

Factors Influencing Happiness at Workplace with Reference to Management Professionals in Mumbai City

Dr. Muppavaram Gowri Shankar¹, Dr. Sivaprasad Murugan²

^{1*} Associate Professor, Ph.D. Guide in Management Studies, University of Mumbai, Lala Lajpatrai Institute of Management, Mumbai – 400034, doctorgowrishankar1@gmail.com

^{2*} Associate Professor, Chetana's RK Institute of Management and Research, mshivaprasad@rediffmail.com

ARTICLE INFO

Received: 18 Dec 2024

Revised: 10 Feb 2025

Accepted: 28 Feb 2025

ABSTRACT

The human capital of a company is its workforce, which must be used efficiently to increase output. Since technological advancements are vital to increasing productivity and profitability, they have become primarily necessary for determining the demands and motivations of employees in the workplace. Employee satisfaction is impeded by the degree to which their requirements are met. Employees' positive feelings are reflected in workplace happiness. The company's workplace policies and processes reveal how satisfied its employees are. Employees spend the majority of their time at work place, which is crucial to the organisations' ability to be productive. The degree of employee satisfaction determines an organization's productivity. Employees must manage their personal and professional lives. Their contentment at work contributes to both their family's happiness and their improved performance at work. Employee satisfaction at work and time with their families plays a big role in helping them deal with stress. In the age of digitalisation, competition, and a changing workplace, management-professional organisations must make their employees happy in order to support their professional growth. Employees' professional growth fosters their satisfaction and productivity, which gives them a competitive edge at workplace.

This research used statistical techniques to identify the aspects of work, job, and happiness that prevent workplace contentment. The research concentrated on the relationship among the constructs of work, job, and happiness that contribute to greater levels of employee satisfaction and productivity.

Keywords: Workplace, Productivity, Satisfaction level, Happiness.

INTRODUCTION

Happy workers are more engaged, see the world more positively, have greater faith in their abilities, and are more productive. Furthermore, happy employees are more likely to be creative and passionate about their work, collaborate effectively with colleagues, foster a positive work environment, and show better physical and mental health. Disgruntled employees can have a negative influence on productivity, profitability, and efficiency by having a substantial impact on job satisfaction, employee performance, and organizational morale. A great motivator to increase employee engagement is the strong correlation between employees' job satisfaction and their sense of pride in their work. The extent of the cordial interactions of the employees at the workplace reveals the kind of happiness. An atmosphere of support needs to be created. While businesses can make every effort to create the ideal work environment, individuals ultimately make the decision about how they want to balance their personal and professional life.

Literature Review

There exists a significant correlation between workplace satisfaction and employee engagement, and it functions as a mediator between the two. An organisation will benefit greatly from implementing drivers of employee engagement alongside workplace happiness practices to increase employee engagement, which will lead to more engaged employees and faster growth, according to the positive relationship found between workplace happiness, employee engagement, and drivers of employee engagement as highlighted by **Ashwini Uttamrao Shelke and Naim Shaikh (2023)**. In their study, **Kajal Sharma and Sakshi Arora (2023)** compared Finland and India,

two nations with radically different socioeconomic origins and cultures. The study examined the many elements that go into the happiness index, such as wealth, generosity, freedom, trust, social support, and a healthy life expectancy. The Gross National Happiness (GNH) index is a growth perspective that gauges a nation's overall level of happiness. Finland is still among the happiest nations in the world, according to an examination of data from the World Happiness Report (WHR), whereas India's happiness index has been dropping recently. The study's findings made it clear that increasing happiness and well-being should be a top priority for all countries. **Sheela Divekar and Savitri Kulkarni (2022)** analysed that Happiness is an attitude, a decision, and a way of life; it is something to be felt rather than something to be attained. One way to characterise happiness is as a combination of happy feelings and positive activities. Pleasure, involvement, and significance are three possible types of happiness. Happiness is frequently extracted as a byproduct of change. The purpose of the study is to give an overview of employee perceptions so that HR teams can make use of their resources, reach out to all employees, and integrate efforts to achieve goals and vision with a greater impact on business transformation. **Agota Kun and Peter Gadanecz (2022)** revealed that the concept of workplace happiness and well-being has grown in popularity with positive psychology. Organisations seek to understand what makes workplaces inspiring and engaging. Employee stress and burnout are common in the manufacturing and service industries. The results of the qualitative study demonstrated that teachers' satisfaction at work was primarily supported by their ability to achieve their goals, receive feedback, find purpose in their work, and maintain social relationships. The quantitative investigation found that inner psychological resources, including hope and optimism, were associated with occupational well-being and happiness. **Nishi Misra and Shobhna Srivastava (2022)** found that people in the modern world spend the most of their time at work. Therefore, their general quality of life is directly impacted by how they feel at work. Therefore, it is very important to understand what makes us happy or dissatisfied at work. Two elements are important for creating a conceptual framework for job satisfaction: the internal mental mapping and the outward work environment. **Gisela Sender et al. (2021)** highlighted that happier employees are more productive to benefit both people and organisations. However, years of research have failed to produce a consensus on the research, primarily because there isn't a commonly used metric to measure workplace happiness. Self-report surveys and questionnaires are typically employed. Real study data was used to test four different approaches to calculating the Happy Level indicator: three automatic ways that offer scalability, one manual method that uses conventional coding procedures. **Jeremy Sutton's (2019)** research revealed the main elements that can affect employee engagement and workplace satisfaction. Workplace satisfaction can be significantly impacted by a variety of factors, including intrinsic motivation, work engagement, supportive and unsupportive organisational experiences, and more. Absorption, vigour, and dedication can have a big impact on employee engagement. Communication, rewards, and perceived organisational and supervisor support are factors that influence employee engagement. Additionally, the study illustrated three prevailing ideas that provide the keys to job satisfaction.

