Confounding Factors Of Happiness At Work

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Abstract

How can organizations promote Happiness at work? When organizations invest in developing their leaders' capabilities, it can have a profound impact on well-being and workplace happiness, which is at the foundation of any organization's success. When individuals in leadership positions are equipped with necessary skills to effectively lead organizations, it creates positive work environment that cultivates happiness and well-being. This paper attempts to do a literature review, identify gaps, and highlight opportunities for further research to advance understanding of the subject matter.

This paper entails a systematic literature review of research over the past 15-20 years on workplace happiness and studies the various factors that can impact an individual's happiness at work. PRISMA- The Preferred Reporting Items for Systematic Reviews and Meta-Analyses has been used as a systematic review guideline.

In conclusion, the paper ends by establishing confounding factors of happiness at work and discussing the ramifications of these elements.

Keywords: Happiness at Work, Factors of Happiness at work, Job Crafting, Perceived Organizational Support, Self-Esteem.

Introduction

Happiness refers to the feeling of being happy and while it is driven by our emotions, a lot of our emotions depend upon how we spend our days and lives. Our work comprises a huge part of our day and life. In this era, professionals are looking for meaning in their work, and given how invested they are in their work lives, they aspire and expect to achieve results from their work- including balance, engagement, quality of life, and Happiness at work. This paper attempts to do a literature review to understand the concept of Happiness at work and the confounding factors for an individual & organization involved in Happiness at work while exploring the dimensions of impact linked to it.

Happiness at work has become an increasingly popular topic in recent years as more organizations recognize the importance of employee well-being in driving productivity, commitment, and engagement. While there has been significant research on the factors that contribute to happiness at work, however, there are other confounding factors that can also impact an individual's happiness levels. This review paper aims to explore some of the key confounding factors that can impact an individual's happiness at work.

The pertinent literature and previous studies have all thoroughly been reviewed including the definition of workplace happiness, factors that influence workplace happiness, definitions of employee outcomes, and aspects of employee outcomes connected to workplace happiness. Several pertinent studies that pertain to the elements of happiness at work have been emphasized for the purpose of this research study.

Numerous studies show that happy people succeed in a wide range of life areas, including marriage, friendship, earning potential, productivity at work, and health. They claim that rather than just because happiness is a byproduct of success, these relationships occur because pleasure—in the form of a trait and/or state beneficial effect—has a causal impact on accomplishment. When a person is content and happy, they demonstrate behaviours that reinforce one another and lead to greater outcomes in the psychological, material, and even physiological realms. The trait-positive effect is a potent predictor of lower morbidity and increased longevity, according to a meta-analytic review, and both state and trait-positive affect are connected to fewer symptoms of disease and discomfort in older people (Pressman and Cohen 2005).

According to recent studies, employment and work are not just factors that contribute to happiness but can also influence company performance, productivity, and even job market outcomes. Oswald, Proto, and Sgroi (2015), Edmans (2011), De Neve and Oswald, (2012).

According to the 2017 World Happiness Report, the great relevance of having a job for happiness is evident throughout the analysis and holds across all of the world's regions. When compared to the rest of the world's population, those with jobs, place a much higher value on their quality of life, than those who don't. Along with other characteristics of employment, such as social status, interpersonal relationships, daily routine, and goals, the job has value for people that extends beyond the compensation associated with it. These factors all affect how happy people are.

One of the strongest findings to come out of the economic study of human happiness is the idea that employment matters significantly for people's well-being. Casebier and Haisken-DeNew (2009); Clark and Oswald (1994); Clark (2010).

The concept, reasons for, and effects of happiness at work are discussed by Cynthia D. Fisher in her study "Happiness at Work", published in IHMR in 2010. She analyses the findings from the growing body of positive psychology literature on happiness and has conceptualised various aspects of happiness at various levels, including discrete events, the job, and organisations, along with attitudes- at individual & collective level. There is enough proof that people and organisations at all levels are significantly impacted by happiness.

All happiness models and measurements have a core of pleasantness in common, although their content varies widely. According to Happiness at Work 387, work-related happiness constructs 2009 The British Academy of Management and Blackwell Publishing Ltd., the authors of the International Journal of Management Reviews 2009, place a strong emphasis on hedonic experiences of pleasure and liking and/or positive beliefs about an object, such as job satisfaction, affective commitment, and the presence of happy emotions while working. Other ideas contain hedonic and eudemonic content like learning/development, growth, autonomy, and self-actualization. This paper tries to summarise the pertinent research over the last 15 to 20 years, including several theories and constructions on workplace happiness.

The Self-Determination Theory (SDT), a pertinent theoretical framework, contends that three fundamental psychological needs—autonomy, competence, and relatedness—have an impact on intrinsic motivation and wellbeing. Competence relates to feeling capable and effective in one's job, relatedness refers to having helpful and encouraging social ties at work, and autonomy refers to feeling in charge of one's work tasks and decision-making.

According to SDT, when these three needs are satisfied, individuals experience greater intrinsic motivation, engagement, and well-being. Therefore, organizations that foster autonomy, provide opportunities for skill development and growth, and promote positive social interactions are more likely to enhance happiness at work.

