Exploring the dynamics: understanding the causes and consequences of workplace happiness

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Abstract- **Happiness is essentially the state of being happy. Positive attitudes, well-being and having a good mood are all components of happiness, which is receiving more and more attention in psychological studies. Happiness at work is the feeling that an employee enjoys what they do, is proud of themselves, enjoys being among other people, and consequently performs better. There isn't a strong theoretical or conceptual foundation for comprehending the idea of happiness from the standpoint of an organization. Two elements—the external work environment and internal mental mapping—are relevant for creating a conceptual framework for workplace happiness. An in-depth evaluation of individual happiness could take into account factors like job satisfaction, work engagement, and workplace relationships. Since happiness offers significant advantages, it is critical for individuals as well as organizations to place a high priority on employee well-being and happiness. Many studies have been done on how positive psychology affects happiness. The majority of studies focus on people's happiness in general from the outside correction needed. To achieve the best results at work, organizations must also pay attention to the intrinsic happiness of their workforce in the future. This study explores the meaning, causes, and consequences of workplace happiness using research from the field of positive psychology.**

Keywords: **workplace happiness, job satisfaction, employee engagement, psychological well-being, subjective well-being, workplace relationship.**

INTRODUCTION

Well-being has traditionally been associated with hedonic pleasure or happiness. Aristippus, a fourth-century B.C. Greek philosopher, stated that the objective of life is to experience as much pleasure as possible, and that happiness is the sum of one's hedonic moments. Many others have followed in his early philosophical hedonism. Hobbes felt that happiness is found in the successful pursuit of our human cravings, but DeSade believed that feeling and pleasure are the ultimate goals of life. Utilitarian philosophers such as Jeremy Bentham maintained that the good society is produced via individuals seeking to maximize pleasure and self-interest. As a notion of well-being, hedonism has thus taken numerous forms, ranging from a relatively narrow concentration on bodily pleasures to a broad focus on cravings and self-interests. Psychologists who hold the hedonic perspective have tended to focus on a broad definition of hedonism that incorporates both mental and physical preferences and pleasures (Kubovy 1999). Indeed, the mainstream view among hedonic psychologists is that well-being is composed of subjective happiness and is concerned with the sensation of pleasure vs displeasure, which is generally interpreted to include all judgments about the good/bad aspects of life. Thus, happiness cannot be reduced to physical hedonism because it can also come from achieving desired outcomes in a variety of contexts (Diener et al 1998).

In 1984, eminent American psychologist, lecturer, author, and researcher Ed Diener—also known as "Dr. Happiness"—coined the word "subjective well-being" (SWB), which defines happiness and life satisfaction as "thinking and feeling that your life is going well, not badly." SWB, according to his idea, is made up of both emotional and cognitive assessments of one's life (satisfaction, meaning, and so on; Kesebir & Diener, 2009).

A number of writers have attempted to identify the causes of happiness, and all of them have found important but different elements. (e.g. Diener 1984; Freedman 1978; Argyle 1987; Csikszentmihalyi 1990; Emmons 1986)**.** Happiness and subjective well-being are often used interchangeably. Although happiness is one of the characteristics of well-being that has been studied the most, it is simply one of many factors that have been taken into account by researchers (Jayawickreme et al. 2012).

As a fundamental component of the human experience, "happiness" is linked to a person's subjective well-being or life satisfaction (Van Praag, Romanov, & Ferrer-i-Carbonell, 2010; Anger, Hullett, & Allison, 2011; Jiang, Lu, & Sato, 2012). According to Dulk, Groeneveld, Ollier-Malaterre, and Valcour (2013), work is likewise an essential and integral aspect of people's life.

A "happy person" is defined as one who "frequently experiences positive emotions" such as "joy," "happiness," and "contentment" by Boehm & Lyubomirsky (2008).

In general, Indian culture has acknowledged that happiness is a basic human goal that exists at every stage and in every facet of life. The Jaina philosophy of "jiyo aur jeene do" (live and let live) encourages a sense of interdependence and mutual growth. The following prayer highlights the interdependent ideal of happiness:
"Sarve bhavantu sukhinaha, sarve santu niramaya
 Sarve bhadrani pasyantu, ma kaschid dukhabhaga bhavet."

