

Happiness In Business

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“Out of every goal human being want to attain, happiness is usually the greatest.” - Tom Miles

Abstract

Happier workers do help their company boost performance as they are more productive and hence organizations across industry are keen to improve their employees' happiness with the objective to achieve higher profitability and company value. Prior quantitative research results support that a better team climate has a positive relation with a higher level of psychological well-being and hence this paper focuses on the critical factors which influences work force happiness at work place.

Key words: Workforce happiness, Psychological wellbeing, Higher performance, Company value.

Introduction

Happy at work means the happiness that we derive from our job performance. It is an emotion that comes when we feel good about the work what we do with involvement and professional commitment. Happiness in the form of pleasant moods and emotions, well-being, and positive attitudes reflects in greater level of dedication and honesty towards the organization.

A happy employee contributes his/her skills and capabilities for the improvement of the organization and possess compassion towards the organization by delivering quality service which results in admirable business outcome. In today's competitive environment, it is a challenging task for human resource managers to create and maintain a **congenial work environment** that induces happiness among the workforce which promotes enhancement in employee's performance along with prosperity of the organization. Being in a happy status of mind is most essential to sustain competitive advantage in the long run.

Happiness is nothing but contentment with the work, which is reflected in terms of increased productivity, sales and profit for the firm. Being happy is stay optimistic and highly focused, have high energy levels and eager to work for the improvement of the firm feeling responsible for the business results. As happy employees have a good level of connect with the firm, every employer expect to utilize them as tangible assets which are precious and indispensable

Objectives of the study:

1. To examine whether happy employees are investment for successful companies?
2. To determine the factors influencing work force happiness.
3. To establish a positive relationship between the happiness at workplace and business growth.
4. To examine the relationship between Employee happiness and job performance.
5. To develop a framework of strategies to increase the level of happiness among employees.

Review of Literature:

1. Freeman (1977), Boehm & Lyubomirsky (2008), and Amabile & Kramer (2011) found that workplace happiness can help employees to achieve career success, improve their

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job satisfaction, and encourage them work harder; at the same time, the turnover rate of happy employees can be lower.

2. New Economics Foundation (2014) built up a model which explains the functioning relationships of the four critical constructs of happiness, which were personal resources, organizational system, functioning at work, and experience of work.
3. Maslow (1943) mentioned in his human motivation pyramid model that without satisfying people's physiological and safety needs, it will be harder to motivate people to chase after higher goals, including achieving happiness.
4. Silverstein (2012) tested the physiological and psychological strain of the coffee plant worker and concluded that staying in a safe, clean, and comprehensive tangible working environment is the precondition of employees' workplace happiness.
5. Eisenhardt (1997) commented in the Harvard Review that happiness at work place depends upon a good leader who can encourage team members to achieve a higher level of participation, collaboration, and cooperation.
6. Positive psychology, or the science of happiness, which became popular in the past decade, was the first step by mental health professionals to gauge the importance of joy in different walks of life (Seligman, 2000).

Factors Influencing Employee Happiness at Work;

- **Well defined job description** and **systematic work schedule** is most important for creating happiness among employees and absorbing them in their work.
- Periodical and **organized performance appraisal** along with financial and non-financial impetus and regular feedback about the job performance beside required guidance and mentoring boost the, knowledge, skill & abilities (KSA) of workforce enhance their happiness level.
- Transparent and efficient **mutual communication** along with employee involvement in decision making play a crucial role in keeping a happy and contented work force.
- Providing **learning opportunities** to learn, experiment and explore attracts employees to feel happy at work.
- **Transparent organisation structure** with proper delegation of authority and responsibility builds happiness & confidence among employees that they would not be discriminated which bring positive attitude towards the work among employees.
- **Authentic work associations** with peer group and top-level management along with clarity in the job roles and responsibilities will influence to a great extent in happiness of the employees.
- **Work environment** It is the key influential factor which motivates the employees to be happy and do their work with commitment by putting extra effort whenever required.
- **Empowerment** It a feeling of job ownership and commitment among employees. Employees, who have the authority to make decisions, take the responsibility for achieving results as their actions are self-determined and they do it with joy.
- **Equal Opportunities and Fair Treatment:** To create a high level of joy and satisfaction among employees' superiors must provide equal opportunities for growth and advancement to every employee by encouraging and guiding them whenever required and also, appreciating their ideas .
- **Work life balance:** Work-life balance refers to the need to maintain a healthy balance between personal and professional life which indeed a top priority for all employees. Proper work- life balance makes an employee stress free and perform job with joy and concentration.

