



Evaluating factors affecting 'Happiness and well-being' at work

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Abstract

Happiness is the purpose of life; it starts within each one of us. Lot of research is being conducted in areas of Happiness and well-being. This study aims to understand key factors influencing happiness and well-being at person level in the workplace, triggers that make an employee look forward to work and initiatives taken at work to enhance happiness and well-being of employees. The researchers have presumed that when an employee consistently looks forward to coming to work, it shows s/he is better engaged and happier. The research findings indicate factors that influence an employee's willingness towards coming to work, Trust in the organization, feeling connected to the vision of the company, finding daily work activity purposeful and meaningful. When employees relate to these, they not only look forward to coming to work these employees are also advocates for the organisation. In conclusion, the researchers have some suggestions for companies and have recommended actions to focus on factors that influence Happiness and well-being at work.

Keywords:

Happiness;
Wellbeing;
Well-being in COVID times;
Workplace;
Trust;
Mindfulness;
Feedback.

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1. Introduction

Studies in the area of Positive Psychology have prompted the pursuit of Happiness and well-being at work. "Shawn Achor says "Happiness inspires productivity" Happier employees are more energetic, more productive, have better relationships, and are more beneficial to the organization". "Warr's (2007) book Work, Happiness, and Unhappiness opens with the question, 'Why are some people at work happier or unhappier than others?' There are different predictors of Happiness at work - job satisfaction, involvement, engagement, motivation and flow at work, relationships,

positive emotions, experiences, and many more. “Levels at which happiness can exist in a workplace are at an individual level or within person level (Transient level), one person to another (Person level), and lastly at a collective level (Work team/unit/organization level)”. (Cynthia D. Fisher, Dec 2010 Happiness at Work). Our research aims at

- Identifying triggers that make an employee look forward to work
- Evaluating key factors that influence happiness & well-being at ‘Person level’ at work
- Understanding initiatives taken by companies to increase happiness and wellbeing of employees.

2.1) Defining Happiness & Wellbeing

“Happiness” in the dictionary means a state of well-being characterized by emotions ranging from contentment to intense joy. “Happiness appears in the form of joy and is a basic human emotion, feeling

happy is crucial to experience as human” (Diener and Diener, 1996). “Happiness is the most important goal that many people pursue in the world, because “happiness” is universal to everyone in every culture and

everybody searches for happiness” (Fisher. 2010, Aydin, 2012). Some researchers talk about

| Hedonic well-being terms | Eudaimonic well-being terms |
|--|--|
| <ul style="list-style-type: none"> •Happiness •Subjective well-being •Positive emotions | <ul style="list-style-type: none"> •Self acceptance •Environmental mastery •Positive relationships •Personal growth •Purpose in life •Autonomy |

hedonic views of happiness or eudaimonic views of happiness.

Source:<https://www.robertsoncooper.com/blog/what-is-psychological-wellbeing/>

The hedonic approach can be defined as pleasant feelings, emotional experiences that affect mood, emotions. In contrast, the eudaimonic approach involves self-validation and self-actualization. “It states a happy and good life involves doing what is right and virtuous, growing, pursuing important goals, developing one's skills and talents, regardless of how one may actually feel at any point in time” (cf. Seligman 2002; Sheldon and Elliot 1999, Warr 2007).

“Positive psychology researcher Sonja Lyubomirsky describes happiness as “the experience of joy, contentment, or positive well-being, combined with a sense that one’s life is good, meaningful, and worthwhile.” For any individual in the long term, in absence of ‘Eudaimonic well-being’ it will be difficult to sustain hedonic happiness (only pursuit of pleasurable experiences). “Well-being is defined as a subjective state of being healthy, happy, comfortable, and satisfied with one's quality of life”. It can be described as the experience one has with health, happiness, and prosperity. It includes having good mental health, high life satisfaction, a sense of meaning or purpose. Here the researchers have considered well-being to be synonymous with Happiness and have referred to it as the ‘Happiness and Well-being’ of employees.

