

The Impact of Employment on the Pursuit of Happiness in the Modern Workforce

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Abstract- Happiness is an essential element of human kind, and it is a concept that is deeply valued by professionals of all ages in the contemporary workforce. It is widely recognized that individuals are more dedicated to finding happiness in both their personal and professional lives. Given the significant amount of time spent at work, it is crucial to understand the impact that employment and the work environment have on the happiness of individuals and communities worldwide. The pursuit of happiness has expanded to encompass workplace experiences, and this paper aims to provide a comprehensive understanding of the definition, causes, and consequences of happiness at work. Drawing on insights from the burgeoning body of research on happiness in positive psychology, this paper examines the current state of knowledge on the subject. Promoting mental well-being in the workplace involves ensuring that employees' psychological, emotional, and social well-being are all taken care of within a shared work environment, resulting in a positive state of mind that enables employees to perform their daily tasks effectively. This paper primarily focuses on the relationship between work and employment and their impact on people's happiness, while also exploring happiness-related constructs and the shared factors that contribute to and stem from happiness.

Keywords- Affective Commitment, Causes, Consequences, Contentment, Employee Wellbeing, Work Engagement.

Introduction

Happiness is primarily determined by individuals' evaluations of their lives and experiences. Given that people spend a considerable portion of their lives at work, it is crucial to understand how work environments impact happiness for both individuals and communities across the globe. At work, individuals confront challenges that test their skills and abilities, allowing them to experience moments of satisfaction and accomplishment and form social connections that contribute to their overall well-being. For some, work may be more fulfilling than leisure activities. Studies indicate that engaging in solitary activities, such as watching TV, does not significantly enhance well-being during leisure time. To promote overall growth and development, companies are implementing mental well-being programs for their employees. This approach benefits not only employees but also contributes to improved organizational performance, as organizations continue to face challenges and undergo changes. By focusing on employee well-being, companies can reduce absenteeism and employee turnover, ultimately achieving their productivity goals, generating financial gains, completing projects on time, and fostering a sense of fulfilment among their workforce.

Employee well-being in the workplace is not commonly studied in academic research, but related concepts such as job satisfaction have been frequently examined as independent or dependent variables in organizational studies. Recently, positive affective experiences at work, such as pleasant evaluations, positive moods, emotions, and flow states, have emerged as associated with happiness in organizational research. Well-being has been conceptualized from two distinct viewpoints: hedonic and eudaimonic. The former emphasizes the importance of life satisfaction, positive mood, and absence of negative mood, while the latter defines well-being in terms of self-actualization. Engaging in activities that promote human growth, such as autonomy and positive relationships, is considered essential for well-being from a eudaimonic perspective. The current study draws upon research which suggests that a combination of both perspectives is more accurate in understanding well-being as a multidimensional phenomenon. The concept of well-being at work encompasses an individual's subjective perception of general satisfaction and positive feelings towards their job, and social relationships have been suggested as a key component of positive experiences at work. Employees who experience high levels of well-being tend to put in more effort and thought into their work, leading to improved performance. On the other hand, poor psychological health can cause decreased cognitive resources and a focus on negative information, resulting in decreased performance. Additionally, poor psychological health can lead to a lack of energy and motivation to engage in positive work behaviours, resulting in decreased organizational citizenship behaviours. Well-being is also linked to positive organizational attitudes such as team cohesion, job satisfaction, and engagement. Promoting employee well-being can benefit both the employee and the organization.

Objective

The aim of this study is to examine the factors that contribute to workplace happiness by conducting a comprehensive review of existing literature. The goal is to gain a deeper understanding of the various elements that impact employee satisfaction and well-being in the workplace.

Undertake a comprehensive review of the relevant literature to elucidate key concepts and facilitate future research in the field.

Review of Literature

Happiness, an intrinsic aspect of human nature, is closely related to an individual's subjective well-being or life satisfaction (Angner, Hullett, & Allison, 2011; Jiang, Lu, & Sato, 2012). Work, on the other hand, is an essential and inseparable component of people's lives (Dulk, Groeneveld, Ollier-Malaterre, & Valcour, 2013). Individuals engage in work in exchange for either monetary rewards, such as salary and benefits, or non-monetary rewards, including psychological fulfillment from their work (Stiglbauer & Batinic, 2012).