(May all be happy, may all be free from disease, may all perceive good and may not suffer from sorrow).
Let everyone be happy is a prayer that embodies the collective aim of Indian thought, which is to pursue happiness and health for everyone, not just oneself.
According to the Vedanta school of thought, there is always complete serenity and contentment within one's consciousness. However, fear and desire can stir up mental turmoil and mask the inner contentment that is always present (Padmanabhan, 2010).
This perspective holds that happiness and well-being are subjective in the sense that they are independent of any objective reality conditions, such as a person's physical or mental health. This view, which is maintained by Indian tradition as the pinnacle of well-being, embodies the core of the country's Upanishadic and Vedic traditions.

Happiness at workplace
A person's work and life satisfaction, or subjective well-being at work, has been referred to as happiness at work (Bhattacharjee & Bhattacharjee, 2010; Carleton, 2009). Beginning in the middle of the 1990s, researchers conducted systematic studies on life satisfaction and happiness, or what psychologists called "psychological well-being" (Myers & Diener, 1996).
 According to Bhattacharjee & Bhattacharjee (2010), Carleton (2009), Wesarat, Sharif, Majid, and Halim (2014), "subjective well-being" or "an individual's work and life satisfaction" at work is referred to as "happiness at the workplace."
The concept of "workplace happiness" was defined by Abdullah & Ling (2016) as "spirit at work" in their study on the topic of happiness in the workplace as experienced by workers who are "passionate about and energized by their work," "find meaning and purpose in their work," feel that they "can express their complete selves," and feel a "sense of connection" with other workers.
The experience of employees who are motivated and excited about their work, who find meaning and purpose in it, who have positive connections at work, and who feel committed to their work is referred to as workplace happiness. The majority of research rely on worldwide reports of this type, which measure employees' overall or global workplace happiness based on their overall assessment of their work life (e.g. Kahneman et al. 2004). According to Robin, R.N., Kralj, A., Solt, D.J., Goh, E., and Callan, V. (2014), happiness is not just about enjoyment and positive emotions; it requires much more.
The majority of research has focused on the objective factors that affect happiness and well-being, but subjectivist approaches, which measure happiness based on an individual's perspective, can also be used to interpret happiness. Dolan et. al's review highlighted the most frequently measured factors associated with well-being and was concerned chiefly with the impact of objective and subjective variables which in combination influence overall well-being. In our study, we adopt a subjectivist interpretation where overall subjective happiness denotes a broader and more global psychological phenomenon. numerous studies have demonstrated the positive effects that general workplace satisfaction and well-being may have on businesses (Seligman 2002). Happier people perform better, can handle stressful situations better, have more positive workplace relationships, are more satisfied with their jobs (Boehm and Lyubomirsky 2008; Connolly and Viswesvaran 2000), have better physical and psychological health, and tend to live longer (Roysamb et al. 2003; Lyubomirsky et al. 2005a,).
Better at work, more cooperative, stronger immune systems, more fulfilling relationships, less sleep issues, lower burnout, more prosocial, better self-control, better self-regulation, and coping skills are all characteristics of those who report higher levels of well-being (Diener and Seligman 2002; Chida and Steptoe 2008; Seligman and Schulman 1986; Seligman et al. 1990; Kubzansky et al. 2001; Fredrickson and Joiner 2002; Howell et al. 2007; Lyubomirsky et al. 2005a, b; Segerstrom 2007; Williams and Shiaw 1999). Mary Parker Follet, Chester Barnard, and Elton Mayo, who gave the "human relations theory." According to the author, striking a "suitable balance between an individual's mental state and the external environment" can lead to happiness at work, citing the congruence model of "Subjective Well-Being" (Stones, Michael, et al, 2011). The more the values, needs, and expectations of the business and the individual employees diverge, the less content the employees are at work. According to a study, companies should prioritize a "mix of extrinsic and intrinsic happiness" among workers by implementing strategies such as fostering personal growth in areas such as "self-esteem," "freedom," "valued social position," "positive psychology," "stress management," "work-life balance," "workplace safety," "job satisfaction," and "job engagement." Erdogan et al. (2012) suggested a state view of workplace happiness that happiness depends on satisfaction with environment, and that leadership, career

development, job characteristics, and person-environment fit contribute to an understanding of happiness or well-being at work.

Objectives

The objective of this study is to explore the concept of workplace happiness and its significance within organizations. It aims to provide a conceptual framework for understanding happiness in the workplace, discussing its causes, and consequences. Additionally, the text seeks to emphasize the importance of prioritizing employee well-being and happiness for both individuals and organizations. Through the lens of positive psychology, it intends to shed light on the factors contributing to workplace happiness, such as job satisfaction, work engagement, and positive workplace relationships.

