HAPPINESS AT WORKPLACE- A NEW NORMAL AT WORKPLACE

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ABSTRACT

The management thinkers across the world are now thinking about achieving organisational performance through Happiness at Workplace. Organisations now have realized the importance of positive interventions (Such as pleasure, engagement meaning or a combination of these) enable employees to deliberately increase their subjective well-being. Happiness facilitates the pursuit of important goals, contributes to vital social bonds and broadens our scope of attention to enable processing of new ideas and stimuli in the environment. The present article explores the dimensions of happiness at workplace.

Keywords: Stimuli, culture, happiness

INTRODUCTION

Happiness is an important value. In some philosophies, it is even the ultimate value. For instance, the 19th century Scottish school of 'utilitarian' philosophy claimed that the moral value of all action should be judged by its effect on "the greatest happiness for the greatest number". In present day Bhutan, the official policy goal is promotion of the "Gross National Happiness". Putting this principle to practice requires understanding of happiness, in particular what it is and how it can be improved. **(Štreimikienė, 2009)**

HAPPINESS

According to Ramana Maharshi, happiness is within and can be known only through discovering one's true self. He explained that 'Ananda' can be achieved through inner enquiry, using the thought "who am I?"

According to Buddhism – when there is skilful qualities i.e. mental health (arogya), mental purity (anavajjata), mental ability (cheka)_ all resulting happiness (sukha-vipaka).

There are three different realms of Happiness according to positive psychology each of which is skill- based and can be taught as well. (Seligman, 2002).

The three realms are-

● Good life

● Engaged life

● Meaningful life

The first good life or positive emotion (joy, love, contentment, pleasure etc.) A life around having as much good stuff as possible. The second, the 'Engaged Life' much closer to what Thomas Jefferson and Aristotle sought, is the state of flow.

"Flow, a major part of the engaged life, consists in a loss of self- consciousness, time stopping for you, being 'one with music' (Csikszentmihalyi, 1990)." Flow only occurs when one deploy ones' highest strengths and talents to meet the challenges that come ones' way, and it is clear that flow facilitates learning. The third, Meaningful Life: Meaning consists in knowing what ones' highest strengths are, and then using them to belong to and serve something one believe is larger than the self (Seligman, 2002).

The three realms of Happiness-
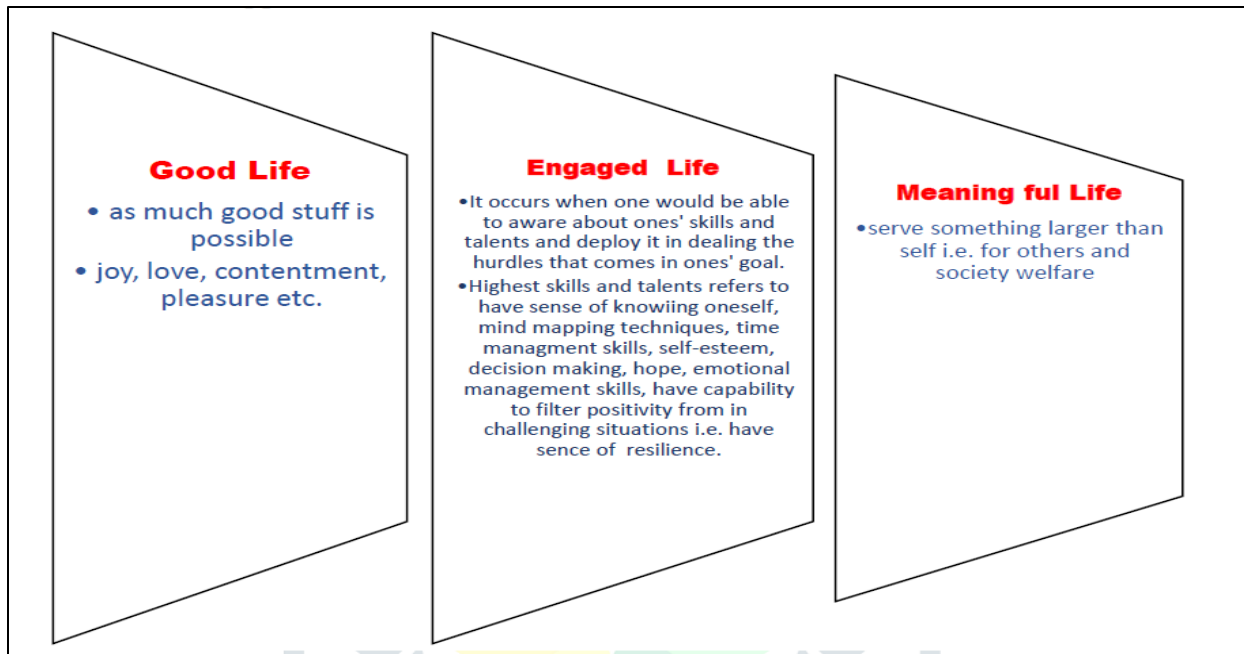
The discipline of 'positive psychology' Martin Seligman (2002) suggested a "happiness equation": H=S+C+V.