2.2) Defining Happiness at work:

In the workplace, Happiness and well-being are subjective. Arbedjsglaede (“ahh-bites-gle-the”) a Danish term indicates the happiness we derive from ‘doing’ something. “Alexander Kjerulf (pronounced as care-oolf), says Happiness at work is when a person responds to and enjoys what he is doing at work.” Maenapothi (2007) says Happiness at the workplace means a situation when

personnel are happy working and not feeling like it is work, are efficient, and achieve targeted goals, both at the personnel and organizational levels. The term "Happiness at work" is often related to job satisfaction as happy employees are more satisfied with their jobs than unhappy employees. (George, 1995; Judge et al., 1999; Weiss, Nicholas and Daus, 1999; Connolly and Viswesvaran, 2000; Fisher, 2002; Thoresen et al., 2003; Judge and Ilies, 2004; Mignonac and Herrbach, 2004; Boehm and Lyubomirsky, 2008; Gupta 2012). Job satisfaction is one of the variables in the family of Happiness constructs at the workplace. Happiness at work is an emotion, a sense of well-being that comes when we feel good about the work we do, enjoy doing tasks assigned to us, feel involved as part of a team, feel good about people we work with, are happy with the financial benefits, get a sense of learning and growth, feel appreciated and recognized at work. Through this research the endeavor is to evaluate which of the above factors influencing happiness at a person level at work, identify triggers to happiness that make an employee look forward to coming to work.

Well-being and happiness at work not only benefits employees, but also provide advantages to the organizations. Happiness in the workplace improves the productivity of any organization (Fisher, 2010; Rodríguez et al., 2010; Simmons 2014). Considering this, the researchers are studying initiatives taken by companies to enhance Happiness and well-being of employees.

2.3) Workplace happiness and life

"Work contributes to well-being and happiness in a different way" (Warr, 2007; Fisher, 2010). Unemployment/Layoffs during COVID times decrease individual well-being. When people feel secure the well-being is better. It has been claimed that there may be a consistent relationship between job satisfaction and life satisfaction. "Saari and Judge (2004), Rodriguez and Sanz (2011). Asiyabi and Mirabi (2012), suggest that happy employees bring their happiness from office to home and also transfer their happiness from home to office" (Wesarat, Yazam, and Halim, 2014). "Employees who are happy and enjoy work can overcome even the most difficult situations with ease" (Januwarsono, 2015). When employees enjoy the job (Arbedjsglaede) they find ways to perform the task successfully in the most demanding situations and challenging times. In these challenging times of 2020, the researchers have tried to identify how are companies supporting employees to stay happier and productive.

Through this study, the researchers have identified triggers that make an employee look forward to coming to work, evaluated key factors influencing employee well-being and happiness at **Person-level** and identified initiatives taken by companies.

As part of our research, we studied various papers available on Happiness, well-being, Happiness at work. Here is a review of some papers we referred to and tried to further explore some insights/findings shared in those papers.

Happiness at work – Cynthia D Fisher (2010)

This paper aims at reviewing 'Happiness at work', a glue to retain and motivate potential employees for the future. It describes 'Happiness', how is happiness measured, causes & consequences of Happiness. The paper explains, happiness concept at work varies at – *transient level, person level and at a unit level*. It suggests three targets that can be explored for happiness feelings –work itself, job and the organisation. Considering these insights, the researchers decided to study further on how does the work, the job, the organisation influence happiness at a person-level. Do any specific factors contribute to a person's happiness at work? Are companies taking any initiatives to enhance happiness of employees.

Happiness in India - (Jan 2012)

This paper studies the factors affecting Happiness and Well-being in India and looks at *should Happiness at an Individual and National level be a focus for policy makers*. The paper discusses 'Outside-in' and 'Inside-out' factors affecting Happiness and well-being at individual level. A

common source of happiness is the 'Social Fabric' of Indian life which influences happiness. The researchers have tried to study, do relations at work influence happiness at person level? Can companies, people managers do differently to enhance happiness at work both at an outside-in and inside-out level.

Global Workforce Happiness Index - Universum (2016)

This is a study across 55 markets, surveying 2,50,000 professionals with an aim to set country and industry level benchmarks with most satisfied & loyal employees. It measures the employee's happiness in job and career. The report includes a Global workforce Happiness Quadrant and interpretation of employee being in different parts of the quadrant, it also plots position of various countries on the quadrant and concludes with recommendation for employers. The index is a scoring system combining the following: *employee satisfaction, willingness to recommend their current employer and chances of switching jobs in the near future*. Based on this, the researchers studied are there any circumstances which motivate a happy employee to recommend the current employer? If yes, what can be the triggers and can companies do anything differently.

2. Research Method

The study has been carried out to evaluate factors impacting happiness at 'Person – level' in the workplace, to study if an employee looks forward to coming to work which triggers influence him and what initiatives are organizations taking to increase happiness and wellbeing of employees at work.

The research was conducted in 3 phases: A questionnaire was designed focusing on targets of happy feeling at person level – The work, the job itself and the organisation. Example - job satisfaction, job involvement, engagement, emotional organizational commitment, the typical mood at work, relationship at work, etc. The researchers conducted around 10 qualitative interviews with HR, Employee engagement teams of various companies to understand initiatives taken for 'Happiness and well-being' of employees, steps taken during COVID times. They studied literature on Happiness at work, employee well-being to gather perspectives & insights on 'Happiness in the workplace'.