According to Fisher (2010), workplace happiness encompasses numerous dimensions, including engagement, job satisfaction, and affective organizational commitment. Moreover, this happiness is often rooted in personal experiences that employees have had, observed, or heard about. Research conducted by Zelenski et al. (2008) and Erdogan et al. (2012) suggests that workplace happiness is heavily influenced by factors such as leadership style, workplace justice, communication policies, and organizational culture. Weimann et al. (2015) emphasize that workplace happiness can be fluid and subject to change in response to shifts in work conditions, including development opportunities, financial remuneration, promotions, and assessments. Fisher (2010) posits that workplace happiness consists of positive, healthy feelings employees maintain towards their job, such as work atmosphere, job title, and job characteristics, as well as towards the organization as a whole.

Previous research has established a strong connection between job satisfaction and life satisfaction, as they often interact and influence each other (Saari & Judge, 2004). As a result, workplace happiness is often referred to as an individual's work and life satisfaction, or subjective well-being at the workplace (Bhattacharjee & Bhattacharjee, 2010; Carleton, 2009). Since the mid-1990s, psychologists have conducted systematic studies on happiness and life satisfaction (Myers & Diener, 1996). It is important to note that high subjective well-being and eudemonic happiness are not necessarily interchangeable concepts, as an individual can feel subjectively happy without leading a virtuous life. In accordance with Diener's (1984) scientific research, the majority of approaches to happiness are in agreement that it is primarily a subjective and overall evaluation of one's life, substantially influenced by environmental factors, characterized by the experience of intense positive emotions and a scarcity of negative emotions.

In his book "Flourish," published in 2011, Martin Seligman revisited his earlier work "Authentic Happiness" (2002) and presented his research on the elements of happiness. He identified that the ultimate state of human happiness, or "flourishing," is attained through the combination and experience of "PERMA," which comprises "Positive emotion," "Engagement in life and work," "Positive Relationships," "Meaning in life and work," and "Accomplishments."

According to Dr. Barbara Fredrickson, a prominent figure in the field of positive psychology, happiness serves as a powerful source of motivation and inspiration in achieving personal and professional success while making a positive impact on the world. As per Gupta (2012), individuals who experience positive emotions and engage in meaningful activities are considered to be happy. In the workplace, happiness has been found to enhance productivity, profitability, and teamwork, and to boost employee commitment and performance (Gupta, 2012). Moreover, studies conducted by Grant, Christianson, and Price (2007) have revealed a strong correlation between employee happiness and favorable outcomes for both individuals and organizations, including improved performance and commitment, as well as enhanced organizational survival.

Measuring the Content of Happiness at Work

Measuring happiness at work can be challenging due to its inherent variability. Despite this, the concept of pleasure remains a central component. Many happiness at work measures concentrate on hedonic experiences, such as enjoyment and positive beliefs about work. This includes factors like job satisfaction, work commitment, and the experience of positive emotions during work. Other measures incorporate both hedonic and eudaimonic elements, including learning, personal growth, autonomy, and self-actualization. These measures can differ in their focus on cognitive or emotional aspects and can target either broader (e.g., the organization or occupation) or more specific (e.g., particular work events) aspects of happiness at work. In the following sections, we will examine both traditional and contemporary variables related to happiness at work.