Happiness = (set individual range + circumstances of life+ voluntary controllable factors).

● Set point of happiness determined by our genes and contributes around 50% of happiness

● circumstances of life contributes around 8-15% of happiness

● Voluntary controllable factors – the way how to perceive past, present and future contributes around 42% of happiness
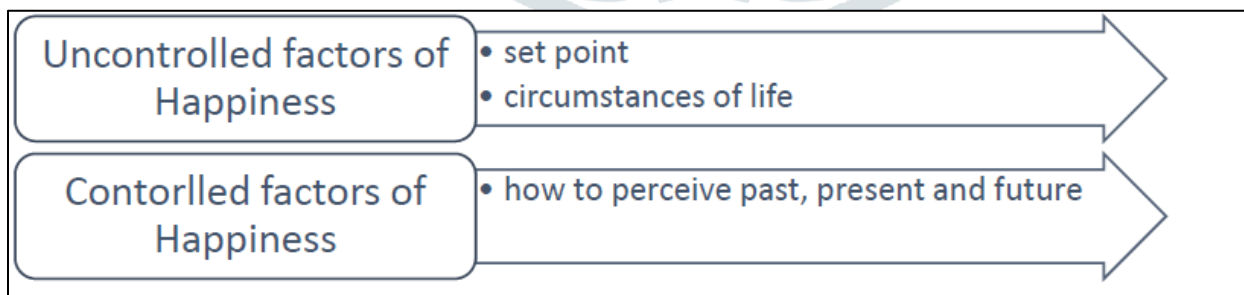
Thus, it is based on a person how he or she perceive past, present and future i.e. learn from past, live in present and hope for future.

OPERATIONAL DEFINITIONS

Happiness

Sonja Lyubomirsky elaborates, happiness as "the experience of joy, contentment, or positive well-being, combined with a sense that one's life is good, meaningful, and worthwhile."Happiness is operationally defined as an ability to apply positive behaviour that enable one's to deal aptly with the demands and challenges of everyday life with the help of one's competencies.

Positive behavior

It implies that an individual is forward looking and even in difficult situations, can find a ray of hope and opportunities to find solutions.

Competencies

Refer to life satisfaction, efficacy, empathy, positive outlook, cheerfulness and self-esteem. Scores obtained by students on happiness scale will represent their level of happiness in this research.

ORIGIN OF HAW

Research on happiness has drawn increasing attention since the 1980s and its positive effects on organizational measures such as economic performance, productivity and decreases in turnover, have been repeatedly demonstrated in research. Happiness has been shown to be related to several positive outcomes in all major life domains such as work, relationships, and health [14]. Not only are successful people happier but happiness also increases the likelihood for success. Happy workers show, for example, higher levels of activity, approach orientation, interest in work, and persistence when facing difficulties. Despite the endless potential benefits of happiness, it has been poorly defined at times, with analyses showing considerable overlap with other constructs, such as job satisfaction or engagement.

These constructs contain elements of pleasant judgements or pleasant experiences but differ in terms of the level at which they are deemed to exist, the stability or variability over time and their content. Most constructs in the happiness domain are commonly "defined and measured as transient states" (p. 386). For the purpose of our paper, we thus define happiness as the propensity to experience frequent positive emotions, e.g., joy, interest, pride, pleasure, and infrequent negative emotions, e.g., sadness, anxiety, anger. The frequency of the experience has been established as being more relevant for the happiness construct than the intensity of emotions. Thus, being consistently positive and happy is more important than being deeply happy one day or weakly happy the next. Fisher (2010) criticizes the measurement of happiness for its lack of the "holistic appreciation" of the construct (p. 391), and we, therefore, follow previous research using only a single-item measure, asking participants to rate their happiness at work.