Workplace rules or practices lead to satisfaction. The focus of the study was on how intrinsic, extrinsic, and work-related elements contribute to happiness. The happiness factors were separated into two groups: extrinsic factors, which include things like pay, the work environment, health, and work-life issues that are connected to flexibility, adjustment, and family-work counselling, and intrinsic factors, which include things like self-actualization and self-esteem, which provide happiness from within according to **Gudivada Venkat Rao et al. (2018)**.

Vivek Sharma and Sonam Jain's (2018) research made clear that in order for an organisation to be strong in terms of people, behaviour, culture, ethics, structure, growth, commitment, efficiency, policies, and procedures, its employees must be content and driven enough to support the organisation and themselves in reaching their own and the organization's goals. Happy employees are more creative, dedicated, and productive for the company, while dissatisfied employees may be slightly less of these traits or the exact opposite. **André Spicer and Carl Cederström (2015)** pointed that contented workers are less likely to quit, safer, more likely to satisfy customers, and more likely to behave civically. The idea that happiness might increase productivity seems to have gained more traction in corporate circles in recent years. In addition to increasing your chances of getting promoted, it can make you friendlier, healthier, and more productive. Companies spend money on consultants, games, team-building exercises, and happiness trainers.

Formulation of Objectives

1. To understand the role of the constructs of work, job and happiness at workplace
2. To define the constructs of work, job and happiness at workplace
3. To analyse the constructs of work, job and happiness at workplace

4. Hypothetical Statements

1. The constructs of work and happiness are significantly correlated

2. The constructs of job and happiness are significantly correlated

5. Study Limitations

1. There hasn't been much attention paid to external factors that impact the work, job, and happiness elements of management professionals from different firms.
2. The research has only focussed to identify the work-related, job-related, and happiness-related components of management professionals at work place.
3. Only 100 management professionals from various organisations were included in the sample.
4. The research hasn't really examined any manufacturing sector or service sector.
5. There has been slight focus on the ways to provide deep insights into the aspects of work-related, job-related, and happiness-related components of the management professionals at workplace.

6. Methodology of the study

Sources for the Data

➤ Primary data

- A well-designed questionnaire was used to contact management professionals belonging to various organisations in order to collect information for the study.
- A Likert scale between 1 and 5 and an interval scale were used to create the questionnaire.

➤ Secondary Data

Secondary sources such journals, newspapers, periodicals, and websites have been work related, job related and happiness related components of happiness for management professionals at work place.

Research Design

The role of happiness at workplace related to management professionals have been investigated using a cross-sectional design.

Sampling Process

Size of the sample: The study used a sample of 100 management professionals in South Mumbai from various organisations related to work, job and happiness at work place.

Technique for choosing a sample

100 management professionals in South Mumbai from various organisations related to work, job and happiness at workplace have been contacted using snowball sampling and convenience sampling.

Statistical tools

To arrive at the results, data was analysed and interpreted using MS-Excel and PLSEM.