- **Interpersonal Relationship: Compassionate** and trusting interpersonal relationship among the superior and subordinate, between peer group and between management and employees foster employee's happiness as it offers psychological safety, openness, flexibility and lack of threat.
- **Recognition and Rewards: Recognition** and rewards, both financial and non-financial, can act as a crucial element in enhancing the levels of happiness of employees.
- **Job satisfaction:** It is the extent to which people describe their jobs which shows the level of job satisfaction. Only satisfied employee can become an contented employee.
- **Performance appraisal:** Fair evaluation of an employee's performance is an important criterion for determining the level of employee happiness. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of satisfaction among employee.
- **Pay and Benefits:** The company should have a proper pay system so that the employees are motivated and feel happy to work in the organization. In order to boost their satisfaction levels, the employees should also be provided with certain benefits and compensations.
- **Health and Safety: Research** indicates that the happiness levels are low if the employee does not feel secure while working. Therefore, every organization should adopt appropriate methods and systems for the health and safety of their employees.

Hypothesis:

H₀₁: Intrinsic motivators do not have significant influence in keeping the employees happy.

H₀₂: Extrinsic motivators have no significant influence in the employees. Happiness.

Research Methodology and Sample Size

Proportionate Stratified Random sampling technique is used in selecting respondents. Out of the 18 major defence electronic industries 8 industries are selected, based on the availability of the data restricting sample size to 384 according to Morgan's table.

Sources Of Data

Primary Data

The sources of data for the study were mainly Primary Sources which were collected from respondents of both public and private defence electronics sector industries through specifically designed questionnaires which are clear and specific to the present study.

Secondary Data

Secondary Data were collected from the various reports to support the literature, background of the study including company's annual report, articles in newspapers, journals, working papers, books, web resources and so on related to the topic

Limitations of The Study

- The information given by the respondents during the survey in the selected organizations is assumed to be true and un-prejudicial.
- The study is confined to Bengaluru city only with limited sample size.
- Data collected only through a structured questionnaire and interview with no open ended questions.

- The present study deals with only the defence electronic Industries and hence the findings from their perception cannot be generalized to other electronic industries.

Data Analysis

Descriptive Statistics of key motivators for employee happiness (Intrinsic & Extrinsic)

Intrinsic motivators Variables	COMBINED DATA		
	Chi-Square	Mean	Standard Deviation
Challenging work	200.583	4.23	.737
Learning environment	345.125	3.98	.617
Opportunity to grow	208.063	3.92	.757
Employee Recognition	95.396	3.97	.877
Employee empowerment	127.938	3.86	.888
Extrinsic motivators			
Good work environment	64.354	3.92	.961
Effective communication	187.708	4.18	.760
Friendly HR policies	124.333	4.01	.849
Attitude of Manager	306.078	4.04	.779
Interpersonal Relations	287.432	4.13	.827
Economic Rewards	274.854	4.04	.826
Job Security	380.505	4.26	.714

Source: Primary data

Correlation Analysis between Intrinsic Motivators and Contentment of Employees

Intrinsic motivators		1	2	3	4	5
1. Challenging work	Pearson Correlation	1				
	Sig. (2-tailed)					
2. Learning environment	Pearson Correlation	**.433	1			
	Sig. (2-tailed)	.000				
3. Opportunity to grow	Pearson Correlation	**.151	**.210	1		
	Sig. (2-tailed)	.003	.000			
4. Employee Recognition	Pearson Correlation	.034	.086	**.409	1	
	Sig. (2-tailed)	.501	.092	.000		
5. Employee empowerment	Pearson Correlation	-.007	.048	**.142	**.360	1
	Sig. (2-tailed)	.885	.343	.005	.000	

Source: Primary data - ** Correlation is significant at the 0.01 level (2-tailed)

Correlation Analysis between Extrinsic Motivators and Contentment of Employees

Extrinsic/hygiene motivators		1	2	3	4	5	6	7
1.Optimal work environment	Pearson Correlation	1						
	Sig. (2-tailed)							
2.Effective communication	Pearson Correlation	**.491	1					
	Sig. (2-tailed)	.000						
3.Friendly HR policies	Pearson Correlation	**.283	**.410	1				
	Sig. (2-tailed)	.000	.000					
4.Attitude of Manager	Pearson Correlation	**.238	**.438	**.438	1			
	Sig. (2-tailed)	.000	.000	.000				
5.Inter-personal Relations	Pearson Correlation	**.289	**.364	**.173	**.320	1		
	Sig. (2-tailed)	.000	.000	.001	.000			
6.Economic Rewards	Pearson Correlation	**.155	**.210	.074	**.359	**.444	1	
	Sig. (2-tailed)	.002	.000	.148	.000	.000		
7.Job Security	Pearson Correlation	**.322	**.472	**.267	**.513	**.256	**.365	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

Source: Primary data - ** Correlation is significant at the 0.01 level (2-tailed).

