

**DECODING THE HAPPINESS FACTORS OF EMPLOYEES FOR ACHIEVING ORGANIZATIONAL EFFICIENCY - AN HRM CHALLENGE.**

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In the current world era of development with dynamism, every organization needs to ensure that not only it continues to maintain consistency but also further boosts the efficiency and productivity of its employees while also understanding the various physical, psychological and emotional aspects and limitations inherent to the Human resource.

Traditionally Human Resource Management associated productivity and efficiency with financial gains and healthy interpersonal relationships among the employees as factors to boost productivity, however with the evolution of the science of Human Resource Management it has been observed that the inclusion of happiness among employees as a component to study the reasons for success or failure of an organization and employee efficiency and productivity has led to better results. Happiness is one of the most important components of human behavior which leads to a positive impact on one's approach toward life and positively influences the efficiency and productivity of an employee. Happiness is a major contributor to motivation which creates an environment for collective efforts and growth with sincerity in efforts directed towards achieving the organizational goals. The happiness quotient of employees is often directly proportional to the growth and sustainability of an organization, It is, therefore, necessary to understand the various factors which lead to happiness among the employees in an organization.

**Key Words:** Happiness, Efficiency, Productivity

**Introduction:**

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employees is often directly proportional to the growth and sustainability of an organization, It is, therefore, necessary to understand the various factors which lead to happiness among the employees in an organization.

**Definitions:**

**Happiness:** Happiness can be explained as the experiences of emotional well-being by an individual In simple words, it is the occurrence of good things in one’s life and the positive outcomes derived when evaluating one’s achievements and the journey of life as a whole.

Happiness is those emotional aspects of life that can be described as the emotions of joy, fullness, self-satisfaction, achievement, and contentment. In simple words, happiness is something that creates pleasant emotions and a sense of achievement.

**Efficiency:** Efficiency is the optimum utilization of the available resources for the completion of a certain well-defined task to achieve the desired objective. In simple terms efficiency of the ability to achieve the desired results most suitably with the available resources and limitations.

**Productivity:** Productivity can be defined as the real economic output as measured against the labour cost incurred. It is the efficiency of the employees toward the completion of an assigned task expressed in numbers

**The objective of the study:**

The study aims to understand some of the important factors to be considered when successfully implementing HRM practices that lead to the creation of happiness among the employees

**Methodology**

The study aims to understand the various factors which lead to the creation of a happy work environment and happy workforce resulting in higher levels of efficiency and productivity. Relevant research articles, reports, and thesis was discovered for this review using the databases of Google scholar, PubMed, Researchgate, and other research journals

**Review of Literature:**

Happiness is defined by Webster as "a state of well-being with feelings and synonyms with content, contentedness, contentment, Joy, and satisfaction."

Happiness, according to Seligman (2012), can be measured by factors that include “quality of life, mental well-being, conducive workspace, physical health, attitude, and access."

Happiness is the experience or occurrence of repeated positive events and less frequent events of negativity and a sense of satisfaction about life as a whole. (Myers & Diener, 1995).

Jessica Pryce-Jones(2010) have defined Workplace Happiness as Happiness at work is about mindfully making the best use of the resources you have, to overcome the challenges you face. Actively relishing the highs and managing the lows will help you maximize your performance and achieve your potential. And this not only builds your happiness but also that of others who will be affected and energized by what you do.

Jessica Pryce-Jones(2010) define happiness at the workplace as knowingly and rationally making the optimum use of the available resources, to systematically tackle the challenges faced while actively enjoying the highs and effectively managing the low situations which will lead to optimizing one’s performance and reaching to one’s full potential

Happiness can be explained from two perspectives. The first is a hedonic view which comprises positive emotions and evaluation of the level of satisfaction derived and the eudemonic view which included

self-actualization, emotional and physical well-being, and self-affirmation (Warr, 2007; Seligman, 2002; Sheldon & Elliot, 1999).

Maenapothi (2007), explains happiness at the workplace as the situation when the employees are happy when working demonstrating efficiency and achieving the desired goals at the individual and organizational levels.

Fredrickson (Gupta, 2012), defines happiness as a fuel to grow and thrive and to leave this world in a better condition. According to Dalai Lama (Gupta, 2012), happiness is determined more by one's state of mind than by external conditions.

Happiness, according to Fredrickson (Gupta, 2012), is the fuel used to ensure development and prosperity and to make the planet in a better condition.

More and more organizations have realized that by increasing the level of happiness at the workplace the organization has led to the creation of a workforce which understands and cares to deliver quality, reduction in the levels of boredom, and leading to greater revenues and creation of a workforce which is more open to accepting change for betterment and who serve the clients and customers in an improved creative and innovative manner. (Alipour, 2012).