Based on the work done on Happiness at work in the past 15-20 years-

The usual measurements of work happiness and employee engagement may not be sufficient, according to Ajay Bhatia and Farhat Mohsin (2020). To manage change successfully, it is necessary to put more of an emphasis on improving people's inner psychological states and wellbeing. It is vital to go beyond the fundamental aspects of job satisfaction and work towards engendering a sense of meaning, purpose, life satisfaction, and general psychological well-being in employees. Organisations can achieve better results and align with their vision, mission, goals, and strategies by giving these factors priority.

Personal variables have a higher impact on work happiness than job factors and organisational settings do. The Direct Supervisor stands out as the one that is highlighted the most often among these aspects since they are crucial in forming, enhancing, or improving work experiences. The primary differential antecedents of pleasant and negative work experiences stand out as interactions with coworkers and the broader organisational climate. Given the importance of individual elements in determining Happiness at Work, organisations cannot successfully use a one-size-fits-all approach. These antecedents' combined influence is greater than the sum of their separate effects. The study's findings highlight the importance of individual-related elements that affect workplace happiness, freeing businesses of their sole liability. 2020's Gisela Sender.

According to a new model of happiness that was established for the workplace in promoting employee happiness in public organizations in UAE. A few factors that play a critical role are- Transformational Leadership, Organizational Culture, Employee Satisfaction and Employee Empowerment which was developed into a framework to cater to the environment of work to achieve a high degree of happiness. The findings of this research contribute to the UAE government towards promoting happiness at work Essa Yousuf Majid Al Suwaidia, Samer Ali Al-shamib*, Suriati Akmalc (2020)

Another study indicated that important indicators of workplace happiness for Millennials included work-life balance, autonomy, meaning at work, and workplace friendship. Siti Khadijah Zainal Badri2 and Wai Meng Yap1* (2020).

According to the research, focusing on career development and learning is crucial for employers to promote happiness among the Pakistani workforce, ultimately benefiting employees' mental well-being. The findings highlight that employees experience greater happiness and joy at work when they have a clear sense of career growth within the organization (career development) and when they perceive opportunities to learn new skills, enhance their knowledge, and acquire competencies (learning). In contrast, prioritizing work-life balance, and pursuing hedonism by juggling professional and personal responsibilities did not significantly contribute to happiness in the workplace. Furthermore, the study revealed that the type of organizational culture did not exhibit a significant association with happiness. Dr. Danish Ahmed Siddiqui, Dr. Danish Ahmed Siddiqui (2020).

Social interactions are essential for the happiness of university staff. These interactions can take place within various relationships, such as with family, superiors, colleagues, and society at large. Trust, specifically, plays a crucial role in fostering happiness among university staff as it makes them feel valued and appreciated. It can be noted that staff members who lack self-confidence often rely on support from others to determine their happiness. The significance of friendships in the lives of university staff is evident through the importance given to the score of 'being sidelined by friends'. This demonstrates the staff's need for and appreciation of friendships within the workplace. Such a situation enables staff members to easily adapt and find their place in the university environment. Wai Meng Yap1* and Siti Khadijah Zainal Badri2 (2019).

Numerous studies have been done to investigate methods that can boost happy feelings, encourage success, positive relationships, & meaningful employment and enhance overall happiness. These research (Fordyce 1983; Sheldon and Lyubomirsky 2006; Pham and Taylor 1999; Sheldon et al. 2002) have used a variety of activities, such as working towards

personal objectives, performing deeds of kindness, visualising one's best self, or thinking back on previous accomplishments. Our qualitative research can provide insights into particular areas and material that should be prioritised in order to build targeted and pertinent interventions for enhancing workplace happiness. According to Wrzesniewski and Dutton (2001), using job creating strategies could help instructors discover or reshape the meaning of their work. Peter Gadanecz and Agota Kun (2019).

The significance of employment for individual well-being is a consistently supported finding in the economic study of human happiness, according to the World Happiness Report 2017 by Jan-Emmanuel De Neve from Sad Business School, University of Oxford, and George W. Ward from the Institute for Work and Employment Research, Massachusetts Institute of Technology. Individuals who identify as managers, executives, officials, or professionals tend to rate their life quality higher than those working in farming, fishing, or forestry occupations. Moreover, individuals in well-paying jobs report higher levels of happiness and job satisfaction compared to those in lower income brackets.

Work-life balance emerges as a strong driver of subjective well-being in the workplace. This holds true across various aspects, including life and job satisfaction, general happiness, and emotional experiences. Additionally, individual autonomy in the workplace significantly contributes to happiness. Having control over the organization of the workday and the pace of work is positively associated with higher well-being outcomes.

Even more significant is the existence of social capital within the workplace. Across all four study measures, the degree of support that employees receive from their coworkers is a powerful predictor of subjective well-being.

The considerable impact that managers and supervisors have in affecting subjective well-being has also been underlined by a recent study. Job satisfaction has been found to be strongly predicted by supervisor's competency in particular.

Overall, these findings emphasize the significance of employment, work-life balance, individual autonomy, social capital, and competent leadership in influencing subjective well-being in the workplace.

Another study aimed to investigate the role of a restorative environment as a mediator between organizational socialization, work environment, and the happiness and well-being of employees. The research included a sample of 280 individuals from green building setups and 280 individuals from non-green building setups. The results revealed that organizational socialization and work environment had a direct influence on happiness, while the interaction between organizational socialization and work environment influenced well-being.