T table for One-Sample Test- intrinsic motivators

Intrinsic motivators	Test Value = 4					
	T	Df	Sig. (2-tailed)	Mean Difference	95 per cent Confidence Interval of the Difference	
					Lower	Upper
Challenging work	6.096	383	.000	.229	.16	.30
Learning environment.	-.496	383	.020	-.016	-.08	.05
opportunity to grow	-2.15	383	.032	-.083	-.16	-.01
Employee Recognition	-.640	383	0.120	-.029	-.12	.06
Employee empowerment	-3.04	383	.002	-.138	-.23	-.05

Source: Primary data

T table – One-Sample Test for extrinsic motivators

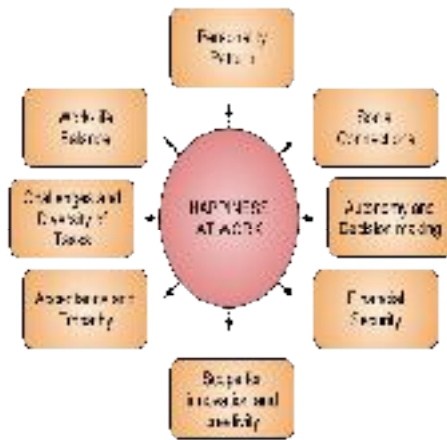
Extrinsic motivators	Test Value = 4					
	T	Df	Sig. (2-tailed)	Mean Difference	95 per cent Confidence Interval of the Difference	
					Lower	Upper
Optimal work environment.	-1.593	383	.012	-.078	-.17	.02
Effective communication	4.700	383	.000	.182	.11	.26
Friendly HR policies	.240	383	.010	.010	-.07	.10
Attitude of Manager	.983	383	.326	.039	-.04	.12
Interpersonal Relations	3.145	383	.002	.133	.05	.22
Economic Rewards	.865	383	.038	.036	-.05	.12
Job Security	7.009	383	.000	.255	.18	.33

Source: Primary data

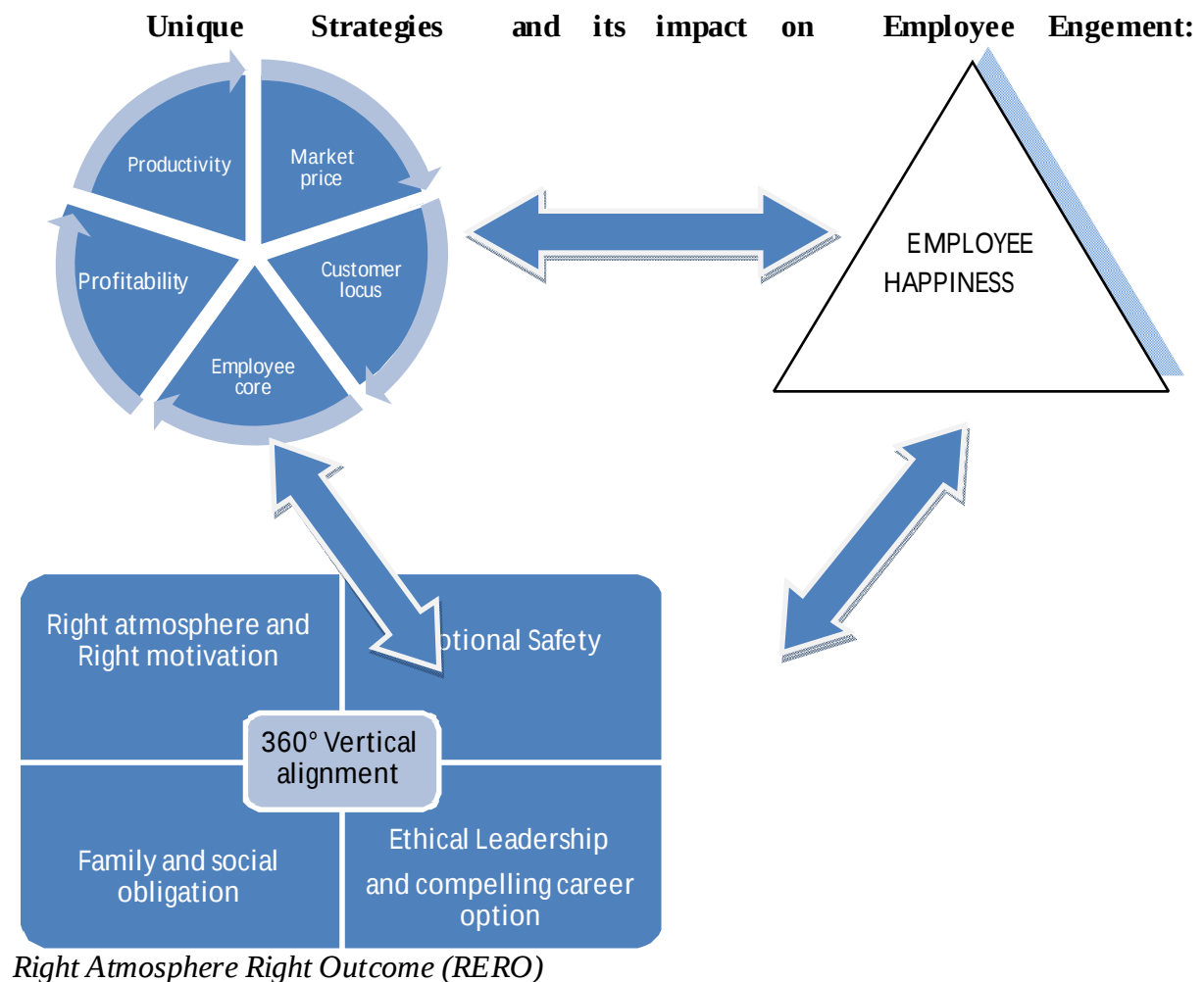
Analysis of the above Indicators: Both Intrinsic and Extrinsic Indicators show a significance level below 0.05 which strongly signifies their role in happiness of employees. **Hence null Hypothesis is rejected and alternative Hypothesis is accepted.** The below table shows the expectation of employees of different sectors to derive happiness at their work place.

