends on autonomy and control over their work, as well as the time and resources available to reduce the demands of the work and recover from them.
- Autonomy and purpose. Well-being is favored when workers have control over their activities and attribute purpose and value to what they do.
- Recognition and reward. Workers feel good when they are recognized and rewarded in different ways, such as protection and benefits policies, health and well-being promotion initiatives, employee support programs, and professional training and development.

Work environment. Well-being is fostered in a work environment that is physically safe, ergonomic, and free from toxic elements, but also psychologically safe, with a positive organizational culture and climate.

Work-life balance. The well-being of workers is influenced positively or negatively by the impact of family and personal factors.

Management and leadership. Leaders and managers affect the well-being of workers, with better or worse results, as they manage demands, promote or restrict flexibility, provide support, define roles, and maintain effective and quality communication.

On the other hand, and according to the FJN Guide (2022), there are several indicators of lack of well-being in the workplace:

“Greater involvement in conflicts with colleagues, employers, managers and/or superiors;

Changes in mood, increased irritability or anger, frustration, sadness, anxiety and/or stress;

Physical signs of fatigue or manifestation of illness;

Lower involvement in work activities;

Greater isolation, often generalized from the professional context to the personal;

Greater difficulty in meeting deadlines or presenting the same results or productivity;

Avoidance of certain professional tasks and activities;

Absences (justified or not) from work more frequent than usual” (p. 9)

Dutschke (2013) identified the dimensions of organizational happiness and well-being in Portugal, namely:

In relation to the organization: Good internal environment (20%), Recognition and trust (18%), Possibility of personal development (16%), Adequate remuneration (12%), Personal involvement (11%), Sustainable and innovative organization, involvement with managers and organization, well-defined goals and Work-life balance - 23%.

Regarding the role: Involvement with the role (19%), Possibility of personal development (18%), Recognition and respect (14%), Good work environment (11%), Adequate remuneration (10%), Well-defined objectives (10%), Sustainable and safe organization, Support from

management, Work-life balance and Ability to be entrepreneurial (18%).

These results demonstrate that, although remuneration is important, it can be complemented by other even more significant factors.

In the context of strategic human resource management, the author highlights the importance of identifying the factors and variables that promote employee happiness, fundamental elements for the sustainability of organizations.

The study concludes that happier employees tend to be more productive, contributing to superior organizational performance.

Throughout the Gallup report (2024), employees share how work impacts their mental health, with some mentioning that work stress affects their personal life, while others highlight the importance of support.

### 2.1.3. Impact of Well-being on Productivity

Employee well-being is closely related to organizational performance. When work significantly contributes to the well-being of individuals, and this concept is central to organizational management, it drives the achievement of the organization's strategic objectives.

When employees are physically and mentally healthy, they tend to be more productive, creative, and committed to their tasks. In addition, the emotional and mental well-being of employees influences the quality of decisions and the ability to work in teams.

Employees who feel good in the work environment are more likely to collaborate, innovate, and contribute to a positive organizational climate. On the other hand, chronic stress and job dissatisfaction can lead to health problems, reduced performance, and an increased number of errors.

According to Kun & Gadanez (2019), well-being is considered a crucial factor in the performance, productivity, and success of organizations, being associated with “lower levels of stress and absenteeism and higher levels of motivation, commitment, innovation, and satisfaction” (OPP, 2021).

According to the Report on the Cost of Stress and Psychological Health Problems at Work, in Portugal “the cost of lost productivity due to stress and psychological health

problems represents, respectively, 10.2% and 5.2% of total salaries and other social charges.

In total, for Portuguese companies, the cost of lost productivity due to psychosocial risks and psychological health problems represents 8.5% of salaries and social charges for workers” (OPP, 2023), corresponding to 1.4% of the turnover of Portuguese companies.

According to the results of the Gallup report (2024), employee engagement stagnated in 2023 and overall well-being decreased, suggesting that there is still a lot of stress and dissatisfaction within organizations, which can have direct consequences on overall productivity. Gallup estimates that low employee engagement costs the global economy around US\$8.9 trillion, representing 9% of global GDP.

At the European level, the same report concludes that the employee engagement rate is only 13%, that 32% intend to leave the organization, and that they experience various negative emotions throughout the day (37% stress, 15% anger, 17% sadness, 14% loneliness).

Several studies show that organizations that invest in well-being programs experience increases in productivity and reductions in absenteeism and turnover rates. According to the Happiness Academy's manual on Strategies for a Business Approach to Happiness (2024), "there is not only a positive, but an exponentially significant correlation between employee well-being and the financial and strategic success indicators of entities".