The study also discovered that the presence of a restorative environment, particularly in the setting of green building setups as opposed to non-green building setups, mediates the association between organisational socialisation and happiness. 2017's Sachita Passi

Another important discovery can be leveraged by organisations to accelerate their development by guaranteeing employee happiness. According to Linley, Harrington, and Garcea's (2010) definition of engagement, a motivated employee is someone who enjoys their job. There are several things that need to be in place for this passion to manifest. Since happiness and engagement are positively correlated, happy employees are more likely to be engaged, which would increase productivity and guarantee the organization's continued growth.

Purpose Of the Study

This review paper's objective is to give a thorough examination and synthesis of the research over the past 15–20 years on workplace happiness. It aims to summarize and evaluate the available literature, identify research gaps and problems, and propose future research objectives.

The idea of happiness is crucial for organisational performance and productivity; hence HR managers are obliged to plan and supervise a workplace that will promote employee satisfaction (Gavin & Mason, 2004; Rego & Cunha, 2008). Employees that are content transfer their happiness between their workplace and their home as well as vice versa (Asiyabi & Mirabi, 2012). This implies a potential intimate connection between a person's career and personal life. Mohamad Yazam Sharif, A.H. Majid, and Phathara-On Wesarat (2014)

As per LinkedIn Job Seeker research, 3 in 4 Indian professionals are looking for a new job. Work comprises of a huge part of one's quality of life and it is integral to understanding the relationship of numerous factors & impact of Happiness at work. Work satisfaction has been interchangeably used with Happiness at work and there is a huge gap that needs to be filled in. Work at the very least gives a means of subsistence. In the best-case scenario, work could be a source of purpose, fulfillment, happiness, and satisfaction—the key components of subjective well-being (SWB; Diener, 1984; Kahneman & Riis, 2005; Myers & Diener, 1995). But for many people, finding meaning and purpose in their work is a mystery.

Numerous studies have been done over the years to determine the value of workplace happiness. Here are a few of the main findings:

Improved productivity

Research has shown that happy employees are more productive. A study by Oswald et al. (2015) found that happier workers are about 12% more productive than their less happy counterparts. This increase in productivity translates to better business outcomes, including increased profitability and customer satisfaction.

Enhanced teamwork and collaboration

Happy employees are more likely to work well in teams and collaborate effectively. A study by Warr et al. (2014) found that happier employees were more likely to report positive relationships with coworkers and better teamwork.

Increased job satisfaction and employee retention

Workplace happiness has a direct impact on job satisfaction and staff retention. People who are happy at work are more likely to be content with their occupations and are less likely to quit, according to a 2005 study by Lyubomirsky et al. This in turn lowers the costs of employee turnover and the requirement for hiring and onboarding new employees.

Improved mental and physical health

Happiness at work has been linked to improved mental and physical health. A study by Steptoe et al. (2015) found that people who reported being happy at work had lower levels of cortisol, a stress hormone that can lead to various health problems, including anxiety and depression.

Numerous studies have demonstrated that workplace happiness and general well-being can be quite advantageous for businesses (Seligman 2002). According to studies, people who are happier tend to have more wholesome relationships at work, live longer, perform better, handle stressful situations better, and are happier with their jobs (Boehm and Lyubomirsky 2008; Connolly and Viswesvaran 2000). They also tend to be physically and mentally healthier.

Increased creativity and innovation

Happy employees are more creative and innovative, which can lead to new ideas, products, and services. A study by Amabile et al. (1996) found that employees who are in a positive mood are more likely to generate creative ideas and solutions.

According to empirical research, happiness and professional success are associated. According to Walsh et al. (2018), boosting happy emotions in the workplace leads to better results. Happiness is also correlated with and frequently precedes career success.

According to Diener and Seligman (2002), Chida and Steptoe (2008), Seligman and Schulman 1986, Seligman et al. 1990, Kubzansky et al. 2001, Fredrickson and Joiner 2002, and Howell et al. (2007), happier people have better immune systems, lower burnout rates, fewer sleep problems, greater self-control, better self-regulation, and coping abilities. They are also more prosocial. Additionally, they work more effectively and cooperatively.

Indeed, a growing body of research demonstrates that employment and labour not only contribute to people's happiness but can also influence business performance, productivity, and even job market outcomes. Being content at work benefits both the individual and the company's bottom line. (Are you pleased at work? Evidence from the World Happiness Report, by George Ward and Jan-Emmanuel De Neve.)

The literature review is concentrated on particular journals, keywords, authors, books, and theses in order to investigate the extensive literature and make this study as thorough as feasible. Thus, papers were found using the term "happiness at work" in database search engines like Web of Science and Scopus, in the order of relevancy. These works included both theoretical research and reviews of the literature.

The literature review begins by discussing the factors that are commonly associated with happiness at work, such as job satisfaction, organizational teamwork & culture, and creativity & innovation. It then goes on to explore several confounding factors that can impact an individual's happiness at work. These include:

Personal factors

Personal factors such as age, gender, personality, and life circumstances can impact an individual's happiness levels at work. For example, older workers may be more satisfied with their jobs as they have more experience and job security, while younger workers may prioritize work-life balance over job satisfaction.

Workload and stress

Heavy workloads and high levels of stress can impact an individual's happiness levels at work. While some stress can be motivating, excessive stress can lead to burnout and decreased job satisfaction.