Respondents Profile of the sample:

This research had a sample size of 186 employees for the survey. The age, gender, and level/position description of our respondent profile is given below.



Figure 1.2: Showing Age Group of the survey respondents

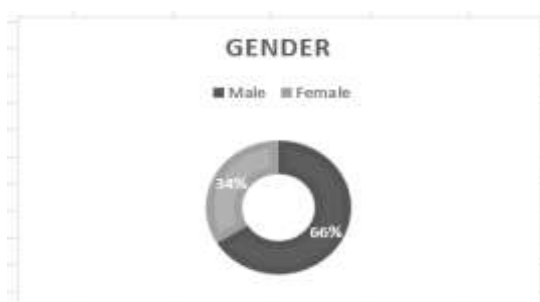


Figure 1.3: Gender Profile of survey respondents



Figure 1.4: Showing respondents level wise position in organization

3. Results and Analysis

3.1) What makes an employee look forward to coming to work? Is it linked to happiness?

The researchers started by considering that, when an employee looks forward to coming to work it shows engagement and happiness at work. Some companies are putting effort into seeing, "If an employee finds it even a little bit easier to get out bed every morning and head to work with a smile instead of a frown, the company can pat itself on the back" (Source: <https://economictimes.indiatimes.com/no-more-monday-blues-india-inc-working-hard-to-ensure-happiness-at-work/articleshow/9426628.cms?from=mdr>). 81% of the respondents stated that they (always and often) look forward to coming to work. When an employee looks forward to work, it shows that he/she cares about the success of the organization, can identify with their individual contribution in the success which leads to sense of purpose, achievement and thus happiness.



Figure 1.5: Showing Top factors influencing "Looking forward to coming to work"

The research data shows that these employees love their job, feel connected to the vision and purpose, find their work activity purposeful and meaningful, feel appreciated at work, find work challenging. These findings were supported during qualitative interviews. Here are views of some People Managers - "At the end of the day is the employee satisfied with the work activities he/ she has to undertake? Is the work challenging enough and does it keep the employee on his/her toes?" When the answer is affirmative the employee is happier and engaged; "At all levels in an organization, the purpose, vision should be very well communicated to all employees. When the purpose is clearly stated employees find meaning in their work which keeps them motivated"; "While evaluating happiness at a person level whether the employees feel their work is meaningful or not, are they able to contribute to the organization they are working for". The employees who

resonate with the above aspects are engaged, happier and look forward to coming to work. They in turn become the Advocates for the company and recommend others to join.

3.2) Age and Person-level happiness at work

Sharon Andrew states employees above the age of 55+ are the happiest employees. His finding reverberates with a 2005 study conducted by EPA (Employers Forum on Age) which states employees in their sixties are happiest at work. (Source: The Differentiating Quotient for Happiness at Work, June 2011). Recent survey by Rajesh Pillania, indicates that the happiness score is in the lowest age group 20-30 (Source: Business Standard). The researchers have similar findings.

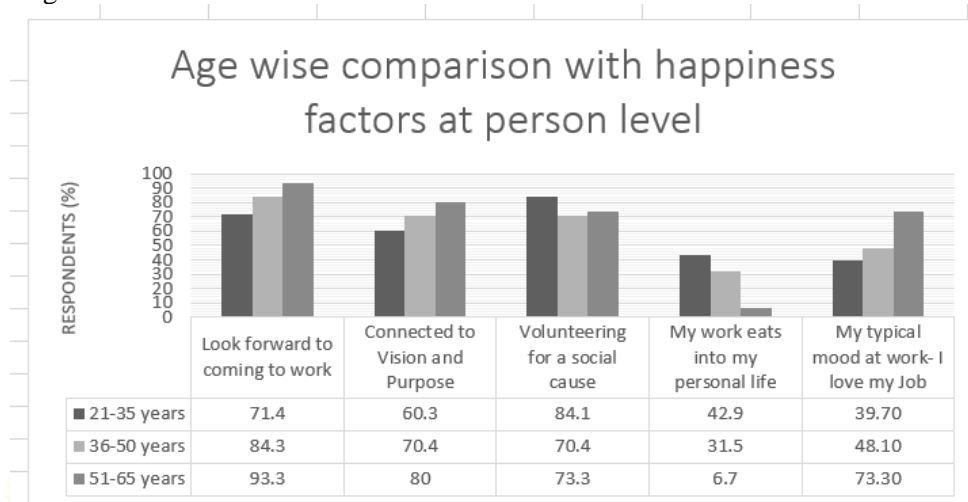


Figure 1.6: Showing Age-wise comparison with happiness factors at the person level

Based on the data, 93% of employees aged 51-65 state they look forward to coming to work, followed by 36-50 years and 21-35 age group follows last. 80% of employees above 51 years of age state that they are connected to Vision and Purpose compared to the other age groups; 73% of employees in the age group 51-65 state they love their job, followed by 36-50 and only 40% of employees in the age group 21-35 stated that they love their job.