Workplace social support

Workplace social support is a multifaceted construct that can be understood in various ways. One description of it is that it is an individual's belief that they are loved, valued, and cared for within a network of mutual obligations (Cobb, 1976). Another perspective is that it involves the availability of helping relationships of varying quality or strength,

which offer resources such as emotional empathy, information sharing, or practical assistance (Viswesvaran, Sanchez, & Fisher, 1999). Regardless of the specific components, social support is a crucial job resource that enables individuals to better handle the demands of their role, such as integrating work and family responsibilities. Workplace social support is defined as the extent to which individuals perceive that their well-being is valued and supported by workplace sources, such as supervisors and the broader organization, and the perception that these sources offer help to support their well-being (Eisenberger et al., 2002; Ford et al., 2007). Workplace social support can be obtained from various sources, including supervisors, co-workers, and employing organizations, and can be classified into two categories: general and content-specific. General support refers to the belief that supervisors or employers care about employees' overall well-being through positive social interaction or resources. Content-specific support, on the other hand, involves the perception of care and provision of resources to address a specific role demand. Our focus is on work-family specific support, which is the perception that supervisors or employers are attentive to employees' ability to maintain positive work-family relationships and provide helpful social interaction and resources to achieve this. Workplace social support is the extent to which individuals perceive that their well-being is valued and supported by sources such as supervisors and the organization they work for.

Perceived Organizational Support

The organizational support theory posits that individuals often attribute human-like qualities to organizations and tend to engage in positive social interactions with those that exhibit supportive behavior. Positive Organizational Support (POS) refers to an employee's overall belief regarding the extent to which their employer values, cares for, and supports them, as well as their socio-emotional needs. POS can also be specific to a particular domain, such as an employee's perception of a family-supportive organization (FSOP). In this study, we define organizational work-family support as an employee's perception that their employer cares about their ability to effectively balance work and family responsibilities and provides resources to facilitate this balance. Examples of organizational work-family support include a work-family climate that allows employees to share work-family concerns and access to useful work-family policies. Furthermore, social connectedness plays a vital role in promoting positive organizational support.

Social connectedness

Social connectedness encompasses various means through which individuals can connect with others on physical, behavioral, cognitive, and emotional levels. It is crucial to define it accurately, as it has far-reaching implications. Social connectedness can be broadly divided into three main components: structural support, functional support, and quality support. Structural support refers to the physical or behavioral presence of relationships in our lives, including the size of our social network, marital status, living arrangements, and frequency of social contact. Functional support is derived from the resources or functions that our relationships provide or are perceived to provide, such as perceived or received support and feelings of loneliness. Quality support is determined by the positive and negative emotional nature of our relationships, such as relationship satisfaction, conflict, and strain. Epidemiological studies have demonstrated that the structure, functions, and quality of social relationships each significantly predict risk or protection.

Social connection and health risks can both be thought of as continuums, with one end representing positive factors and the other representing negative factors. High social connection is associated with protective effects, while low social connection is associated with increased risk. Social isolation refers to a lack of contact with others, while loneliness refers to a subjective feeling of being alone or having an unfulfilled social connection. These two phenomena can exist separately and can also coexist. It is important to note that low social connection can arise from structural, functional, or quality deficits, and high conflict in relationships can occur without loneliness or isolation.

Job satisfaction

Job satisfaction is a complex idea that encompasses both emotional and cognitive elements. While it remains a topic of ongoing debate, Locke (1976) primarily viewed it as an emotional state. However, many widely used job satisfaction measures, such as the Minnesota Satisfaction Questionnaire (MSQ), the Job Descriptive Index (JDI), and the Job in General Scale (Ironson et al., 1989), tend to focus on job characteristics rather than individuals' emotions. Research has shown that these verbal measures do not capture the emotional aspect of job satisfaction as effectively as a "faces" scale of job satisfaction, which assesses individuals' facial expressions while evaluating their job satisfaction. A study by Brief and Roberson (1989) discovered that a retrospective assessment of positive mood at work during the past week did not account for unique variance beyond job cognitions in the MSQ or JDI measures, but it did contribute to a face-to-face measure of job satisfaction. Furthermore, Fisher (2000) found that average affect while working was more strongly related to an overall job satisfaction measure based on facial expressions than to standard verbal measures, suggesting that affect while working was related to job satisfaction but not the same thing. Brief (1998) called for research on a new construct of job satisfaction that explicitly includes affect as a component, which may relate to outcomes differently from the cognitive component that has been the primary focus of most existing research.