## **2.2. Impact of Mergers and Acquisitions (M&A) on Organizational Well-being**

“Nothing is permanent except change” (Heraclitus of Ephesus, 540 BC-470 BC)

Context and Motivations for Mergers and Acquisitions (M&A)

The world and organizations are in a constant process of change, with this pace having increased in the last two decades of the 20th century. Mergers and Acquisitions (M&A) then emerge as a result of competition in the corporate market at a global level.

According to Silva (2013), the main motivations pointed out in the literature for the increase in M&A worldwide in recent decades point to operational efficiency gains, increased

market power, as well as divestment/diversification, resulting in a combination of economic, strategic and technological factors.

The goal is to seek better financial performance through growth and scale, international expansion, increased competitiveness, digital transformation, operational and economic synergies, market consolidation, and the pursuit of innovation, among other things.

According to Goldner and Araujo (2005), companies are using M&A, in addition to strategic alliances, as a tool for leverage and improvement in the management of their businesses.

Mergers and Acquisitions (M&A)

Pereira et al (2006) state that a merger “involves a complete combination of two or more companies that cease to legally exist to form a third with a new identity, theoretically without predominance of any of the previous companies”, with a mutual agreement and being beneficial to both parties.

According to the same authors, “the acquisition determines the legal disappearance of the purchased company, that is, there is no extinction of both, with one legal entity remaining, and the other, incorporated, becoming subordinate in its assets, rights and obligations to the acquiring company, which may or may not use the name of the acquired company, which will have its legal entity extinguished” (Pereira et al, 2006), that is, one company “takes over” another and establishes itself as the new owner.

The purchased company ceases to legally exist and the buyer “swallows” its business and the buyer's inventory continue to be traded.

We can therefore conclude that “a merger occurs through a process of joining forces between companies; while an acquisition occurs when one company is acquired by another” (Santos & Arbex, 2011).

Changes in Organizational Culture and Climate

In recent decades, change has been constant in the business world. In the VUCA environment in which organizations currently operate, everyone knows that change will occur, but no one is certain about the context in which it will happen or about the positive or negative impact it may have. Silva (2005) states that "change can be a positive factor for growth, or it

can be a negative force that can lead to mental and/or physical deterioration".

In M&A, the change process is inevitable and will impact both senior management and operational employees. In Capelli's (2009) study on critical factors for the success of organizational change, a difference is perceived in how managers and employees view this transformation: "where managers see opportunities, employees see problems and discomfort".

This occurs because changes awaken a sense of threat to the status quo of individuals, who generally feel organized and secure in their current positions.

A critical aspect of M&A is the potential merging of distinct organizational cultures, which can generate conflicts and adaptation difficulties for employees. According to Machado (2006), one of the main concerns in M&A is the encounter between different organizational cultures and how it should be managed by companies. The central principle is that the way these cultural encounters are managed directly impacts the organization's performance, and therefore, it should be considered in all strategic decisions.

For Chiavenato (2010), "organizational culture or corporate culture is the set of habits and beliefs, established by norms, values, attitudes and expectations, shared by all members of the organization", being characterized as the company's philosophy, which can be formal or informal.

The formal culture of the company includes policies and guidelines, procedures, structure, and strategy. However, there is a culture developed by employees that is as important, or even more important, than the previous one for the success of M&A, where emotional and psychological aspects are present, such as perceptions, attitudes, group norms, feelings, values, expectations, affective relationships, among others.

The manager should consider the diversity of culture that exists in the organization, in order to achieve productive and well-structured teams, so that conflicts are reduced and changes occur naturally.

Organizational culture influences behavior, work ethic, and interpersonal relationships; therefore, cultural clashes can result in tensions and maladjustments, harming the sense of

belonging and psychological well-being (Weber & Camerer, 2003).

In extreme cases, cultural misalignment can create a toxic work environment, reducing employee commitment and motivation (Cartwright & Cooper, 1992).

Regarding organizational climate, Luz (2008) argues that it "is the reflection of the mood or degree of satisfaction of a company's employees at a given moment", while for Chiavenato (2010) organizational climate refers to the environment that prevails among the members of the organization, being directly linked to the level of employee satisfaction.

Both authors argue that the organizational environment exerts a strong influence on people's relationships and behavior.