More than 1/3rd of the employees in the 21 – 35 years age group feel that work eats into their personal life. Teem's 2017 Employee Happiness report states millennials are the largest generation in the workforce, yet data shows they are dissatisfied. 67 percent of millennials report they are "somewhat happy" at work. This appears to be due to factors that are important for millennials - lack of work/life balance and recognition for a job well done (48 and 46 percent, respectively). The age group 21 – 35 is the future workforce, yet almost 30% state they are not always keen on coming to work. Ways to make them happy and engaged should be explored.

This research highlights an interesting insight - Almost 84% of employees in the age group 21-35 feel happier when they volunteer for a social cause. The Millennial Impact Report states, that millennials are thoughtful and a charitable generation believing that they can and should leave the world a better place than they've found it. 90% of millennials think people can have an impact in the world to make it a better place to live.

3.3) Different Levels/Position in the organization and Happiness

The HBR article, Being happy at work matters by Annie McKee (Nov 2014), states that to be fully engaged and happy at work three things are necessary: Meaningful vision of the future, a Sense of Purpose, Great Relationships. When employees relate to the Vision and Purpose, they feel connected and this factor influences 'Happy Feelings at work'. The researchers analyzed the data to understand do these factors vary according to position in the organisation. 88% of the respondents from the top management level stated they feel connected to the vision and Purpose and only 28% of the lower management feels connected. During the qualitative interviews People Managers mentioned – "At all levels in an organization the purpose and vision should be very well communicated to all the employees. When the purpose is clearly stated employees find meaning in

their work which keeps them motivated. At a person level, this helps the employee feel happy at their workplace".

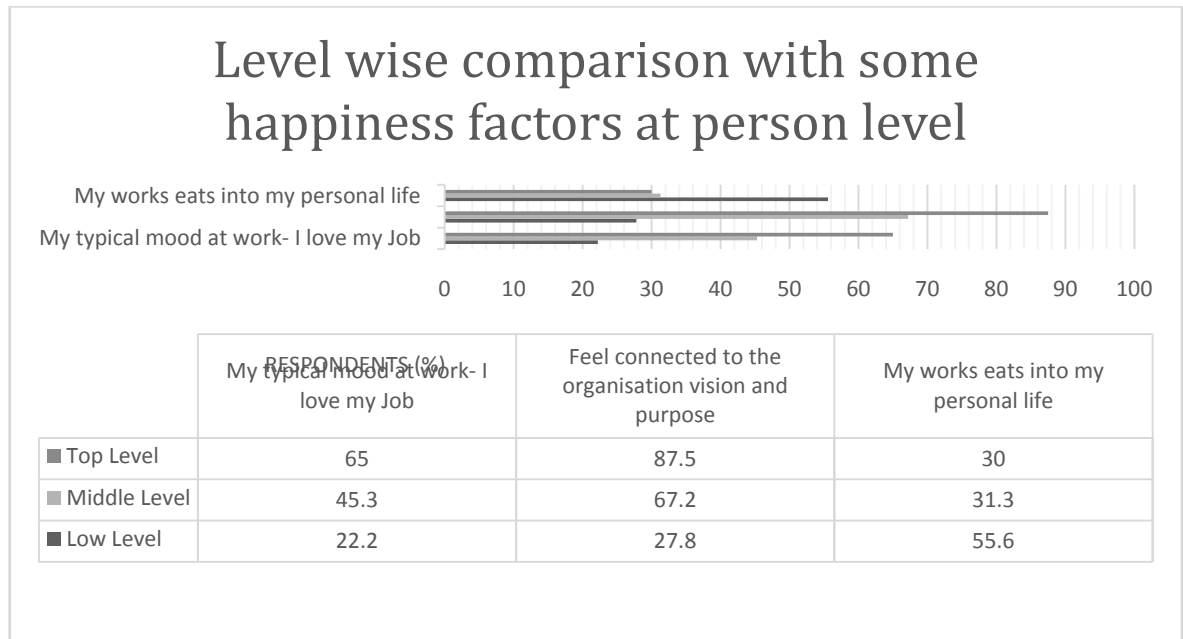


Figure 1.7: Showing Level wise comparison with some happiness factors at the person level

3.4) Feedback from Manager and Employee Happiness

"Employees spend most of their work time performing or attempting to perform, so beliefs about how well they are doing it should be both salient and continuously available" (Source: https://www.researchgate.net/publication/227533694_Happiness_at_Work) Consistent and regular feedback ensures engagement. When an employee feels ignored by the manager, it can lead to disengagement at work.