Interpersonal relationships

The relationships an individual has with their colleagues and superiors can impact their happiness levels at work. Negative relationships can lead to stress and dissatisfaction, while positive relationships can boost morale and job satisfaction.

Career development

Opportunities for career development and advancement can impact an individual's happiness levels at work. Employees who feel that they have opportunities for growth and development within their organization are more likely to be satisfied with their jobs.

Happiness at work is a significant concern for both employees and employers, as it can lead to increased job satisfaction, productivity, and employee retention. Numerous research has been done throughout the years to determine the elements that influence workplace satisfaction. Some of the major conclusions from the literature are as follows:

Work-life balance

Finding a fulfilling balance between work and home life is seen to be a crucial factor in promoting workplace satisfaction. According to a study by Greenhaus and Powell (2006), workers who reported having a good work-family balance were more likely to express job satisfaction, loyalty to the company, and overall enjoyment at work.

Supportive work environment

A supportive work environment, characterized by positive relationships between coworkers, managers, and employees, has been found to be crucial in promoting happiness at work. A study by Tims et al. (2013) found that employees who reported high levels of social support from coworkers and supervisors were more likely to report job satisfaction, engagement, and happiness at work.

Meaningful work

Engaging in work that is meaningful and aligned with personal values has been identified as a critical factor in promoting happiness at work. A study by Wrzesniewski and Dutton (2001) found that employees who felt that their work was meaningful and purposeful were more likely to report job satisfaction and overall happiness at work.

Positive emotions

The experience of positive emotions, such as joy, pride, and gratitude, has been linked to happiness at work. A study by Fredrickson (2003) found that employees who experienced positive emotions at work were more likely to report job satisfaction, engagement, and overall happiness.

Opportunities for growth and development

Having opportunities for growth and development, such as training and development programs and career advancement opportunities, has been identified as a significant factor in promoting happiness at work. A study by Schaufeli and Bakker (2004) found that employees who reported having opportunities for growth and development were more likely to report job satisfaction, engagement, and overall happiness at work.

Overall, the literature suggests that achieving happiness at work is a complex process that involves a combination of factors, including work-life balance, a supportive work environment, meaningful work, positive emotions, and opportunities for growth and development. Employers who prioritize these factors are more likely to have satisfied and engaged employees, leading to improved organizational outcomes.

Positive & Negative Work Experiences

It has been observed that experiences have a significant impact on one's feelings & emotions. A lot is dependent on what individual experiences including interpersonal relationships, personal factors, learning opportunities, job content, stress and it can significantly influence the level of Happiness at work.

Research Gaps

This review paper identifies areas within existing literature where knowledge is lacking or incomplete. There is a lot of duplicity because of the various concepts being used and terms that are used interchangeably to describe Happiness at work. Also, there are varied constructs available but one common construct is missing to describe happiness at work- that incorporates the most critical individual & organizational factors. For these reasons, this research highlights the unanswered questions or unexplored aspects of the topic and explores the confounding factors influencing Happiness at work. Also, by identifying these gaps, this review paper highlights opportunities for further research to advance understanding of the subject matter.

Research Problems

In addition to research gaps, there are a few problems in existing literature. This topic is a subjective and complex one with the amalgamation of context in Positive Psychology and Management. Moreover, there is not much literature available in the Indian context and that is a big limitation. These problems can lead to methodological issues, inconsistencies in findings, biases, or other shortcomings. This review paper aims to promote critical evaluation of the existing research and encourage improvements in future studies.

Research Objectives

Based on the identified research gaps and problems, the review paper sets forth specific research objectives-

➢ To understand the definition of Happiness at Work, based on the Literature Review
➢ To outline the significance and potential benefits of a happy workforce
➢ To critically review & examine the various confounding factors of Happiness at work
➢ To highlight the importance of considering the various confounding factors that can comprehensively impact happiness at work from the individual and organizational perspective.

Research Methodology

This research work sought to discover pertinent studies by doing a thorough search of scholarly databases, journals, books, and other pertinent sources. To focus the search results, various publications were evaluated, and the keywords were converted into search phrases. These papers were then reviewed to address the chosen research questions and studied to then record the learnings & observations.