Work Motivation

Motivation in the workplace is essential for organizational success, as it drives employees to perform effectively towards their goals. Employers must ensure that their employees are fully motivated, rather than just fulfilling their duties. Work motivation is a significant factor in organizational psychology, as it helps to understand the reasons behind individual behavior in organizations. By examining the factors that contribute to work motivation, theoretical foundations can be established to comprehend the roots of individual and practical social conditions that optimize individual performance and well-being. Numerous studies have focused on the dynamics that influence work-related behavior, with motivation being the primary factor. Motivation explains why individuals engage in specific actions. Basic psychological needs are a critical determinant of individual differences in work motivation. These needs are considered natural psychological nutrients and human resources that are essential for individual functioning. They directly impact work performance and serve as a driving force behind individuals' behavior in organizational settings. Furthermore, social context plays a role in work motivation, as social exchange and interaction among individuals emphasize the importance of motivation in organizational settings.

Organizational commitment

Organizational commitment is a widely recognized construct in the field of employee happiness, ranking as the second most frequently measured construct. Affective or identification commitment, which refers to an employee's emotional attachment to an organization's values and objectives, has a direct impact on happiness. The widely used Organizational Commitment Questionnaire (OCQ), developed by Mowday et al. (1979), measures affective commitment. In order to address the challenges of achieving organizational effectiveness, it is essential for developing nations to possess a robust education system. Researchers have sought to connect employee attitudes with relevant organizational behaviors in order to tackle these challenges. Managers can utilize organizational commitment as a means of evaluating employees' alignment with organizational objectives and their dedication to the workplace.

Job Involvement

According to scientific literature, the concept of job involvement is multifaceted and has been defined in various ways. Some researchers describe it as an individual difference, referring to the alignment of a person's characteristics with their job environment, while others view it as a stable individual attribute that responds to the current organization. In this study, we propose that job involvement may be related to the manner in which an individual utilizes their skills. Other researchers have suggested that job involvement reflects the significance of an employee's work in their overall self-image. According to social identity theory, part of an individual's self-image is derived from their membership in various social groups. This theory has inspired extensive research, demonstrating that an individual can possess multiple identities that can be activated simultaneously. Mudrack and Subedi have both emphasized that job involvement is associated with individual growth within an organization. From this perspective, job involvement refers to the psychological state in which an individual is engaged in their work, profession, and company. Our study delves deeper into the relationship between job involvement and job satisfaction, with a particular focus on group identification. Prior research has indicated that job involvement has a positive impact on job satisfaction. Studies have shown that job involvement is closely linked to professional self-image, demonstrating significant and direct relationships. Given this, we aim to examine the interplay between job involvement and social identity, as well as its effects on job satisfaction. As noted below, social identity refers to the part of an individual's identity that is derived from their membership in certain groups, highlighting its importance in organizational outcomes.

In today's world, happiness is a universal value that is particularly important in modern workplaces. People strive for happiness in both their personal and professional lives, and are often willing to switch jobs to achieve it. This article delves into the significance of employee happiness and offers insights into how it can be enhanced. It is widely accepted that happiness is closely linked to engagement and performance. When employees are content, they tend to be more engaged, resulting in increased productivity, fewer absences, and a positive work environment. A healthy work culture that encourages employee friendships and promotes personal well-being is crucial. Such a culture benefits the company's bottom line by expanding employee resources and skills through improved work relationships, which in turn fosters creativity and problem-solving abilities. A sense of community in the workplace is vital, as it strengthens employees' resilience and reduces their susceptibility to stress. Consequently, happy employees are less likely to take time off due to emotional or physiological issues. Companies that prioritize fostering happiness among their employees can expect higher attendance rates and a more positive work culture.