62% employees from the research sample stated they often/always get consistent feedback from their Managers. The researchers analyzed their responses further to assess their – typical mood at work, do they feel appreciated and do they feel work eats into their personal life. Here is a comparison between employees who get consistent feedback and those who do not get consistent feedback.

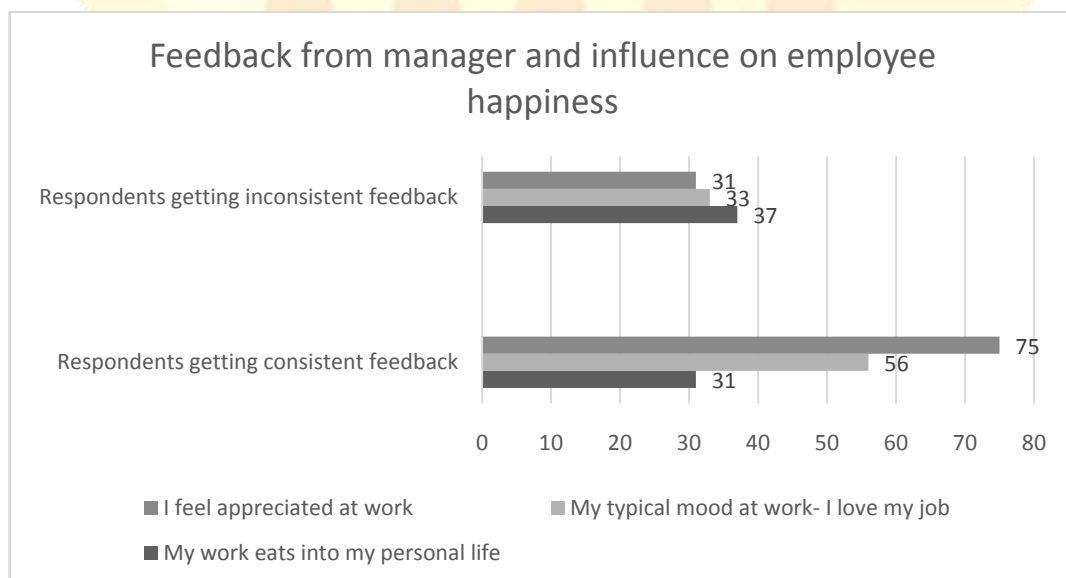


Figure 1.8: Showing Feedback from immediate manager & influence on employee Happiness.

The data also suggests, in absence of consistent feedback, less than 50% feel they can freely express their thoughts, emotions at work, almost 40% feel the organization does not provide them with opportunities to learn at work. One of the people managers stated; "When it comes to evaluating employee happiness one must keep in mind even small actions matters. Especially from the management like, are the employees treated with respect, care, and love, or are they treated just as a resource for the company." It is seen that many organizations are focusing on urging people managers and leaders to have frequent, candid conversations with teams and individuals. Timely feedback is a value add and should not be held back.