Factors of happiness

Job satisfaction

Fisher (2000) assessed mood and emotions repeatedly over a two-week period, and found that the most frequently studied construct by far is job satisfaction. Job satisfaction is an attitude, so should contain both cognitive and affective components (Eagly and Chaiken 1993). In his classic definition, Locke described job satisfaction largely as affect: 'a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences' (Locke 1976, 1300). Others have pointed out that the most frequently used measures of job satisfaction ignore affect and have a predominant focus on the cognitive component (Brief 1998; Brief and Weiss 2002; Organ and Near 1985; Weiss 2002). Average affect while working was found to be more significantly connected to a face-based assessment of overall job happiness than to traditional verbal measures of overall job satisfaction. Fisher observed that, whereas affect while working was connected to job satisfaction, the two were not synonymous. Within the organizational sciences, job satisfaction is one of the most popular and oldest operationalizations of workplace "happiness." Of all, no one claims that job satisfaction is isomorphic to overall pleasure (Wright, 2005). Job satisfaction, by definition, excludes areas of one's life that are not related to one's job. this relatively narrow focus contrasts sharply with studies on psychological well-being, where the happiness component is operationalized as a broader construct that encompasses aspects of an individual's life outside of work and is, by definition, broader than job satisfaction (Diener, 1984; Wright & Cropanzano, 2000). Ultimately, it has long seemed intuitively feasible that contented employees will perform better because job satisfaction is directly related to work and/or working environment (Hersey, 1932). Early research on the potential relationship between job satisfaction and employee performance prediction was grounded more in practice than theory (e.g., Kornhauser & Sharp, 1932).

Previous research has shown that job satisfaction is always associated with positive work outcomes such as productivity, organizational commitment, and decreased absenteeism, as well as turnover, customer satisfaction, and organizational performance (Opatha, 2009;2019; Stoilkovska et al., 2015; Jernigan et al., 2002; Folami et al., 2014; Wegge et al., 2007). In other words, a lack of job satisfaction will have far-reaching effects, such as poor job performance and inability to meet organizational objectives (Rast and Tourani, 2012). Given the significant relevance of employee job satisfaction, modern firms are focusing more on generating and retaining a satisfied workforce to ensure organizational survival.

Engagement

Engagement and happiness can be understood in terms of how much employees care about the success of their organization, and how much they feel they personally contribute to their organization's success. There is a clear link between happiness at work, and how much people care about the success of the organization. There is a lesson for leaders here. If the employees are treated fairly and if good lines of communication are ensured, it will help them feel happier, which in turn encourages them to give more discretionary effort. Sadly, it is quite clear that those who are less happy at work care less about the success of the organization. Work engagement is defined as a "positive, fulfilling, work-related state of mind characterized by vigour, dedication, and absorption" (Schaufeli, Salanova, González-Roma', and Bakker 2002b, p. 74). Engagement, as opposed to a fleeting and specific state like feeling, refers to a more permanent affective-motivational state that is not centered on any single item, event, or behavior. Vigour is defined by high levels of energy and mental resilience when working, as well as a willingness to put effort into one's work and perseverance even in the face of challenges. A sense of significance, passion, inspiration, pride, and challenge describe dedication. Essentially, devotion is defined as a very strong psychological affiliation with one's task. The final component of engagement, absorption, can be described by being fully absorbed and engrossed in one's job, where time goes fast and detachment from work is difficult. However, growing research suggests that absorption, which is similar to the concept of flow (Csikszentmihalyi 1990), should be viewed as a result of job engagement rather than one of its components (Salanova et al. 2003). On the other hand, the characteristics of burnout that make up the "core of burnout" are cynicism and tiredness (Green, Walkey and Taylor 1991, p. 463). Dedication, the second aspect of work engagement, is more closely linked to the intrinsic motivation that Warr, Cook, and Wall (1979) defined as an individual's desire to do well at work in order to attain personal fulfillment. Actually, devotion is the fulfillment of higher order demands, like the drive for mastery or control (Bandura 1986; Kanfer 1990).