In today's workforce, employees seek more than just financial compensation; they also yearn for a sense of purpose, opportunities to develop their skills, and work-life balance. They are often unwilling to compromise their personal lives for their jobs. Work-life balance is a top priority for employees, and it is crucial for companies to communicate openly with their employees to understand their preferences and priorities. Companies should promote the benefits they offer to support work-life balance, which can mean different things to different people. Female employees are more likely

than male employees to prioritize work-life balance, while millennials and Gen-Xers are more likely to prioritize overall happiness both at work and at home. The focus on workplace well-being has shifted from superficial elements like foosball tables and group activities to addressing more meaningful and lasting employee needs. These initiatives aim to address critical issues, such as reducing stress and enhancing emotional resilience. Research has consistently shown that taking frequent, short breaks can improve focus, mood, and productivity. Therefore, allowing employees to take breaks and engage in casual conversations during the workday may be a worthwhile consideration.

Measurement and Improvement of Workplace Satisfaction

Conducting employee satisfaction surveys serves multiple objectives, one of which is gauging the contentment levels of workers. This can be accomplished by allowing employees to evaluate their colleagues anonymously, which enables the identification of areas in need of improvement and the recognition of high-performing individuals. Such surveys are beneficial in addressing the concerns of discontented employees and rewarding those who are satisfied with their work. To gain a deeper understanding of the reasons behind employee dissatisfaction, it is recommended to conduct a different type of survey. Engaging employees in surveys is an effective way of enhancing their satisfaction. This can be achieved by inviting them to submit questions anonymously, which can also be extended to departments, teams, and department heads. This approach can serve as a team-building exercise and provide valuable feedback. When employees discover that their question has been selected for the survey, they will feel a sense of pride and accomplishment. Utilizing this employee satisfaction survey template and tailoring it to suit your business needs is a practical approach to gathering valuable feedback from employees.

Factors that generally lead to happiness

Happiness is a topic of great significance, influenced by a range of factors. Environmental factors such as marriage, a supportive social network, employment, and residing in prosperous countries can impact happiness, but their effect is less significant than previously believed, accounting for only a small portion of the variation in happiness. Immediate situational factors, such as positive emotions that arise from perceiving circumstances as advantageous, play a role in fluctuations in happiness. Research on everyday experiences shows that events such as hassles and uplifts lead to negative and positive emotions. According to self-determination theory, individuals experience happier days when they meet their basic needs for competence, autonomy, and relatedness in their daily activities. In achievement settings, individuals often report higher intrinsic motivation and positive emotions when they set performance-approach goals rather than performance-avoid goals. Additionally, emotional contagion can influence happiness in social interactions, but the factors that bring about momentary happiness and unhappiness are distinct. Studies suggest that positive and negative affect have different predictors, with social activities tending to increase positive affect. Research on twins indicates that up to 50% of the variation in subjective well-being may be attributed to genetic factors. Theories such as the set point, genetic, and personality perspectives suggest that individuals have a predisposition to a certain level of happiness that influences their well-being. The relationship between personality traits such as extraversion, emotional stability, and optimism and subjective well-being is positive. Individuals who exhibit high positive affectivity are more likely to respond positively to rewarding situations, whereas those with high negative affectivity tend to experience intense negative emotions in punishing situations. Dispositionally happy individuals tend to view events in a positive light, while unhappy individuals avoid social comparisons that could disadvantage them. They also focus on their successes, maintain optimism, and use effective coping strategies. These content individuals actively seek out environments and relationships that foster their happiness. Theories such as the set point, genetic, and personality perspectives are categorized as "top-down" theories of well-being, while "bottom-up" views of well-being argue that happiness arises from discrete moments of happiness or the accumulation of satisfactory experiences. Research indicates that both top-down and bottom-up factors contribute to happiness. Studies by Diener et al. (1991) and Fredrickson and Losada (2005) support the bottom-up approach, demonstrating that higher positive affect and a positive affect-to-negative affect ratio lead to greater happiness. Furthermore, Heller et al. (2004) found that domain satisfactions contribute to overall life satisfaction. Although the relationship between happiness and well-being is still debated, it is clear that both factors play a role in determining an individual's happiness.

