

“Employee Happiness” : A Perspective from literature Review

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In the organization the Human Resources are the life blood of life. It is difficult for the organization to compete in the current era of competition without the loyal and competent Human Resource. The loyal employees are the most productive and a source for the development of the organization and vice versa. It becomes challenge for the Human Resource Managers to retain the employees for long period and to minimize the turnover in the organization.

Happiness has recently gained interest as an influential variable in managing the employment relationship, as studies have suggested benefits for productivity and performance. Knowledge on workplace happiness is, however, still relatively limited and more understanding is needed on employee perceptions and benefits of and expectations for happiness, as well as happiness responsibility. To win customers' hearts, an organization needs to engage employees who actively transmit their enthusiasm to customers. Satisfying customers is crucial to a business—there is a great deal of evidence for a causal link between happy customers and higher profits. And satisfying employees is a worthwhile aim in itself for many reasons. It is important to engage employees by giving them both reasons and ways to please customers; then acknowledge and reward appropriate behavior.ⁱ

It is a very simple hypothesis in order to have happy, satisfied and loyal customers; organizations should have happy, satisfied and loyal employees. Southwest Airlines' Chairman Herb Kelleher has said that he puts employees first, *“because if you have happy employees, that will lead to happy customers”*. People can make a phenomenal difference if they are tapped into, leading to a highly-committed workforce.ⁱⁱ

Happiness

Despite a large body of positive psychological research into the relationship between happiness and productivity, happiness at work has traditionally been seen as a potential by-product of positive outcomes at work, rather than a pathway to business success. Maintaining a level of happiness at work has become more significant and relevant due to the intensification of work caused by economic uncertainty and increase

in competition. Nowadays, it is viewed by a growing number of scholars and senior executives as one of the major sources of positive outcomes in the workplace.ⁱⁱⁱ

Myers & Diener (1995) Happiness may be defined as the experience of frequent positive effect, infrequent negative affect and an overall sense of satisfaction with life as a whole.^{iv}

Nic Marks (2006) “Happiness is a serious business, People Management” in December 2006 he published and research by Chartered Institute of Personnel and Development (CIPD) - The professional body for HR and people development, suggests that happy employees are crucial to the future success of a business and that building on what makes people happy at work is more effective than just fixing what makes them unhappy. Thus employees who enjoy good working relationships, receive proactive career development, feel valued by the organization and well treated in times of change are likely to be contributing the most to a business. Furthermore, they will be ambassadors for the organization, sending out positive messages to the outside community and enhancing the employer brand.^v

Myers and Diener (1995) define “happiness” in general as the experience of high-frequent positive effect, low-frequent negative effect, and an overall life satisfaction.

Fisher (2010) asserted the definition of workplace happiness as a construct that reflects pleasant judgments (positive attitudes), pleasant experiences (positive feelings, moods, emotions, flow states) or positive affective experience in the workplace

In short, happiness is something subjective, difficult to measure and mainly depends on the way we tell others what happens to us, how we interpret our own reality, our expectations, the circumstances of our environment, etc. In words of Virginio Gallador “happiness is not about doing what we want. It is more about liking what you do. It is the motivation, the activity aimed at something, the desire to do that thing, it’s research, and not the achievement or satisfaction of desires, what helps people to have deeper positive feelings”.

Types of happiness

Happiness is a state of mind which is characterized by providing the personality of who owns it a more positive perspective of what he or she has around. In order to understand more easily what happiness is, Martin Seligman (Positive psychology’s father), defined three types of happiness: The Pleasant Life, The Good Life and The Meaningful Life

Happiness

André de Waal, (2018) conducted the research on *"Increasing organizational attractiveness: The role of the HPO and happiness at work frameworks"* published in the Journal of Organizational Effectiveness: People and Performance. The study results show that the three hypotheses are basically confirmed. Increasing the happiness of work of employees, in general, raises the feeling of how attractive the organisation is to the employees themselves and to the external world. However, this positive feeling is mainly true for the work itself but not so much for how committed employees feel to the organisation.^{vi}

Jessica Pryce-Jones, Julia Lindsay, (2014) conducted the research on "What happiness at work is and how to use it" published in the Industrial and Commercial Training. The finding says that the science of happiness at work delivers return on investment and strategic outcomes when properly implemented.^{vii}

Peter J. Jordan, (2008) conducted the research on *"Happy Performing Managers: The Impact of Affective Wellbeing and Intrinsic Job Satisfaction in the Workplace"*, published in the personnel review. The results show that wellbeing of employees will positively impact on their Job performance and Job Satisfaction.^{viii}

Catherine Avent, (1975) conducted the research on "Happiness is job satisfaction" published in the Education + Training. 'Are you happy in your work?' 'Schooldays are the happiest days of your life'. researcher used to think that this was one of the silliest things ever said by distinguished people on speech-day platforms; because if a boy or girl is miserable at school (and many are) then it's a pretty grim outlook that he faces; and if in fact he is perfectly happy at school, it is still very discouraging for him to suppose that in the eyes of successful middle-aged adults he will never be so happy again. If young people are to have life satisfaction, then surely they should be encouraged to be optimistic and forward-looking.^{ix}

i. <https://www.chiumento.co.uk/happiness-at-work-index/>, retrieved on 03/08/2018

ii. <https://www.scribd.com/presentation/378672818/apurv-anand-purposefull-life-pptx.>, retrieved on 03/08/2018

iii. https://en.wikipedia.org/wiki/Happiness_at_work, retrieved on 03/08/2018

iv. <https://www.happiestminds.com/whitepapers/smiles-differentiating-quotient-for-happiness-at-work.pdf>, retrieved on 03/08/2018

v. <https://www.chiumento.co.uk/happiness-at-work-index/>, retrieved on 03/08/2018

vi. <https://www.emeraldinsight.com/doi/pdfplus/10.1108/JOEPP-10-2017-0080> retrieved on 3/08/2018

vii. <https://www.emeraldinsight.com/doi/pdfplus/10.1108/ICT-10-2013-0072> retrieved on 3/08/2018

viii. <https://www.emeraldinsight.com/doi/full/10.1108/00483480810877615> retrieved on 3/08/2018

ix. <https://www.emeraldinsight.com/doi/abs/10.1108/eb016362> retrieved on 3/08/2018