Employee happiness and engagement can be interpreted in terms of how much they believe they individually contribute to the success of their company and how much they care about its success. People's level of concern for the success of the company is directly correlated with their level of happiness at work. This has leadership implications. Fair treatment and maintained channels of communication will make employees happier, which will motivate them to do more discretionary effort. Regretfully, it's evident that those who are not as content at work don't give a damn about the company's success. happiness, and engagement are probably related, happy employees are probably more productive. It is necessary to examine engagement's distinct role when separated from contentment, which is perceived as energetic satisfaction.

Relationship
Previous studies have demonstrated how crucial interpersonal relationships are to promoting pleasure and wellbeing (Baumeister & Leary, 1995). There's more to working relationships than merely getting along with coworkers. These are about the connection between people, which has an impact on productivity at work (Kohl, 2018). Fostering positive interpersonal interactions at work benefits both individuals and organizations (Dachner, 2011). The primary focus of social interactions in the workplace is on employees' attitudes, sentiments, and perceptions—whether favorable or unfavorable—of their coworkers, peers, and supervisors—with whom they may have direct or indirect work ties (Madsen, Miller & John, 2005). Social ties boost pleasure by offering support to the individual, in accordance with the social causation theory (Eger, et al., 2015). Better personal and professional outcomes are linked to positive interpersonal relationships. According to Dutton & Ragins's 2007 research, employees who have positive relationships with others are happier and have more energy. Pleasurable emotions are also associated with positive interactions with others (Basch & Fisher, 2000). Furthermore, we know that contentment and healthy working relationships are linked to increased wellbeing, engagement, and productivity.

Coworkers' Interaction Having good relationships at work is another important factor that affects workplace happiness. Relationships at work have a positive impact on benefits including greater comfort levels during team meetings, improved job satisfaction, and increased productivity for all group members. Open communication, teamwork, belief, and appreciation are traits of decent workplace partnerships. An entity's employee pleasure can be accurately predicted by looking at the coworker connection. It is possible to offer coworkers solutions for both personal and professional issues.

Desirable social relations at work can promote job appeal, while interest in a job can help develop positive relationships at work, which in turn strengthens happiness. Chalabi in 2009 discovered an association between happiness and satisfaction with the economic, political, social, and cultural domains at both the individual and societal levels, using a multidimensional conceptual framework that included human, personality, and society. He also shown that job satisfaction and interest are fundamental economic domain components that are closely related to happiness.

CONSEQUENCES OF HAPPINESS
One crucial point to consider is if people ought to increase their level of enjoyment at work, what advantages might be anticipated from contented workers in the workplace? Three areas dominated early studies on happiness: the cheerful person, the qualities and measurement of happiness, and the antecedents of happiness. The effects of happiness are especially pertinent to the organization or workplace and the people who work there. According to certain theories, good emotion results in a broad and flexible cognitive organization as well as the capacity to integrate a variety of resources. This appears to be consistent with how well bridging social capital works. Work performance is likely to be more strongly predicted by well-being than by job satisfaction, as Wright and Cropanzano (2000) found that there was a significant positive correlation between the two. These three elements are the individual-group interaction, enhanced individual capabilities, and the individual's eventual health and longevity, which is positively influenced by both of these elements. First of all, it has been demonstrated that those who experience chronic happiness exhibit a more upbeat disposition toward their coworkers. Research from both cross-sectional and longitudinal studies has shown that happy people are more helpful and willing to help other people. Happier people tend to be more altruistic, giving, and charitable (Lyubomirsky et al., 2005), as well as more kind, self-assured, open, tolerant, and warm than their sad counterparts (Lyubomirsky & Tucker, 1998). To put it briefly, they have a greater desire to assist others (Feingold, 1983), act prosocially or cooperatively (Rigby & Slee, 1993), and plan to operate in a certain way that is kind, considerate, or diligent at work (Williams & Shiaw, 1999). It seems that contented individuals make better choices and bargainers. According to studies on choice and decision-making, contented individuals make wiser and more effective choices (Lyubomirsky et al., 2005). As opposed to maximizing attempts to attain the optimum result, regardless of the time and effort cost, happy people are more likely to optimize or be pleased with their decision-making (Schwartz et al., 2002). Because it is linked to the satisfaction of the decision makers, the difference between the maximizer (i.e., who seeks the best) and the satisficer (i.e., who feels satisfied with what is good enough) is significant. Layard (2005) offers several hypotheses. Maximers frequently suffer interactive regret because they keep thinking about what might have happened if they had chosen a different course of action while carrying out the decisions they have already taken. Their opinion