Telecommunications	1.	Vodafone	10921	Value driven culture
Financial services	2.	Bajaj finance	13072	Opportunity for individual growth & development
Transportation	3.	Blue dart	11042	Job security & good pay
I&T	4.	Paypal	1559	Creativity & Innovation
Hospitality	5.	Hyatt India	9101	Flexible job & Empowerment
Manufacturing	6.	NTPC	20593	Updates to employees about business results
Retail	7.	Life style International	14570	Connect with us- Induction programme
Education sector	8.	Christ university	2789	Job satisfaction
		NIT	3861	Research oriented professional practices
		Jain university	763	Feeling Valued & Respected. Constructive feedback.
		Bangalore university	2674	Flexi hours & Work life balance.

Diagrammatic presentation of Happiness at work:



Source: Secondary data



Findings:

1. Happy workers can create a pleasant environment at work that is easy for others to cope in, and the more people get into it, the better the team grows.
2. Employees who felt good at work when they are happy and had better working days scored high on positive emotions and low on emotions like loneliness, hopelessness, depression, and insecurities
3. Employees who scored high on satisfaction and contentment are more happy and more compassionate and empathetic towards their colleagues and subordinates.
4. As "People are the source of productive gain which can give the organisation competitive advantage keeping them happy is the primary requisite.
5. With happiness at work place positive Finance outcome, Employee outcome, Customer outcome and Production outcome can be expected.

Suggestions and Recommendations

- Organisation must arrange Employee happiness programmes periodically and interact with them to know and provide their requirements for successfully engaging its employees in the productive activities.
- Organisation must have a strong focus on Human resource policies and practices which are crucial for involving an employee through talent trap, merit pays, flexi hours etc.
- HR managers should know what is there in employee's minds. Interpersonal relationship and emotional connect between executive and employees are essential for any industry because the employees are very sensitive and expect contentment that varies per their behaviour, attitudes and mindset.
- The organisation should generate good working environment, regular performance appraisal, profile fit job roles, financial and nonfinancial Incentives to keep happy work force.
- Organisation should understand the significance of happy employees and focus on employee participation, team building and total quality management and imbibe it so as to increase the job satisfaction and engagement level of employees.
- Organisation should provide ample resources and opportunities that improve the motivation, knowledge, skill and capabilities of their employees to increase the commitment level to get high labour productivity with lower labour cost.

Conclusion:

A comprehensive measure of individual-level happiness might include work engagement, job satisfaction, and affective organizational commitment. Aspects of happiness should be conceptualized and measured at multiple levels, including transient experiences, stable person-level attitudes, and collective attitudes, and with respect to multiple foci, such as discrete events, the job, and the organization. At all levels, there is evidence that happiness has important consequences for both individuals and organizations. Past research has tended to underestimate the importance of happiness at work and as on now with the drastic transformation in the needs and expectations of the workplace in the present era there is an

acute need for any employer to instil happiness at workplace to obtain the expected business result.

Happy employees are an excellent investment for successful companies. Studies show that when positive individuals run an organization, it is more likely to gain financially and flourish in the long term.

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