3.5) Progress towards work goal and person-level happiness

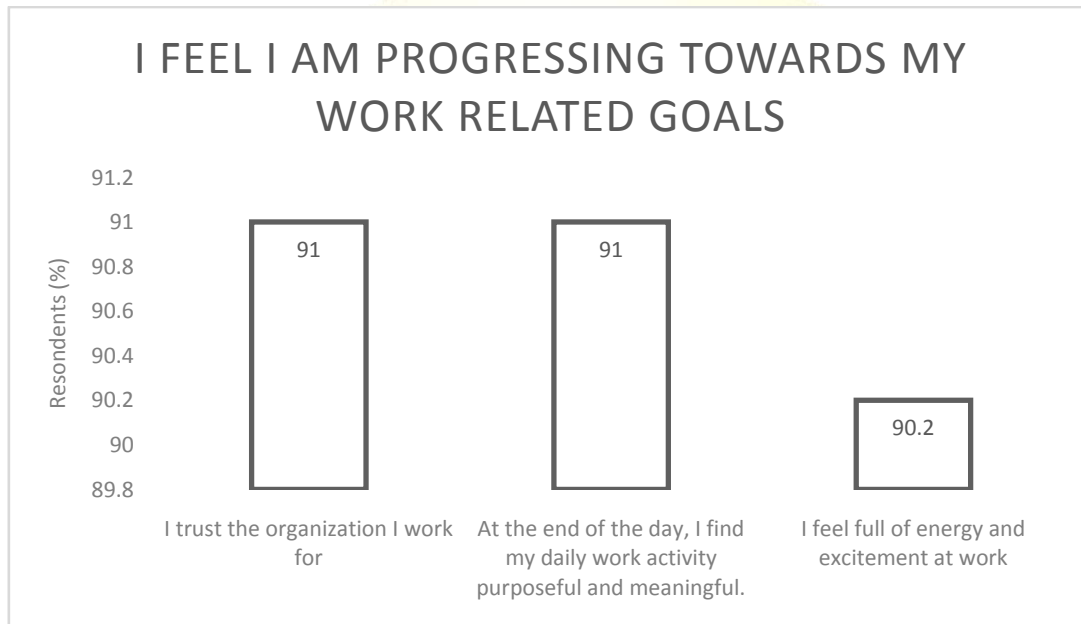


Figure 1.9: Showing I feel I am progressing towards my work-related goals

The data suggests, when employees feel that they are progressing towards the work-related goals they feel energy and excitement at work, they find their daily work activity purposeful and meaningful and they trust the organization. As discussed earlier, these are key factors triggering happiness at the person level. This finding is supported by Spreitzer's concept of thriving at work. It combines feelings of vitality and energy with beliefs that one is learning, developing, and making progress towards self-actualization (Source: Cynthia D. Fisher, Happiness at work; Spreitzer and Sutcliffe 2007; Spreitzer et al. 2005).

When employees feel they are progressing towards their work-related goals, less than 30% feel that work eats into their personal life. "There is Flow and internal motivation towards achieving the goal. A state of 'Flow' may occur when individuals are working on tasks that are above their own average on both challenge and skill requirements. When this occurs, 'the person is not only enjoying the moment but is also stretching his or her capabilities with the likelihood of learning new skills and increasing self-esteem and personal complexity'" (Source: Cynthia D. Fisher, Happiness at work; Csikszentmihalyi and LeFevre 1989, 816). Challenging work creates a sense of enjoyment and is a trigger for happy feelings. Flow, thriving, and progress towards goal create energy, excitement at a person level. This adds to trust in the organization which is a positive feeling leading to happier individuals.

3.6) Employee Happiness and likelihood of recommending the organisation

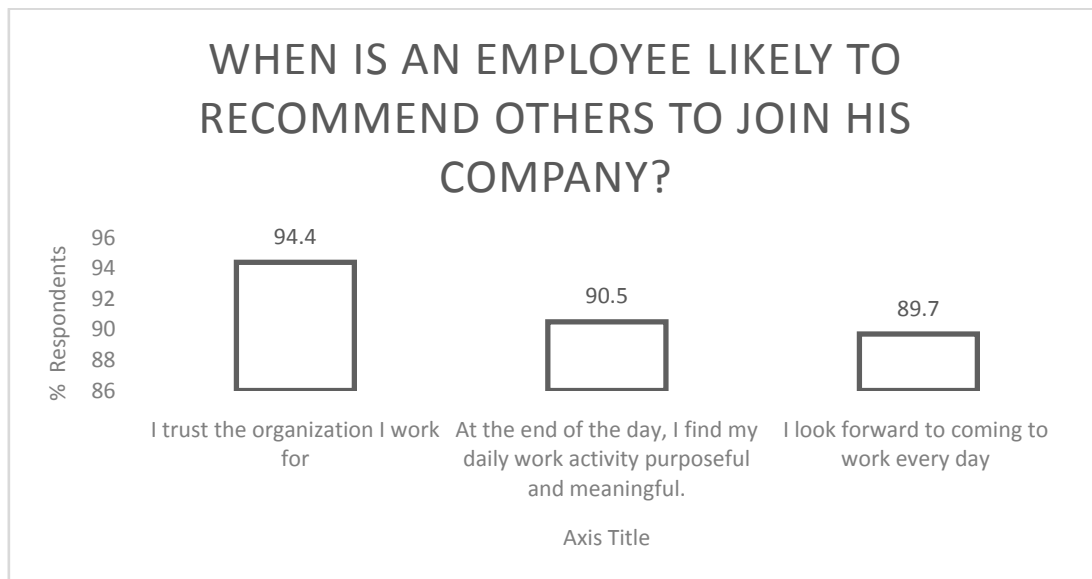


Figure 1.10: Showing when is an employee likely to recommend others to join his company.