of whether they performed better or worse than their peers may also have a greater impact on them. In satisficers, this is not the case (Leyard, 2005). Moreover, research revealed that cooperative work groups had lower conflict rates and higher average positive affect among its members (Barsade et al., 2000). Additionally, happy people are thought to be better negotiators who handle conflict in a productive way. Additionally, those who had induced good affect exhibited a propensity to favor cooperative conflict resolution over avoidance (Baron et al., 1990). Individuals that are happy appear to be more creative. According to Richards (1994), we rarely experience greater "everyday creativity" in our daily lives when we are depressed, only in moments when we are in a normal or enhanced mood. When people are content and driven by the task at hand, they are more creative and productive (Amiable, 1993). They also came to the conclusion that moving forward with meaningful work is the most crucial factor in enhancing inner work life. These results clearly suggest the favorable connections between happiness, creativity, and positive psychology. A Model of Happiness in the Workplace the Institute for Creative Management and Innovation, Kindai University 119 visors' assessments of the employees' creativity was positively connected with positive affect that employees expressed on the job when it came to the impact of affective experiences in the workplace (Staw et al., 1994). Positive affect has been shown to increase scores on originality and flexibility, which are frequently referred to as creativity, in a number of studies by Isen and her colleagues (e.g., Estrada et al., 1994) (Lyubomirsky et al., 2005). Significantly, several long-term studies have demonstrated that prolonged positive affect is linked to lifespan and that cheerful persons are less likely to die from certain causes, such as accidents and injuries (Lyubomirsky et al., 2005). The frequency with which good feelings were expressed—a measure of wellbeing—was found to be strongly correlated with the nuns' lifespans. Negative employees are less likely to exhibit organizational citizenship behavior at work, whereas happy employees are more likely to model good behavior for their coworkers. Positive psychology research has also revealed that worker happiness boosts productivity, helpfulness, and cooperative conduct among coworkers in addition to facilitating more effective communication. Happiness on the inside and out allows people to meet more people, gain more social support, and form more friendships. Additionally, several researchers have discovered that workers who are happier are more likely to receive resource support and emotional assistance from supervisors or coworkers. Employee willingness to assist colleagues increases in direct proportion to the amount of assistance they receive, which is a crucial aspect of organizational citizenship behavior. Researchers indicated that, employee happiness is more important factor to ensure their job satisfaction. Happy people are those who experience frequent positive emotions such as joy, interest and pride and infrequent negative emotions such as sadness, anxiety and anger (Lyubomirsky at al., 2005). Thus, happiness is always linked with life satisfaction and job satisfaction of employees. Fisher (2003) found that happy workers tend to exhibit more satisfaction and are more productive in terms of their jobs.

Conclusion

Happier people are probably less prone to stress symptoms, more proactive, more resilient to difficult circumstances. They also exhibit a strong sense of pride in their work and a passion for it. Coworkers typically view employees who exhibit a positive outlook at work as likable and enjoyable to be around. The drive to explore, learn new things, and think creatively is fostered by positive emotions. a company is only as happy as its people, and contented workers are more productive in the workplace. The overwhelming conclusion of the study is that pleasure is a prerequisite for success. Happy workers are more driven, involved, and devoted to their employers. As a result, contentment at work has historically been viewed as a possible byproduct of successful job results, which in turn pave the way for organizational success. In a similar vein, researcher reported that happier employees were less likely to be absent, highlighting the notion that a happier employee is a healthy employee. Thus, this 'moto' might be expanded to say happy employees are healthier and more productive. Multiple research studies have shown that happy employees are typically more productive, able to generate new concepts and creative solutions to finish jobs more rapidly and effectively (Gupta, 2012). The idea of happiness is currently the subject of much psychological research, including studies related to the workplace. Organizational, individual, and social factors all have an impact on satisfaction in the workplace (Tasnim, 2016).

Future studies should be able to create a conceptual model and combine extrinsic and intrinsic aspects in their research to examine happiness in order to provide a more comprehensive grasp of the idea, particularly as it relates to the workplace. Drawing from the aforementioned reasoning, it is imperative that businesses establish and oversee work environments that foster the development of employee well-being and pleasure. This can be achieved by focusing on the factors that influence job happiness and placing greater emphasis on using positive psychology principles. In order to establish a joyful and healthy work environment, firms need to concentrate on creating positive psychology principles. To foster pleasure in the workplace, organizations must be built in a way that incorporates multiple of these elements.

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