Knowing that organizational change is a "constant and crucial action for maintaining the prosperity and competitiveness of companies" (Kotter, 1999), it is essential that organizations attach significant importance to the integration of culture in the M&A process. Barros (2003) states that cultural clashes, which can threaten the success of M&A operations, are due to different views regarding the values and beliefs of the acquiring organization.

This aspect could be mitigated by integrating employees into the M&A strategy and process.

Differences in Organizational Culture in Family Businesses and Multinationals

According to Padoveze & Carvalho de Benedicto (2005), a company is influenced by the convictions and principles of its founder. These values define which products or services will be offered, the performance criteria used to evaluate its success, and the standards of efficiency and effectiveness that are sought to be achieved. Thus, they form the basis of the organization's functioning, influencing management tools and business guidelines. Organizational culture is, therefore, a consequence of the beliefs and values of its leaders.

In this sense, companies strive to create a unique value system, where organizational culture becomes one of the pillars that support the company's practices, directly influencing how employees interact, make decisions, and engage with the organization's mission.

With the merger and acquisition (M&A) of a family business by an international group, it becomes crucial to integrate the existing culture with the new culture, considering that these transactions, in addition to the transfer of financial and operational assets, also involve the transfer of distinct values, with a profound impact on the structure of the acquired company and its employees.

However, it must be considered that the differences between the organizational culture of a family business and that of an international group are notorious, reflecting in the behaviour and positioning of employees within the organization (Atz & Rese, 2013).

The nature of family management, often characterized by a close relationship between owners and employees, contrasts significantly with the more formal and impersonal corporate model of multinationals.

Family businesses generally have ingrained values and practices that reflect the legacy of the founders and a more intuitive and personalistic management style. In contrast, international organizations tend to operate with more rigorous hierarchical structures, standardized processes, and a culture focused on efficiency and financial results on a global scale.

This difference in management styles can bring challenges to integration after an acquisition, with possible impacts on company performance, the work environment, and employee well-being, due to the difficulty in adapting to the new organizational culture.

According to Drucker (1993), “changing corporate culture has become the latest fad in management. There is indeed a need to change deeply ingrained habits in many organizations”. However, “changing an organization’s culture is not a simple task.

One of the main challenges is recognizing the existing culture, since it is the result of the actions of the organization’s members and the bonds they form over time.” (Stoner and Freeman, 1995).

Therefore, it can be concluded that the organizational culture of a family business and that of an international group are based on priorities and values distinct from each type of organization.

Understanding what distinguishes them is fundamental for effective management and for creating work environments that promote employee engagement and long-term success.

To change organizational culture, it is necessary to focus on what people and managers routinely do within the company.

### 3. Methodology

This section will present the methodology adopted in the development of the project. The methodological approach, sample characterization, and the tools and techniques used for data collection will be detailed.

#### 3.1. Methodological Approach

This project aims to develop an Organizational Well-being Program, based on a methodology (quantitative) in applied project research. For the Management Team of the UCC, the objective of this project is to generate a concrete and useful solution that can be implemented in the short or medium term, aiming to respond to a specific need in the real context of the UCC.

#### 3.2. Population and Sample

As a sampling method, we have a non-probabilistic and convenience sample, insofar as we used a group of available individuals, intentionally selected: employees with a contractual link of more than 6 months at a UCC in Portimão, totaling 45 employees in the first semester and 46 employees in the second semester.

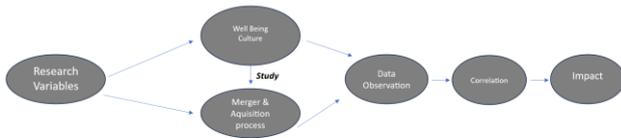
This population varies in the first and second semesters because there were several employee departures and admissions during this period, the employees of the UCC are divided in the functional areas appropriated to a health sector organization.

#### 3.3. Information Methods and Techniques

In order to begin the data collection process, approval of the project by the Business Unit Director (BUD) was necessary. After positive evaluation by the BUD, we began data collection, which took place from January to December 2025, using research instruments dedicated to the management models, related with the culture framework and well-being concepts.

In the process of collecting the data necessary for the development of this project, several structured and effective information collection methods were used. For a better understanding of the tools used, a Conceptual Framework was developed by the author, as can be seen in Figure 1.

Figure 1 - Conceptual Framework



Source: Study development

Although various methods and techniques were used to collect information, they were extremely important for a comprehensive understanding of the organizational climate at each point in time.

#### 4. Data Analysis and Interpretation of Results

This section presents the analysis of the data collected during 2025 and the interpretation of the results obtained, fundamental steps to answer the objectives proposed in this applied research study.