This review was created using the Preferred Reporting Items for Systematic Reviews (PRISMA) standards. In order to meet the quality level for the article selection, search strategies, data collection, extraction, and analysis used in this publication, the PRISMA Framework was used as a standard peer-reviewed technique with a checklist of guidelines.
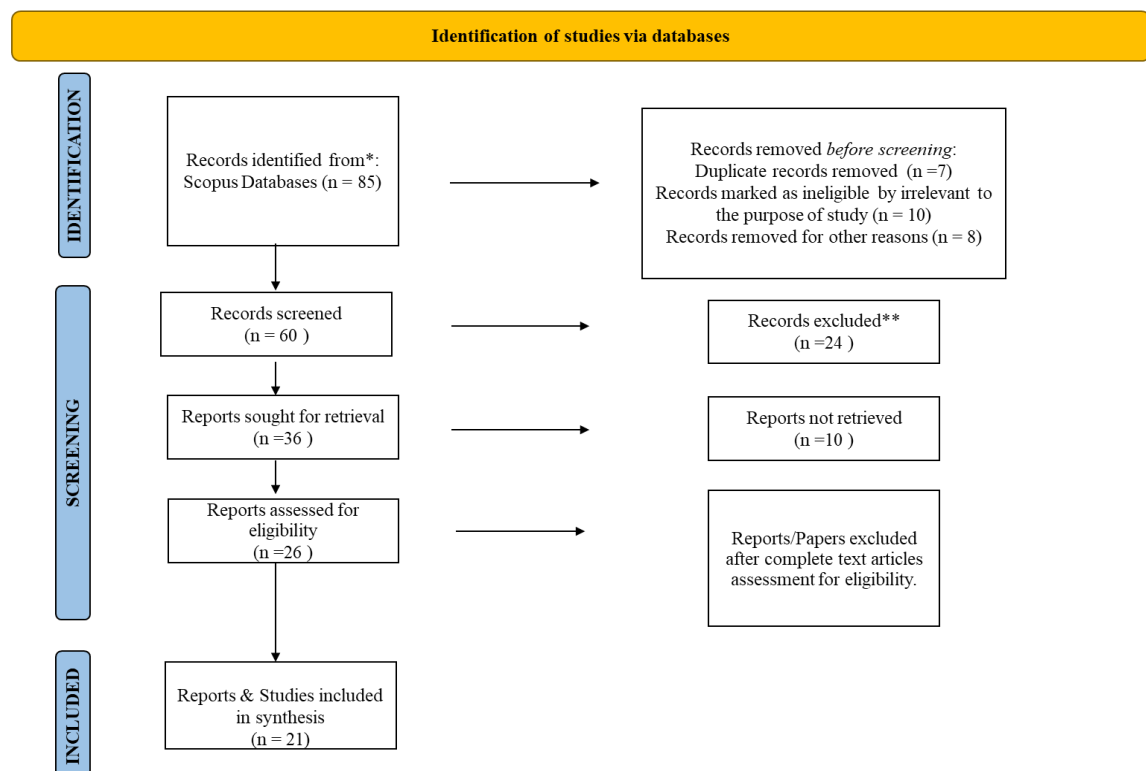
The databases were searched for papers published between 2004 and 2023, and those that were relevant, timely, and written in English were chosen. After the computerised search, the reference lists of the included eligible papers were manually searched as well. The keywords and the aforementioned standards were used to evaluate the titles and abstracts. The data from selected studies was then extracted and organized in an Excel sheet, analysed and then interpreted to find common theme & pattern in the various factors of Happiness at Work. The criteria used was more contemporary studies to study different factors along with the key findings. This data was then organized in the Excel spreadsheet for further analysis.

Once the data was compiled, the extracted information was then analysed to identify patterns, themes, and key findings across the selected studies. The analysis involved observing similarities, differences, and emerging trends in the literature. The main findings were then summarized and concluded, based on the analysis.

The main findings are then presented using a data visualization tool as a pie chart. The factors of Happiness at work that are used mostly, have been represented on the pie chart with their corresponding values from the selected studies.

This data is then interpreted to address the research questions & objectives of this research along with the recommendations & limitations.

FIGURE 1 *

Identification of studies via databases

| IDENTIFICATION | Records identified from*: Scopus Databases (n = 85) | → | Records removed *before screening*: Duplicate records removed (n =7) Records marked as ineligible by irrelevant to the purpose of study (n = 10) Records removed for other reasons (n = 8) |

SCREENING	Records screened (n = 60)	→	Records excluded** (n =24)
	Reports sought for retrieval (n =36)	→	Reports not retrieved (n =10)
	Reports assessed for eligibility (n =26)	→	Reports/Papers excluded after complete text articles assessment for eligibility.

| INCLUDED | Reports & Studies included in synthesis (n = 21) | | |

*Figure1: Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) flow diagram.

This paper is focused on happiness at the individual level & organizational levels. Based on the Literature Review of more than 55-60 Papers and Articles, 21 papers were shortlisted for the identification of various happiness constructs at

the workplace. A summary of several factors & dimensions influencing Happiness at work is showcased in the Table below (Table 1).