7. Results

Table 1 : Construct Reliability and Validity

Construct[s]	Composite Reliability[CR]	Average Variance Extracted[AVE]
Work Related	0.723	0.523
Job Related	0.818	0.785
Happiness Related	0.765	0.790

Conclusion:

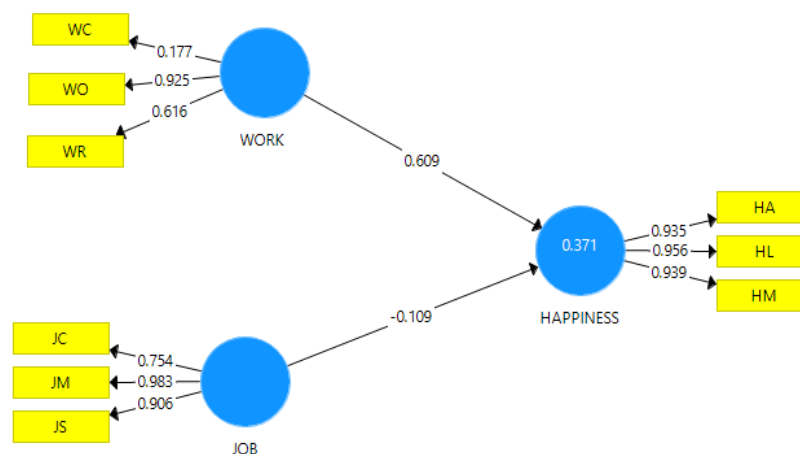
It can be inferred that the items consisting to Work Construct, Construct and Happiness Construct determining happiness at workplace have been found valid as AVE > 0.5 & C.R > 0.7. The composite reliability [C.R] has been observed as 0.523, 0.785 and 0.790 for Work Construct, Construct and Happiness Construct determining happiness at workplace respectively which shows that the variables are having high internal consistency and hence they can be referred as reliable. It can be depicted both the validity & reliability for the constructs of Work, Job and Happiness have been obtained.

Table 2: Collinear Statistics [Variance Inflation Factor] for Work, Job and Happiness Constructs

Construct[s]	VIF
Work	
Work Conditions	1.043
Work Output	1.084
Work Relationships	1.114
Job	
Job Conditions	2.641
Job Motivation	3.668
Job Satisfaction	3.284
Happiness	
Happiness – Achievement	3.581
Happiness – Life Satisfaction	3.570
Happiness – Moments	4.376

Variance Inflation Factor(VIF) less than 10 indicates no multicollinearity. It can be summarized that $VIF < 10$ depicts the validity of Work, Job and Happiness Constructs.

PLS SEM MODEL OF WORK CONSTRUCT, JOB CONSTRUCT AND HAPPINESS CONSTRUCT



Observation

The values inside the arrows are called as factor loadings. The values 0.177, 0.925 and 0.616 indicate factor loadings for Work Construct. The values 0.754, 0.983 and 0.906 indicate factor loadings for Job construct. The values 0.935, 0.956 and 0.939 indicate factor loadings for Happiness Construct.

The value 0.371 in the Happiness Construct indicate R square. It shows that 37.1% variance have been explained by all the all the constructs related to work and job.

The value 0.609 is the path coefficient between the work construct and the happiness construct which reveals the positive relationship. The value -0.109 is the path coefficient between job construct and the happiness construct which reveals the negative relationship.

Table 3: Standardized factor loadings for Work, Job and Happiness Constructs

Factor Loadings			
Work Construct			
Work Conditions	0.177		
Work Output	0.925		
Work Relationships	0.616		
Job Construct			
Job Conditions		0.754	
Job Motivation		0.983	
Job Satisfaction		0.906	
Happiness Construct			

Happiness – Achievement			0.935
Happiness – Life Satisfaction			0.956
Happiness – Moments			0.939

Inference :

Three factors have been classified from standardized factor loadings as follows:

Factor 1

- Work Output
- Work Relationships
- Work Conditions

Factor 2

- Job Motivation
- Job Satisfaction
- Job Conditions

Factor 3

- Happiness – Life Satisfaction
- Happiness – Moments
- Happiness – Achievement

8. Discussion(s) from the Study

1. Notably, constructs of work, job, and happiness have been shown to be appropriate consisting Composite Reliability[C.R] > 0.7 and Average Variance Extracted [AVE] > 0.5. This indicates that every variable related to the constructs of work, job, and happiness explained both validity and reliability. The degree of consistency among the variables used in the study is known as reliability. Validity shows that the variables used in the study are accurate. It is crucial to evaluate the validity and reliability of each of the research's chosen variables.

2. A significant correlation exists between the constructs of work and happiness. The PLS SEM model for the constructs of work and happiness shows a positive moderate correlation with a value of 0.609. This means that the constructs of happiness, such as achievement, satisfaction, and moments, and work, which includes working conditions, output, and relationships, have a positive moderate correlation.