Data analysis was a structured process that involved the organization, processing, and exploration of information, using qualitative and quantitative methods, according to the nature of the research. At the same time, the results were interpreted considering the theoretical framework and the previously established objectives, allowing for a deeper understanding of the phenomenon studied. The results were presented in detail, with the support of tables, graphs, and other visual resources that facilitate their understanding.

This systematic approach aims to ensure scientific consistency and transparency in the presentation of results, promoting a robust and reliable analysis that significantly contributes to the advancement of the project to be developed in the following chapter.

#### 4.1. Sample Characterization

Throughout 2024, two data collection periods were carried out (1st and 2nd semesters). Between May and November, there were numerous employee entries and exits, thus varying the characterization of the study population. To characterize the sample, we will have a group of 45 employees in the 1st semester (N=45) and 46 employees in the 2nd semester (N=46).

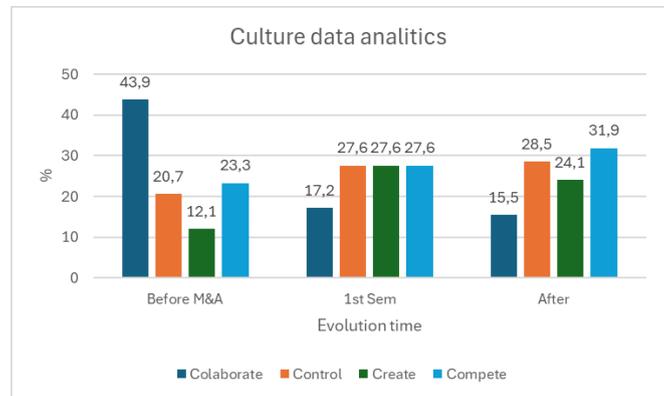
When analyzing the population, we found that, in both semesters, more than 70% of the employees are female.

#### 4.2. Analysis of Organizational Culture

The first questionnaire aimed to analyze the Organizational Culture before and after the UCC acquisition, based on the Contrasting Values Model. This questionnaire was applied only to employees who were familiar with both organizational cultures, a total of 29 employees (N=29).

Employees were asked to record their view of Organizational Culture before the acquisition, 7 months after the M&A, and 14 months after the M&A by the international group.

Graph 1 – Organizational Culture Evolution Data



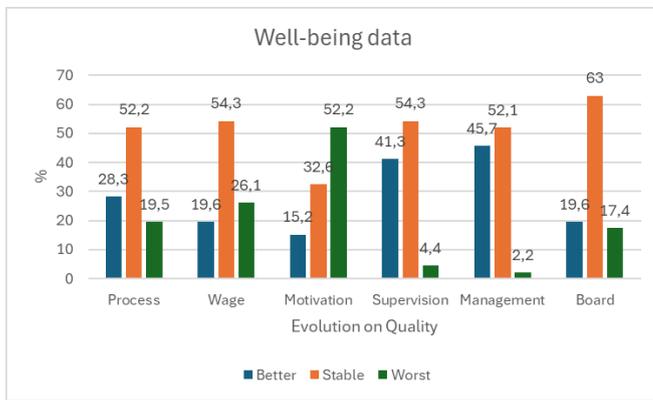
Source: Study Data

According to the results obtained, we can state that employees perceived that before the acquisition by the international group, the company's organizational culture was more focused on collaboration, primarily internally. After the acquisition, employee opinions changed, and by the end of the second half of 2025, they were facing a culture of control and competitiveness, less flexible and more outward-looking.

#### 4.3. Employee Well-being Data

With the aim of summarizing employee opinions regarding Operations and Organizational Climate, as well as Leadership in relation to their organizational well-being.

Graph 2 – Well-being data



Source: Study Data

Analyzing the overall opinion of employees, we can conclude that in all categories, the perception of "Improved" decreased from the first to the second semester. The categories "Coordination" and "Management Team," despite having decreased, still maintain relatively high percentages (41.3% and 45.7%, respectively).

The most significant drop occurred in the Management Team (-25.4 percentage points), but it is still the category with the highest positive percentage.