Individual Response to Circumstances

Happiness is a multifaceted concept that is influenced by various factors, such as an individual's relationship with their circumstances and their level of need satisfaction. Larsen and McKibban (2008) propose that achieving a balance between having what one wants and wanting what one has can contribute unique variance in happiness. The popularity of self-help books suggests that many individuals believe they can enhance their happiness through effort. However, notable works by reputable social psychologists, such as *Authentic Happiness* by Seligman (2002) and *The How of Happiness: A Scientific Approach to Getting the Life You Want* by Lyubomirsky (2008), provide evidence that happiness is influenced by genetics (50%), the environment (10%), and intentional happiness-enhancing activities and practices (40%). These practices include gratitude, kindness, forgiveness, spirituality, goal-setting, social relationships,

flow experiences, and physical exercise. Researchers have focused on creating and evaluating interventions to boost long-term happiness. In a 2005 study by Seligman et al., two out of five self-administered interventions were successful in enhancing happiness six months post-implementation. One effective intervention involved daily use of a character strength for a week, while the other involved writing down three positive events each day for a week. However, a 2005 study by Lyubomirsky et al. suggests that improving happiness is not straightforward. Practicing gratitude three times a week was less effective than doing it once a week, possibly due to habituation. Conversely, performing several acts of kindness on a single day was more effective than doing one act per day. Overall, happiness is influenced by a mix of external factors, individual characteristics, and their compatibility, with limited potential for modification through intentional, varied actions.

Reasons for contentment within an organization

This section delves into the environmental factors that have an impact on happiness at the organizational, job, and event levels. Additionally, it discusses dispositional and person-situation elements that can influence happiness, as well as intentional methods for enhancing happiness in the workplace. A positive organizational environment is essential for achieving happiness, as stated by Gavin and Mason (2004). According to organizational behavior literature, factors such as the organization, job, supervisor, and work environment are the primary sources of happiness, stress, and unhappiness in organizations. The Great Place to Work Institute believes that employees are happy when they have trust in their colleagues and take pride in their work. Trust in the employer, based on credibility, respect, and fairness, is the foundation of happiness in the workplace, as per Sirota et al. (2005). Three factors—equity, achievement, and camaraderie with teammates—are essential in creating a happy and motivated workforce, as argued by Sirota et al. (2005). High performance work practices offer numerous benefits, including increased motivation and quality, reduced employee turnover, and improved short and long-term financial performance. They can also lead to higher levels of affective commitment, engagement, and satisfaction among employees, potentially contributing to their overall happiness. Research indicates that an individual's perception of an organization's psychological climate has a strong correlation with job satisfaction and organizational commitment. Perceptions of organizational justice are also related to job satisfaction and organizational commitment, as found by Cohen-Charash and Spector (2001) and Colquitt et al. (2001). This section examines the relationship between job level and happiness at work, as research suggests that specific organizational practices and individual perceptions can impact happiness-related attitudes. Job satisfaction can be heavily influenced by various factors, including the extent of control an employee possesses, the diversity of tasks they perform, and the alignment of their work with a higher purpose. According to Wrzesniewski and Dutton (2001), job crafting involves modifying work tasks, relationships, and the psychological meaning of work, which can lead to increased job satisfaction. Adopting a strengths-based approach can enhance both eudaimonic and hedonic happiness. Tools such as the 'reflected best self' process, Clifton StrengthsFinder, and the Values in Action Inventory of Strengths can aid individuals in identifying their unique strengths, which can serve as potential areas for growth.

Cognitive-behavioral programs have been known to have a positive impact on employee well-being. For instance, Proudfoot et al. (2009) conducted a seven-week program followed by a six-week follow-up period to change negative thought patterns and promote optimism in stressed financial services sales agents, resulting in increased job satisfaction, reduced employee turnover, and enhanced performance up to two years later.

Organizations can focus on providing fair treatment, security, and recognition, as well as job design with autonomy and feedback, and reducing minor hassles to improve employee happiness. It is also crucial to choose individuals who are a good fit for both the organization and the job and improve that fit through realistic job previews and socialization practices. However, individual dispositions can impact overall well-being, making it a complex issue to achieve workplace happiness that requires tailored approaches to address individual needs and preferences.