Universum Global Workforce Happiness states an employee's willingness to recommend their current employer, is part of the scoring system to measure the employee's happiness in their job and career. (Source: Universum Global workforce Happiness index, 2016) People Managers stated that "Building trust between employees and the organization is an important factor". The research findings suggest the following 3 factors when employees are likely to recommend their organization: When they Trust the organization, find their daily work activity purposeful and meaningful and they look forward to coming to work. This finding is supported by some other research studies conducted earlier. "Trust improves efficiency, engagement, and productivity. Highly-trusted workplaces enjoy 50% higher employee productivity, 106% more energy at work, 13% fewer sick days. Companies with high trust levels outperform companies with low trust levels by 186%" (Source: <https://blog.smarp.com/trust-in-the-workplace-why-it-is-so-important-today-and-how-to-build-it>). The Great Place to Work Institute suggests that employees are happy when they 'trust the people they work for, have pride in what they do, and enjoy the people they work with'. (Source: <http://www.greatplacetowork.com>).

3.7) Top factors influencing Happiness at work – 'Voice of Employee'



Figure 1.11: Showing factors which influences "Happiness at work" as per survey respondents

The above data shows employees view on factors influencing their happiness at work. The respondents have identified, Work-life balance, good salary and benefits package, their ability to contribute to work, recognition and challenging job as key influencers of their happiness. People managers stated, having a healthy personal and professional life balance is an important factor in ensuring happiness at the person level. When an employee feels connected to the vision, he/she can clearly see their contribution and feel their daily activity purposeful and meaningful. The Happiness works survey shows that happier employees are more likely to deliver good work and are productive. Today many companies are taking initiatives to engage & involve employees to enhance happiness and well-being at work and thus improving productivity.

Initiatives taken by companies for Happiness and Wellbeing of employees

Working for longer hours, meeting deadlines, achieving targets can create pressure and stress for an employee and can affect health and well-being. Companies conduct various fun activities, engagement events to reduce fatigue and boredom that can penetrate into workplaces.

Employee perspective on initiatives



Figure 1.12: Showing Initiatives are taken by a company in the last 6-12 months for your wellbeing and happiness

The data suggests- Health and Fitness to be a focus area of the initiatives taken. Some of the initiatives are regular health check-ups, yoga and meditation sessions, diet and nutrition programs, etc. Other common workplace initiatives are celebrating various festivals and days like Republic Day, Women's Day, Holi, Independence Day, Ganesh Chaturthi, Diwali, Christmas, Eid, etc. Companies conduct skill-based workshops, fun activities, games to celebrate these days. Bimal Rath, founder of Think Talent Services, an HR consultancy says, "Fun activities need not transform an office into a happy workplace, they provide a certain degree of distraction and reduce boredom. People are happy when they find meaning in their work" (Source: <https://economictimes.indiatimes.com/no-more-monday-blues-india-inc-working-hard-to-ensure-happiness-at-work/articleshow/9426628.cms?from=mdr>) Some suggestions from the employee to improve wellbeing at work are - ensuring work life balance, focus on team building events and activities, transparency between the organization and employees at all levels and regular feedback.

People Managers Perspective

During the qualitative interviews, almost all managers agreed to the above initiatives taken by various companies. The objective of these initiatives is to engage, involve employees and create excitement so as to boost energy, morale and sense of well-being at work. In addition, here are some more activities conducted by companies

- 1) Opportunities to upgrade employee skill sets through Skill development trainings
- 2) Regular surveys, feedback from the employees seeking changes expected in the workplace.
- 3) Creating a platform for employees to brainstorm and share their ideas for the betterment within organization. These are duly recognized and awarded too.
- 4) Encouraging employees to roll out initiatives that make them feel heard, accountable, and responsible. This helps express their thoughts and emotions freely at work and also works as a motivating factor.
- 5) Various awareness programs like breast cancer awareness, blood donation camps, AIDS awareness, etc. are organized.

The well-being of employees in COVID times

The year 2020 has been unusual. Due to the COVID pandemic, employees and companies had to work in unprecedented times. Many companies and personnel within a short span of time, were required to start working and performing in ways which were not known. WFH which was known only to some sectors, became a norm for many companies across roles, with few exceptions viz Manufacturing, production, essential services etc

Employees who were used to a routine now had to work remotely, in isolation, away from any social interaction, in a different schedule, balancing personal and work responsibilities for an extended time frame. These times, posed unique demands and challenges from employees and did start influencing overall happiness and well being of individuals.

The researchers spoke to stakeholders from different sectors, to understand steps taken by organizations to ensure the well-being of employees during these challenging times. The transition for many companies started from providing work desks, laptops, internet connectivity, etc. to equip employees to WFH. Slowly people got accustomed to meetings on Microsoft Teams and google meets and scheduling presentations on Zoom. To support employees through these transitions' companies have taken many efforts.