Transient happy moods have been shown to increase the likelihood for social interactions and lead to positive social consequences, such as seeking out others and initiating conversation, higher energy and greater interest in leisure activities, and increased openness and sensitivity to others.Despite the consequences of happiness, there is little consensus concerning how happiness at work can be increased. In her review, Ref concluded that "it appears that happiness is a function of environmental events and circumstances, stable tendencies in the person, and the fit between the two, with the possibility of limited modification by carefully chosen and intentionally varied volitional acts" (p. 394). Fisher (2010) does allude to the importance of pleasant relationships at work towards shaping happiness and notes that workplace social connections have not undergone enough scrutiny by researchers, despite the known value of interpersonal relationships on well-being. We now proceed to look at a new construct that examines the roles of positive relationships at work and hypothesize how this might influence happiness. **(Jarrod Haar, 2019)**

DIMENSIONS OF HAPPINESS AT WORK

- Perspective - Personal Outlook on Life
- Perspective - Optimism and Positivity at Work
- Balance - Stability and Solid Benefits Package
- Balance - Healthy Work/Life Balance
- Autonomy - Ability to Direct How You Work
- Autonomy - Feeling Trusted
- Mastery - Ability to Develop Expertise
- Mastery - Work That Fits Your Stretch Zone
- Purpose - Personally Meaningful Work
- Purpose - Feeling You Make a Difference
- Progress - Making Progress Every Day
- Progress - Clear Measured Performance
- Culture - Interpersonal Support
- Culture - Sense of Belonging at Work
- Appreciation - Feedback
- Appreciation - Feeling Respected **(Hellstrom, 2014)**

WELL-BEING AT WORK VIS-A-VIS EMPLOYEE ENGAGEMENT

The concept of increasing employee productivity isn't a new one. Organisations have been trying to benefit from higher levels of 'employee engagement' for decades. However, the evidence in this report demonstrates that engaging employees is just one part of the story. Improving well-being at work implies a

more rounded approach which focuses on enabling employees to maximise their personal resources (in particular, with reference to creating a good work-life balance); creating an organisational structure that enables employees to flourish and take pride in what they do; supporting people to function to the best of their abilities, both as individuals and in collaboration with their colleagues; and producing a positive overall experience of work.

Some organisations have already begun to seriously consider the well-being of their employees. One such organisation is the US-based online shoe retailer, Zappos. Zappos was formed by entrepreneur, Tony Hsieh, who later sold the company to Amazon for over a billion dollars. Following his success with Zappos, Tony wrote the best-selling book, Delivering Happiness, about his experiences as an entrepreneur and the happiness-centred approaches he has adopted.

Some examples of the methods that Zappos has used to foster well-being are cited throughout this report. Improving well-being at work isn't just a venture for private sector organisations. The UK government has made a start on the agenda through its Health, Work, and Well-being initiative, to 'protect and improve the health and well-being of working age people', with a particular focus on the physical and mental health of employees.

Although the emphasis of the initiative appears to be on reducing absenteeism rather than improving well-being more generally, it represents a start in terms of improving work people's working lives. In our view, however, it requires further development in order to represent the rounded approach to well-being at work recommended in this report. Meanwhile, Higher Education Funding Councils in England and Wales, and the Scottish Funding Council are all collecting and analysing data in order to improve staff performance through well-being and engagement strategies. Numerous private and voluntary sector organisations across many industries are also beginning to engage

Table 1
Aspects bringing happiness and unhappiness by Blanchflover

Happiness is higher among:	Happiness is lower among:
Women	Newly divorced and separated people
Married people	Adults in their mid to late 40s
The highly educated	The unemployed
Active involvement in religion	Immigrants and minorities
The healthy	Those in poor health
Those with high income	Commuters
The young and the old – U-shaped in age	People with high blood pressure
The self-employed	The less educated
People with low blood pressure	The poor
The sexually active and especially those who have	The sexually inactive
sex at least once a week	Those with children
Those with one sex partner	
Those without children	

Table 2
Happiness-related constructs in the workplace

Transient Level	Person Level	Unit Level
State job satisfaction	Job satisfaction	Morale/collective job satisfaction
Momentary affect	Dispositional affect	Group affective tone
Flow state	Affective organizational commitment	Group mood
Momentary mood at work	Job involvement	Unit-level engagement
State engagement	Typical mood at work	Group task satisfaction
Task enjoyment	Engagement	
Emotion at work	Thriving	
State intrinsic motivation	Vigor	
	Flourishing	
	Affective well-being at work	

(Cynthia D. Fishe, 2010)

Pryce argued that people who are happy at their workplace "get promoted faster, earn more, get more support, generate better and more creative ideas, achieve goals faster, interact better with colleagues and bosses, receive superior reviews, learn more, and achieve greater success (Pryce, 2010:2-3)." **(Keser, 2016)**

According to Friedrickson and Losada (2005), there is a broad spectrum of scientific research documenting the adaptive value of positive emotions. In particular, experiments in the field of Positive Psychology have shown that good feelings:

1. change the outlook of the person, broadening thescope of attention, widening behavioural repertoires, and increasing intuition and creativity;
2. Modify good bodily sensations, aiding recovery from the after-effects of cardiovascular problems, and altering the frontal brain asymmetry;
3. Protect physical and mental health, increasing the capacity to face adversity, increasing happiness, allowing psychological growth, reducing the level of hydrocortisone (cortisol), inflammatory stress responses and physical discomfort, increasing resistance to rhinovirus and reducing seizures;
4. Increase the chances of a longer life. In addition, as stated by Seo and Barrett (2007), positive emotions can constantly affect the three dimensions of motivation, helping to choose the direction (selection of an action), appropriately dosing the effort required to carry out the action (intensity of action), and finally acting with perseverance to achieve the selected target (duration of action).