### **Discussion :**

The creation of a happy workplace and equally happy employees leads to the overall growth and development of the organization as a whole is one of the biggest challenges faced by the Human Resource Management Team of any organization. A study conducted by various experts has proved that a happy employee is highly efficient and productive and makes a more meaningful contribution toward the achievement of organizational goals. However, it is important to understand that a happy employee is not the account of mere higher financial emoluments offered but a coalition of various factors such as:

1. **Being Valued as an Employee:** One of the prime factors in creating the emotion of happiness among the employees is that of him/her being valued as an individual and is directly proportional to the pleasure derived by an employee when performing their duties. Not being valued for his/her contribution is a prime factor that makes an employee lose interest in his/her job and in the organisation as a whole which is reflected in the efficiency and productivity of the individual. An organization needs to recognize the efforts of all employees and communicate to all levels of employees that their efforts and contribution adds value to the organization.
2. **Trusting the employees:** Trust expressed by employers is another important element that leads to the creation of a happy work environment. Trust of the employers in terms of abilities, integrity, and efforts of their employees develop among them a feeling of oneness with the organization and its vision and motivates them to work more efficiently. Trust the seniors in the abilities of the subordinates and the trust of the subordinates in the knowledge, experience, and advice leads to the development of healthy interpersonal relationships at the workplace and a happier workforce. The trust system can be established by various means such as delegation of authority and responsibility, autonomy in allotted tasks, avoidance of red tape, continual communication and appreciation, mentoring instead of supervision, flexibility, etc. Trust bestowed on the employees lead to the creation of a sense of moral responsibility resulting in happiness on completion of the duties allotted.
3. **Opportunities for Development:** Providing opportunities for career and skills development and progression has played a key role in the creation of a happy workforce. Employees are now seeking

employment in organizations that provided various opportunities and avenues for development over organizations focusing merely on remuneration as a factor for motivation. In the current business world scenario dynamism is the key to success where knowledge and skills are ever developing creating a to keep oneself upgraded to avoid being redundant. The younger generations especially are constantly seeking to upgrade their knowledge and skills in pursuit of better career opportunities, which if provided within the organization with a blended approach of learning and progression results in a happier work environment.

Regular work structure leads to monotony and stagnancy which leads to negative emotions among the employees which may even be the reason for retrenchment. Learning and Development opportunities within the organization make the work interesting and rewards achieved in terms of progression create happy employees.

4. **Remuneration and benefits:** Remuneration of other non-monetary has always been a sore point equally for both the employer and employees benefits are still a sore point for employees, where employers always feel that employees are overpaid and vice versa. However, organizations following a fair wages system backed by other monetary and non-monetary benefits are found to have a happier workforce for example the policies adopted by the Tata group of industries. Benefits such as payment protection, ethical work hours, Medical Facilities, Recreational facilities, academic enhancement facilities, etc. create a sense of psychological well-being among the employees.
5. **Gender Bias:** The existence of a gender gap industry leads to an unhappy work environment. Gender bias is experienced especially by female employees concerning opportunities provided for knowledge and career development and progression opportunities. Organisations need to study and understand and respect the different roles and responsibilities of different genders. Organizations that manage to overcome the problem of Gender bias practices have exhibited a happier workforce as compared to their counterparts. Some of the core areas where gender bias can be eliminated to create a happier workforce are pay benefits, opportunities to communicate and express openly career progression, and grievance redressal mechanisms.
6. **Right Job for the Right Person:** The traditional approach emphasized the concept of finding the Right person for the Right Job, However, to achieve optimum efficiency and productivity an employee needs to derive joy in the tasks performed by him/her, hence it is more important to find 'The Right Job for the Right Person (a term coined by the research scholar) which implies that the emphasis is on the person rather than on the task to be completed as against the traditional approach of more emphasis on the task. When a particular task is assigned to an individual who has an interest and liking in the same then the task becomes a joyous activity leading to contentment and happiness.
7. **Work-life Balance:** Another element essential for a happy work environment is the quality of the work-life balance of the employees in an organisation. Under the work-from-home culture in the current times, organizations are expecting employee availability round the clock which is leading to interference in the personal space and time of the employees offsetting the work-life balance. Organisations can contribute to the work-life balance by ensuring strict adherence to working hours without overburdening the employees with a task to carry home, creating of stress-free work environment and undertaking various stress management activities, providing recreational facilities

at the workplace, fair treatment to employees, well designed and pleasant work stations with due emphasis on ergonomics, fair leave policy.

8. **Opportunities for open communication:** Organisations that provide opportunities for the employees to express themselves and voice their opinions without having any fear or reservations of facing any unjustified disciplinary actions. Providing an opportunity and a platform for the employees to voice their opinion leads to employee empowerment, empowerment creates a motivated and dedicated workforce that is active and participative in the process of decision-making.
9. **Unbiased Appraisal systems:** One of the major grievances leading to dissatisfaction among employees is the appraisal system which is subject to human intervention and often results in bias. Organisations need to design and develop an appraisal system that is transparent and unbiased where the parameters applied for the appraisal are known to and accepted by all. An unbiased appraisal system serves as a tool to develop good interpersonal relationships among employees.
10. **Individual over Values and Vision:** The Top Level management invest significant efforts in defining the values and vision and goals without due consideration to or without the contribution of other employees and further enormous resources are spent to promote the values and vision and achievement of goals making it the ultimate objective, however, the task of implementation of the values and achievement of goals and the ultimate vision is enforced on the employees which creates discontentment among the employees.

#### **Conclusion :**

There is a definite positive correlation between a happy employee and efficiency and productivity. It is therefore important for organisations to identify various factors which lead to an increased level of Happiness quotient among the employee.

There is a mismatch between the happiness factors at the workplace as perceived by the employers and employees, especially in areas such as being valued as an individual, trust on the employees, providing opportunities for career development marginal focus, and efforts by the employers in these factors as they contribute largely towards improving the level of happiness among the employees.

Therefore there arises a need for employers to identify the factors which can lead to happiness among the employees, a small investment in raising the level of happiness of employees leads to a large improvement in the overall business.

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