TABLE 1 *
Data Compilation & Organization

S.No	Title Of the Paper	Author	Year	Factors / Variables
1	The Happy Level: Measure Happiness at Work Using Mixed Methods	Gisela Sender, Flavio Carvalho, Gustavo Guedes	2021	Positive Work Experiences, Negative Work Experiences
2	Happy Soldiers are Highest Performers	Paul B. Lester1, Emily P. Stewart2 Loryana L. Vie2,3, Douglas G. Bonett4, Martin E. P. Seligman2, Ed Diener5	2021	Subjective Well-Being, Positive Affect, Negative Affect, Optimism & Performance
3	Comprehensive Literature Review on Workplace Happiness Linked to Employee Outcomes	Ajay Bhatia, Farhat Mohsin	2020	Quality of Work Life, Positive-Negative Feelings/Emotions, Purposeful & Meaningful work, Engaging & Rewarding Work, Sense of Control, Productive relationships at work, Opportunities for learning & personal development, Life satisfaction
4	The Determinants of Happiness at Workplace Amongst Workers in The Govt. Sector in Lahad Datu	Dr. Marlina Merdeka, Nor Hafizah Md Isa, Dr. Syed Azizi Wafa Syed Khalid Wafa	2020	Employment status, Income, Social Support and Work conditions
5	HAPPINESS AT WORK: An exploratory study of antecedents based on middle managers' work-life narratives	Gisela Sender	2020	Individual Factors, Direct Supervisor, Relationship with Colleagues
6	Applying Structural Equation Model to develop A New Model of Happiness at the Workplace in Promoting Employee Happiness in Public Organization	Essa Yousuf Majid Al Suwaidia, Samer Ali Al-shamib∗, Suriati Akmalc	2020	Transformational Leadership, Organizational Culture, Employee Satisfaction, Employee Empowerment, Happiness at work
7	What makes Millennials Happy in Their Workplace?	Wai Meng Yap1* and Siti Khadijah Zainal Badri2	2020	Meaningful Work, Work Autonomy, Transformational Leadership, Workplace friendship, Work-life balance, Gratitude, Happiness in workplace among Millennials
8	Does Learning, Development and Work Life Balance Affects Happiness: A Moderated Mediatory Model	Dr. Danish Ahmed Siddiqui, Dr. Danish Ahmed Siddiqui	2020	Work Life Balance, Career Development, Learning, Hedonisms, Happiness at Workplace
9	Domains That Lead to Happiness at Workplace	Wai Meng Yap1* and Siti Khadijah Zainal Badri2	2019	Social Domain
10	Workplace happiness, well-being, and their relationship with psychological capital: A study of Hungarian Teacher	Agota Kun, Peter Gadanecz	2019	Positive Emotions, Engagement, Positive Relationships, Meaning of work, Accomplishments & Negative aspects of Work
11	Happiness At Work	Jan-Emmanuel De Neve,George W. Ward	2017	Employment Status, Job Type, Employee Engagement, Wages Job Characteristics
12	Workplace Happiness; Evidence-based HRM: a Global Forum for Empirical Scholarship	Baek-Kyoo Joo, Insuk Lee,	2015	POS-Perceived Organizational Support & PsyCap-Psychological Capital, Work Engagement, Career Satisfaction, Subjective Well-being
13	Organizational success: how the presence of happiness in the workplace affects employee engagement that leads to organizational success	Kevin K Claypool	2017	Happiness, Climate & Employee Engagement
14	A Study of Happiness & Well-being of Employees in Restorative Workplace Settings	Sachita Passi	2017	Organizational Socialization & Work Environment, Happiness, Well-being
15	A Model of Happiness at Work	Hiro Higashide, Waseda University, Japan	2016	Necessary Conditions- Income for basic needs, Not employed, Context- Belong to Community, Trust, Individualism, Democracy & Democratic process, Behaviour- Pleasure & Position emotion, Flow, Meaning
16	A Conceptual Framework of Happiness at Work	Prathama-On Wesarat, Mohamad Yazam Sharif, A.H Majid	2014	Employment Status, Income, Friendship & Work Activities, Cultural Values, Happiness at Workplace
17	Using documentary to explore the interwoven strands of self-concept and happiness through work: Findings and reflections	Gina Haines	2013	"self-satisfaction", "following one's own path", "developing a strong knowledge base", and "being authentic" (true to self)
18	Can Success Lead to Happiness? The moderators between career success & happiness	Jingzhou Pan, Wenxia Zhou	2012	Objective Career Success, Subjective Career Success, Career Success Value, Career Commitment, Happiness & Demographic Information

19	Happiness In India	R. Biswas-Diner	2012	Meaning, Peace, Positive Emotion, Materialistic Fulfillment
20	Happiness at work	Cynthia D Fisher	2010	PERSON LEVEL HAPPINESS-Engagement, Job Satisfaction, Affective Organizational Commitment, Pleasant relationships, Job Crafting
21	How Employees Remain Happy: Explaining a Paradox	Dorothy M Hutton, Barbara Atkinson, Priya Judd, Julie Darling, Linh Tran & Robert A Cummins	2004	Working Conditions, Health at work, Achievement, Relationships, Safety at work Feeling part of the work community, Future job security

According to research on the determinants of HAPPINESS AT WORK: a preliminary examination of the antecedents based on the work-life narrative of middle managers; Gisela Sender (2020) summarises the concepts from the literature that were used to support the results found in the analysis in Figure 2.

FIGURE 2 *

| #	Finding	Evidence from Analyses	Related Concepts
1	*Individual Factors* have a considerable impact on Happiness at Work, standing out more than *Job Characteristics* and *Organization Conditions*	• Differences of HL in similar situations (Analysis #7) • Differences in Guidelines (Analysis #4A) • Differences in HL curves and Global HL (Analyses #3 and #8) • Differences in individual Antecedents' rankings (Analysis #6) • Narrative examples	• Family of origin/childhood (K. Jones, 2017; Schnittker, 2008) • Demographic variables (Dolan et al., 2008; Lok & Crawford, 2004) • Vocation/Calling (Bellah et al., 1985; Wrzesniewski et al., 1997) • Meaning of work (Cartwright & Holmes, 2006; Morin et al., 2007; Rosso et al., 2010)
2	*Direct Supervisor* is the most mentioned antecedent, playing a key role in filtering, amplifying or correcting situations that occur in work experiences	• Antecedents' rankings (Analyses #1 and #5) • Narrative examples	• Social Support: instrumental, informational, appraisal (House, 1981) • Social Support: buffer (Seidl & Tróccoli, 2006) • LMX (Li & Liao, 2014)
3	*Relationship with Colleagues* and *Organizational Climate* are the antecedents that most differentiate positive and negative work experiences	• Antecedents' Decision tree (Analysis #2) • Narrative examples	• Social Support: emotional (House, 1981) • QWL: social integration (Walton, 1973)
4	Due to the relevance of individual factors in Happiness at Work, there should not be a *one size fits all* solution for organizations, but rather a focus on P-O, P-C, P-J, and P-G Fit.	• Findings #1, #2 and #3	• Fit (P-O, P-J, P-G, P-V, and P-C) (Caldwell & O'Reilly, 1990; Chatman, 1989; O'Reilly, 1977)
5	The combined effect of antecedents is even more important than each isolated antecedent's effect	• Differences in Rankings results (Analyses #1, #5 and #6) • Decision Tree analyses (Analyses #2) • Because of/Despite examples • Antecedents nature (to be described in section 2.2)	• Happiness at Work concepts directly related to this finding was not found in the literature