3. There is a negative correlation between the constructs of job and happiness. The PLS SEM model shows a negative low correlation (-0.109) between the job and happiness variables. It shows that the job constructs of job conditions, motivation, and job satisfaction, as well as happiness constructs of achievement, fulfilment, and moments, have a negative low association.

4. The constructs of work have been classified into three categories: conditions, relationships, and output. According to the results of standardised factor loadings, management professionals' productivity gains highest priority followed by stronger interpersonal relationships, and improved work infrastructure has to be created for them in order to improve the work component.

5. Job motivation, job satisfaction, and job conditions are the three components into which the classification of the job construct have been divided. Standardised factor loadings show that job satisfaction is a direct effect of management professionals' motivation. Improved working conditions serve as a catalyst for management professionals to become more motivated, which in turn leads to increased job satisfaction.

6. The three constructs of happiness are achievement, moments, and satisfaction. Standardised factor loadings show that management professionals' job satisfaction produces the happiest moments, which in turn leads to the achievement of the organization's goals in accordance with its expectations.

9. Conclusion

Work and happiness are substantially associated, according to the research. It indicates that the constructs of work and happiness are positively correlated. Relationships, work-output, and conditions have all been important factors in work constructs. Productivity gains from increased employee satisfaction requires improved working conditions to develop stronger interpersonal relationship amongst their colleagues. Motivation, job happiness, and working environment have all been important factors in the job construct. It shows that incentives result for happier professionals who are satisfied with the job conditions. Job conditions include the pay and remuneration policies, job responsibilities and obligations, safety, and work atmosphere. The management professionals must to be

flexible enough to adjust to the organization's work environment. To increase workplace satisfaction, the organization's job environment should provide opportunities for career advancement. According to the happiness construct, employees' life satisfaction results in happy feelings, which in turn contribute to the achievement of organisational objectives and, ultimately, pleasure at work.

10. Implications of research

The constructs of work, job, and happiness offer further managerial implications for studies of work output, relationships, conditions, motivation, and satisfaction as well as life satisfaction, positive emotions, and accomplishments of employees in a variety of manufacturing and service-related organisations. The research offers the scope to determine the aspects of work, job, and happiness that can be emphasised to foster workplace happiness. Both the manufacturing and service industries can be the focus of the problems and difficulties pertaining to work, job, and happiness components that affect employee satisfaction at work place.

References

- [1] Divekar, S., & Kulkarni, S. (2022). "A Study of Happiness at Workplace in an Organisation in Manufacturing segment", *Quest Journals Journal of Research in Humanities and Social Science* Vol. 10 No. 4, pp: 70-75
- [2] Kun, A., Gadanez, P. Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian Teachers. *Curr Psychol* 41, 185–199 (2022). <https://doi.org/10.1007/s12144-019-00550-0>
- [3] Misra, N., & Srivastava, S. (2023). Happiness at Work: A Psychological Perspective. doi: 10.5772/intechopen.108241
- [4] Sender, G., Carvalho, F., & Guedes, G. (2021). The Happy Level: A New Approach to Measure Happiness at Work Using Mixed Methods. *International Journal of Qualitative Methods*, 20. <https://doi.org/10.1177/16094069211002413>
- [5] Sharma, V., & Jain, S. (2018). "Happiness at the Workplace: A Conceptual Recapitulation", *Asian Journal of Management*, 9(3):1090-1095. doi: 10.5958/2321-5763.2018.00173.7
- [6] Sharma, K., Arora, S., & Rachna, M. (2023). "Happiness Index with A Comparative Study on India and Finland", *International Journal of Research Publication and Reviews*, Vol 4, no 6, pp 673-678 June 2023
- [7] Shelke, A.U. and Shaikh, N. (2023), "Mediating role of workplace happiness in enhancing work engagement", *Rajagiri Management Journal*, Vol. 17 No. 3, pp. 238-253. <https://doi.org/10.1108/RAMJ-07-2022-0110>
- [8] Spicer, A., & Cederström, C. (2015). The Research We've Ignored About Happiness at Work, <https://hbr.org/2015/07/the-research-weve-ignored-about-happiness-at-work>
- [9] Venkat Rao, G., Vijayalakshmi D, Goswami R. et al. (2018), *Asian Journal of Management*, https://www.researchgate.net/publication/325536562_A_Study_on_Factors_of_Workplace_Happiness. doi: 10.5958/2321-5763.2018.00038.0
- [10] Sutton, J. (2019). 3 Secrets to Happiness at Work According to Research - Scientifically reviewed by Maïke Neuhaus <https://positivepsychology.com/happiness-at-work/>
- [11] <https://www.eenadu.net/telugu-news/world/zimbabwe-is-worlds-most-miserable-country/0800/123092706>