On the other hand, all categories registered an increase in the perception of "Worsened," highlighting:

- Team Motivation (+5.5 p.p.) - Worsened in the second semester, being the opinion of more than 50% of employees, registering as the most critical category.
- Salaries (+6.1 p.p.) - Worsened in the second semester, demonstrating growing dissatisfaction with salaries.
- Processes/Procedures (+10.6 p.p.) - The value almost tripled in the 2nd semester, requiring a review of processes and anal

Table 1 – Correlation Matrix

Correlation Matrix			
Variables/Scores		VAR(Q)	VAR(WB)
Culture	R- Pearson	---	0,79
	N	---	29
	p- value	---	0,000124
Well-being	R- Pearson	0,58	---
	N	29	---
	p- value	0,0001	---

Source: Study Data

In summary, we can mention that "Team Motivation" and "Salaries" are the most critical areas, requiring immediate intervention, that "Processes/Procedures" need adjustments to contain the growing dissatisfaction, and that the

Management Team and Coordination maintain relatively positive evaluations, but the drop in the perception of improvement requires attention.

### 5. Conclusions

This study, situated within the context of Human Resource Management and Organizational Strategy, aimed to develop a Strategic Organizational Health and Well-being Program for the Continuing Care Unit (UCC) after its acquisition by an international group.

The identified problem resided in the negative impact of the merger and acquisition (M&A) on employee well-being, evidenced by increased dissatisfaction, particularly among long-term employees accustomed to a familiar organizational culture distinct from the multinational's corporate model.

Based on this reality, the study sought to understand the cultural, emotional, and operational dynamics of the transition, proposing actions to mitigate psychosocial risks and promote a healthier and more sustainable work environment.

#### 5.1. Main Findings and Contributions

The literature review highlighted the importance of organizational well-being as a critical factor for productivity, talent retention, and competitiveness, especially in M&A contexts. The theoretical analysis reinforced that cultural shocks, job insecurity, and lack of transparent communication are catalysts for stress and lack of commitment, corroborating the empirical data collected at UCC. The application of instruments such as questionnaires based on the SERVQUAL model, feedback interviews, and the Workplace Wellbeing Scale (EBET) revealed:

- 1 - Cultural Impact: The transition from a family culture to a multinational company generated perceptions of loss of identity and increased hierarchical control. The Quinn & Spreitzer model (1991) showed that employees associate the post-merger culture with greater competitiveness and formality, to the detriment of previous collaboration and flexibility.
- 2 - Psychosocial Risks: High levels of work-related stress were identified (69.6% of employees in the second half of the year), associated with abrupt operational changes, such as the

implementation of rigid schedule systems (RISI platform) and reduced autonomy. The intention to turn over increased, with 52.2% of employees reporting a decrease in motivation.

□ 3 - Fulfilment vs. Dissatisfaction: The EBET survey showed that employees feel professionally fulfilled (average of 5.36 out of 7), valuing the development of skills and overcoming challenges. However, there is dissatisfaction with financial rewards (only 19.6% considered salary improvements) and progression in personal goals (4.93/7).

## 5.2. Practical Implications

The results reinforce the need to align organizational strategy with human needs, especially in M&A processes. The proposed Strategic Program is based on three pillars:

□ **Transparent Communication:** Implementation of a continuous Communication Plan, with structured feedback and employee involvement in decision-making, mitigating the feeling of exclusion.

□ **Culture Management:** Integration of elements of family culture (e.g., interpersonal closeness) with the multinational's values (e.g., innovation), through training and professional development programs.

□ **Multidimensional Well-being:** Creation of personal well-being initiatives (physical and psychological) in order to minimize the psychosocial risks of employees.

## 5.3. Limitations and Future Recommendations

The study has limitations, such as the time frame (one year) and the focus on a single unit of the group, which restricts the generalization of the results. In addition, the sample predominantly included employees from the Long-Term Care area, whose organizational dynamics may differ from other types of care. For future research, it is suggested to:

□ Extend the analysis to other units of the international group, allowing for multicultural comparisons. □ Incorporate long-term metrics (e.g., post-intervention productivity indicators) to evaluate the ROI of the wellness program.

□ Explore the impact of digital technologies (e.g., mindfulness apps) on reducing work-related stress.

## 5.4. Final Considerations

This project reinforces that human resource management in merger contexts requires a balance between operational efficiency and human sensitivity.

A successful transition depends not only on strategic alignment but also on the ability to preserve employee identity and promote organizational resilience.

The implementation of the Strategic Health and Wellness Program at UCC represents a crucial step in transforming challenges into opportunities, ensuring that the organization not only survives the change but thrives through it.

Finally, the study highlights the importance of public policies and regulations such as NP 4590 in institutionalizing well-being practices, contributing to Sustainable Development Goals 3 (Good Health and Well-being) and 8 (Decent Work), aligning the company with contemporary social demands.

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