*Figure 2: Findings on several antecedents of HAPPINESS AT WORK: Based on middle managers' work-life narrative, this exploratory investigation of antecedents, 2020: Gisela Sender.

Major Findings

The major findings from the data analysis are presented below-
Happiness at work is influenced by both individual as well as organizational factors. The top 5 Factors that are mostly described as the antecedents of Happiness at work include-

1.) Work Relationships
2.) Satisfaction (Work Satisfaction, Life Satisfaction & Career Satisfaction)
3.) Meaningful work
4.) Engagement
5.) Work Experience (Positive & Negative)

FIGURE 3 *
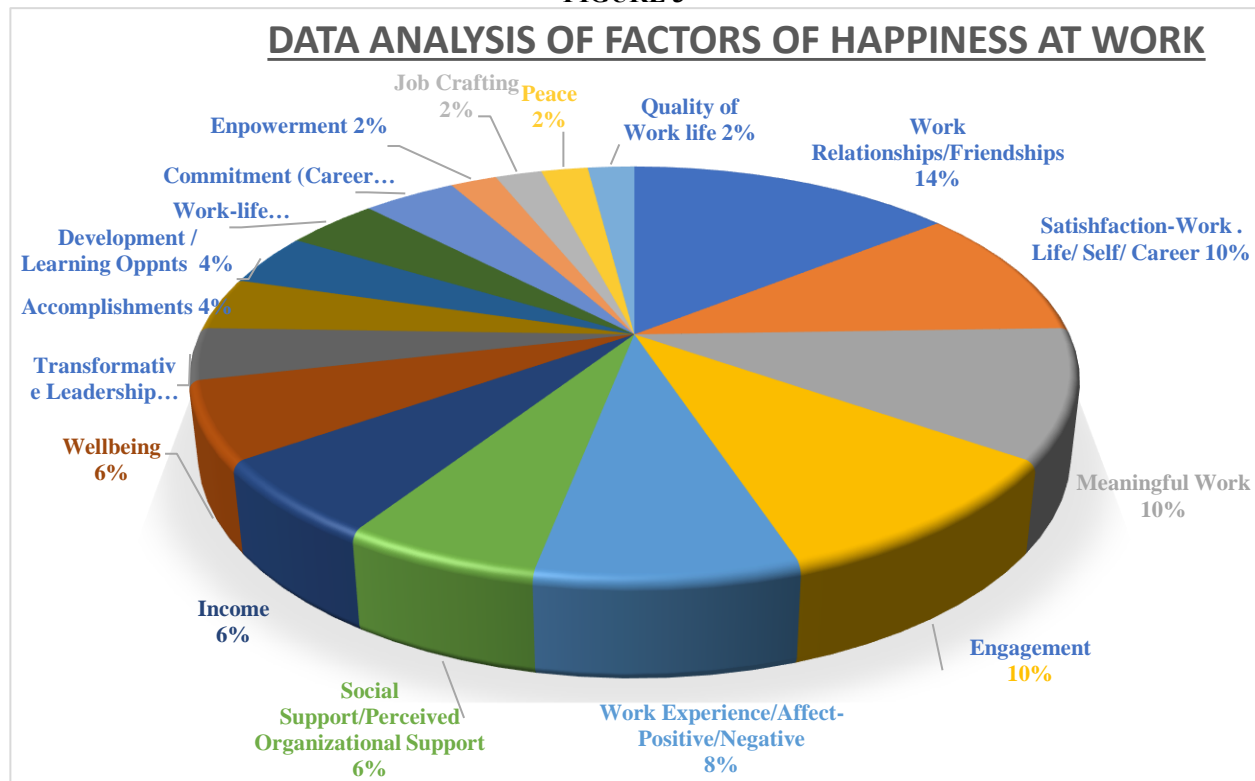
***Figure 3:** Pie Chart representation of the Data Analysis of Factors of Happiness at work

Individual factors significantly influence work happiness, outweighing job characteristics and organizational conditions. The most frequently noted antecedent, which is crucial in defining work experience and happiness at work, is the direct supervisor, work relationships, and friendships.

There should not be a one-size-fits-all answer for organizations because there are unique elements that are important for workplace happiness.

Even more significant than the effects of individual antecedents alone are the sum of all antecedent effects.

The analysis also revealed several aspects, which are at the origin of one's work experience and may end up being the confounding factors of happiness at work. These factors seem crucial in today's day and age but have not been thoroughly researched in relation to happiness at work.