MEASURES OF HAPPINESS IN THE WORKPLACE

In a model that Alexander Krolof has presented for happiness, six measures are considered that include:

1 Thinking positive

Joy and happiness requires thinking positive and searching for good and beauty. Thinking positive is considered an important factor for happiness and success in the workplace.

2 Learning

Nowadays, knowledge management and learning ability is considered the most important asset for organizations. The speed of learning in any organization is considered comparative advantage. Learning is a process in which the behaviors and mental models of people change, people think and act otherwise (Zarei Matin, 2008). One can learn deeply. So, if you're looking to build an organization that is more compliant with human nature, you will build an extensive organization (Sanjesh, 2005, p. 444).

3 Self-opening

Self-opening causes happiness in the workplace and vice versa hiding the real thoughts and feelings leads to lack of happiness and joy in the workplace (Korolof, 2007). "Self-disclosure" that means the disclosure of private and confidential information about self is a gradual process. People usually in early contact with others do not reveal the innermost and most private thoughts and feelings (Wayer, 2003, p. 125).

4 Participation

Psychological studies have shown that the ability to control environmental factors is the most essential component for happiness. When we participate in decisions that are important for us and we act actively to build our future, we'll be happier (Korolof, 2007).

5 Meaningful Work

Meaningfulness of work and life is the most important factor that causes dilation of the human spirit. Most of the psychologists consider the existence of meaning in life as the basic factor to force people to continue living in general and providing a happy life with happiness specially.

6 Interests in work

"Love" is the most powerful force in the world and involves the world of work as well. Today's organizations lead human toward psychological poverty. In order to counter this trend, people speak about the presence of love in work and spirit in the workspace. Sometimes defend the theory of "presence of love in work" up to the point that even leads toconclusions such as the presence of love in work causes more profit, leads (Kanfild and Miller, 1379, p. 1) Happy workplace is an environment that provides required background to perform these actions. These six factors is practical for each job and for each work environment. **(Zahra Hasannejad, 2017)**

The happiness in the workplace means positive emotions, experiences, positive attitudes (example job satisfaction, affective organizational commitment), personal development and feelings of purpose and also the significance of work that contribute to something valuable (Stoia, 2015).The happiness is the result of a process, which means that happiness in the workplace is not something that is sedentary or static. The employees can happily work at the one time and at the different times feel unhappy (Simmons, 2014). So that in this case it is important for organizations or companies to pay attention to any factors that can affect the happiness of individuals at work. According to Pryce-Jones (2010), the happiness in the workplace depends on five factors: contribution (the effort you make), beliefs (the motivation you have), culture (how well you work), commitment (how you are involved) and trust self (believe in yourself and your work). Januwarsono (2015) found six determinants of happiness in the workplace, namely, the employee performance, organizational culture, organizational trust, job satisfaction, leadership behavior and the individual characteristics.Similar to these factors, Stoia (2015) also added the eight predictor factors of the happiness including employee performance, job characteristics, self-use and development, positive leadership behavior, positive feedback, positive experience in the workplace and the organizational culture.

According to Maenapothi (in Chaiprasit & Santidhirakul, 2011) there are five factors that influence the happiness in the workplace, namely:

1. Job inspiration: employees are satisfied with the job assigned, and are able to reach the goal.
2. The value shared by the organization: the collective behavior and the culture of the organization.
3. Relationships: there are interactions, group ties and acceptance among the coworkers.
4. The quality of the work life: the relationship between 3 elements, namely the work environment, employee participation, and work humanization. A good balance between the 3 elements produces satisfaction which leads to the highest level of efficiency.
5. The leadership: the executives or the heads of organizations promote and create happiness for the employees when they work by creating motivation, awareness and dedication to their subordinates.

CONCLUSION

Happy employees bring their happiness from the office to their home; likewise they also transfer their happiness form their home to the office. This suggests that there is a possible close interrelation between an individual's work and life. There is a Positive relationship between emotional intelligence and happiness. Through the competencies of happiness one would be able to manage ones' emotion that is enhance the competencies of emotional intelligence and achieve success in life.

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