Effects of happiness in general

According to research, happiness has been shown to have a favorable impact on various aspects of life, such as relationships, finances, and health. Those who are happy tend to engage in behaviors that lead to positive outcomes in different areas. Additionally, they experience emotions like safety and exploration, which broaden their thought and action possibilities and build their long-term resources. These resources include physical, intellectual, social, and psychological capabilities. Positive emotions have been linked to improved problem-solving abilities, a faster recovery from adversity, and an upward trajectory towards better emotional well-being. Moreover, optimistic moods have been associated with greater creativity and success in achieving goals. Although there is extensive research on the impact of positive mood on information processing and memory, its effect on task performance is not always favorable (Forgas, 1995; Forgas and George, 2001; Martin and Clore, 2001).

The Consequences of Happiness for Organizations

The text describes the impact of happiness on work outcomes and performance. It indicates that short-term happiness has a beneficial effect on creativity, proactivity, job satisfaction, and can reduce conflicts and enhance collaboration, as

well as altering how workplace elements are perceived. However, moods can have a negative impact on work performance. The relationship between job satisfaction and job performance has long been of interest to organizational researchers, who often refer to it as the "Holy Grail" of organizational behavior studies. Although it is commonly believed that content employees are more productive, research shows a weak correlation of 0.18 or less between the two. However, after taking into account sampling error and measurement unreliability, the estimated population correlation increases to 0.30. The Attitude-Engagement Model was introduced by Harrison et al. (2006) through meta-analytic structural equation modeling, which revealed that a higher-order construct, overall job attitude, which comprises job satisfaction and organizational commitment, is a strong predictor of individual effectiveness, including measures of core job performance, contextual performance, tardiness, absenteeism, and turnover.

Suggestions for Further Research

The study emphasizes the necessity for further research on job satisfaction, including its various dimensions such as temporary, personal, and collective aspects. Although Affective Events Theory has been influential in studies examining individual levels of happiness, more research is needed to understand the real-time causes and consequences of emotions in the workplace. Researchers should concentrate on specific emotions, such as anger and fear, and explore their impact on job performance. The article also highlights the importance of employee engagement, job satisfaction, and emotional commitment in the workplace. Moreover, additional research is required to comprehend the relationship between happiness and increased productivity and the role of reciprocity norms. Research models suggest that factors, including goals, self-efficacy, effort, rewards, and satisfaction, can interact in a performance-enhancing cycle. Job quality involves both work conditions and the ability to manage work and personal responsibilities, with schedule control being crucial. Favorable conditions stem from organizational expectations rather than inherent job traits. Employees can gain control over their schedules, benefiting themselves and their families. Natural experiments in workplaces can isolate the effects of specific work conditions, supplementing studies of employee samples across organizations. Workplace interventions that promote organizational happiness can be developed and tested, drawing on research by scholars such as Lyubomirsky et al. and Seligman. Although there is limited research on collective happiness at the group, unit, or organizational level, it is crucial to understand the causal relationship between happiness and outcomes, particularly in small to medium-sized work units. Investigating the connections between happiness and performance-related outcomes across all levels may reveal common mechanisms that operate at different levels.

Conclusion

Happier employees have been linked to a number of benefits, including improved health, increased creativity, and greater productivity. By being more committed and motivated, these employees can contribute to a supportive and positive work environment. To foster engagement and innovation among their workforce, employers may consider organizing team-building activities, wellness programs, and training sessions. Providing recreational facilities and offering flexible working hours can also contribute to creating a more positive workplace culture. Happiness at work is influenced by a variety of factors, including job satisfaction, expectations, and organizational culture. Improving happiness at work has been shown to have numerous positive outcomes, such as increased productivity and job satisfaction. Research suggests that individuals tend to be happier when they perceive themselves as performing well, and that happiness-related constructs such as job satisfaction and engagement can have significant impact for both individuals and organizations. To accurately predict future conduct, it is important to use a comprehensive range of measures when studying happiness at work. When happiness at work is aligned with behavior and is based on personal experience, it can be a crucial factor in retaining and motivating high-quality employees, especially in today's evolving employment landscape where job security and loyalty are less common and employer-employee relationships are more contingent on mutual satisfaction.

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