These factors are-

Job Crafting

Job crafting describes the physical and mental adjustments people make to the requirements or constraints of their jobs. Therefore, Brzezinski e Dutton (2001) think that people could adapt the work to produce a job that they are happier with rather than expecting that people will search for jobs that make them happier. According to Petrou et al. (2012), the ability to tailor a job may then have an impact on how happy employees are at work.

The art of job crafting involves maximizing your time at work. It is about being aware and conscious that you should be the one shaping your job so that you feel satisfied and like you are developing the skills you need to grow professionally. Additionally, you are enhancing your skill set in preparation for the experiences you wish to have later on, ensuring that you are not entirely being shaped by your employment.

Perceived Organizational Support

Eisenberger and his associates introduced POS architecture in 2011.

In contrast to the perceived lack of support, which is linked to higher rates of turnover (Harzing & Christensen, 2004), POS promotes more willingness to complete tasks and enhanced engagement.

According to the organizational support theory (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002), employees develop favorable general attitudes about how much their employer values their contributions and cares about their welfare.

When employees experience positive support from the company regarding how much the company values their contributions and cares about their well-being, they will be satisfied with their overall careers, including the career path, progress, skill development, and income, which in turn will result in their life satisfaction.

Overall, the findings imply that POS plays a vital role in the interaction between employees and organizations and has considerable ramifications for enhancing employees' well-being and positive orientation towards the latter.

Self-Esteem

People's general thoughts and sentiments regarding their value are referred to as self-esteem (Battle 1992).

Perceived social support, self-esteem, and life happiness were revealed to be positively significant in Kong Ding and Zhao's (2015) study. They found that social support and self-esteem functioned as mediators in the link between thankfulness and life happiness.

When a person's desire for self-esteem has been met, they also feel capable, strong, valuable, and needed. However, when a person's demand for self-esteem is not met, they frequently feel inferior, frightened, anxious, sad, helpless, and weak (Coetzee 2005). A person's overall level of initiative and thoughts about their level of general ability are both influenced by their self-concept. Self-esteem has been linked favorably to job performance and job satisfaction as a fundamental self-evaluation (Bowling et al. 2012).

According to Maslow's (1970) theory, people need to have elevated levels of positive self-esteem from other people to feel like they belong (perceive that others feel the same way about them and that the group accepts them).

It is recommended that these variables- Job Crafting, Perceived Organizational Support & Self-esteem need to be studied closely in the context of Happiness at work as they form a solid foundation and a comprehensive construct referring to the Individual Factors & Organizational Factors.

Results-Theoretical & Managerial Implications

The studies mentioned in this review paper have a lot of significance and contribute to the existing work and body of knowledge on Happiness at work. The implications are derived from the synthesis and analysis of the reviewed studies. The patterns have been identified along with highlighting the gaps or limitations proposing an extension to the existing theoretical framework with the enhanced understanding that is relevant in today's world. This framework offers a comprehensive understanding of Happiness at work integrating with the existing body of work.

Going forward, the new construct needs to be studied by HR Practitioners, Academicians, and professionals applying this model to real-world contexts that will help them in better decision-making, organizational performance and creating a conducive culture of growth & well-being with strategic leadership following the strategies that promote Happiness at work and results in better organizational performance.
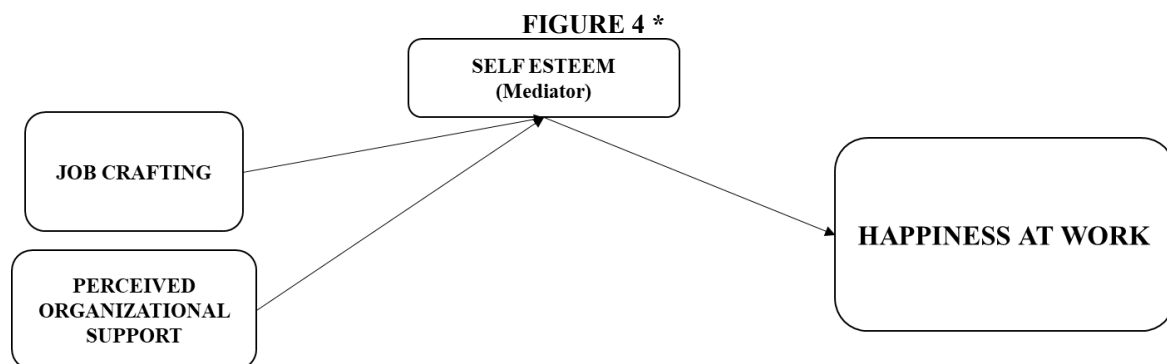
FIGURE 4 *

*Figure 4: Proposed construct based on the Review & the gaps identified

Conclusion

In conclusion, while happiness at work is an important topic, it is essential to consider the confounding factors that can impact an individual's happiness levels. Personal factors such as workload and stress, interpersonal relationships, and career development are just a few of the factors that can impact happiness at work. In order to ensure that they are fostering a happy and well-being-promoting workplace, organizations that place a high priority on employee well-being must take these elements into account when developing their policies and practises. Some of the important confounding factors that need more research and in-depth study & analysis with respect to Happiness at work include- Job Crafting, Perceived Organizational Support, and Self-Esteem. When governance & leadership align strategies to Happiness at work it promotes effective leadership that further contributes to fostering a culture promoting trust, transparency, skill development, talent development, employee career development, and organizational success.

Statement And Declarations

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