- **Constant Communication:** Regular communication from top management/ Town halls, People Managers encouraged to stay connected with teams – “We are here for you”, Using technology: ‘Reminders through on apps’ to follow the COVID guidelines, Self-help tools, and employee assistance programs, crisis helpline.
- **Employee Engagement and Development:** Quizzes/Games/contests, online festival celebration, Remote learning Sessions: Virtual Inductions, Technical training, stress management, mental well-being, learning licenses from LinkedIn and other similar online learning portals etc.
- **Employee Assistance programs:** Yoga sessions, awareness sessions for family members, Counselling sessions by a trained psychologist, Sessions with Medical professionals to answer any queries are being offered by many organizations. Online Reward programs, ensuring employees are productive and encouraging them to take leave if applicable: “Zoom out” to “Zoom in”
- **Health and Hygiene standards:** Regular and constant sanitization – office spaces, transport vehicles, Automated and sensor sensitive doors and taps, Sensor sensitive water purifiers, Service partners (Canteen, Housekeeping, etc.) wear face shields and masks, Isolation rooms as a precaution, Dormitories at manufacturing plants, Extending medical covers.
- **Involving the family:** "Let's get the work to kids" initiative; Weekend workday – Share what work you did at home – cooking videos, recipes, etc.
- **Workplace related decisions:** Where WFH is not an option (Manufacturing plants), only a certain percent of the workforce was asked to join work, ensuring safety and social distancing norms are followed, reduction in the number of shifts.

4. Conclusion

An employee who reaches office late on most of the days; does only as much work that he has been asked to do, without any ownership/responsibility; does not have healthy relations at work, waits for the Payday...is clearly not a happy employee.

A happy employee who looks forward to going to work, there is an energy and a buzz around, he/she feels passionate about the work they do and they know they are making a difference in achieving the organization's objective. They are not waiting for 'TGIF'! They seem to love the job they do! What distinguishes these employees? A lot of research is happening around 'Happiness at work' over the last few decades. Happiness is essential as happier workplaces have higher productivity are more successful. These workplaces have a positive vibe in the work environment and there is less stress.

Based on the findings, the researchers state the following factors that influence employee happiness, motivate the employee to look forward to coming to work and thus turn employees to advocates for the organization. They are –

- Trust in the organization
- Feeling connected to the vision and
- Finding their daily work activity purposeful and meaningful.
- Getting consistent feedback from immediate manager
- Feeling that they are progressing towards achieving their work goals

Trust will enhance alignment with organizational goals. When there is trust, employees are much more likely to work together towards achieving the same ultimate business goals. To enhance this trust, companies should talk to employees, listen to them.

Communication is the key. People Managers should be approachable, they should create a culture of openness and trust, be willing to give and receive feedback and align the employee with organizational objectives. These behaviors need to be made part of the culture of the organisation, demonstrating behaviors is important as that is the first step in building the culture. Companies should take steps to communicate values, mission, vision, and purpose to their employees across all levels.

The price to be paid for low-morale at work is high. As seen earlier, the future workforce aged 21-35, seems dissatisfied at work. They lack being connected to the vision, very few love their job and many lack energy and excitement at work. This can affect morale at work negatively. To create happier workplaces, companies should explore areas that will make them look forward. Some points have been mentioned earlier - ensuring work-life balance and recognition, involving them in volunteering activities.

Based on our survey, qualitative interviews, and secondary research, here are some suggestions:

- Communicate the company Vision: Workshops can be conducted to help employees understand the organizational goal, purpose, values, business objectives, etc.
- Align not just the top management, employees across the level to the organizational vision
- “Happiness of an employee depends on the leader”. Companies should make sure, that the leader drives employee happiness and makes them feel energetic and motivated.
- Work should be stimulating and challenging. Routine and simple work gets monotonous.
- Specially during COVID times, when employees are required to work in isolation, for overall well-being companies must conduct workshops on Mindfulness, Taking charge of Happiness, Thriving in life etc.
- Employees should feel they are part of something bigger – involve and engage them.
- They should feel they are progressing towards their goals: companies should encourage open discussions regarding objectives, performance, and improvement areas.
- People Managers should give consistent and timely feedback. Feedback need not wait for a yearly review cycle.
- Create a fair and transparent culture
- Conduct Happiness Survey to assess where they stand and specific initiatives can be planned.
- Recognize and appreciate behaviors that are aligned to organizational values.
- Respect work-life balance

•Create and practice employee friendly and well-being policies: e.g.: 5 day week, no lengthy meetings on Saturdays, etc.

In these times, the workplace is not necessarily 'OFFICE'. A workplace is a place where I work. As we stated earlier, Happiness is often the 'Way of life'. Whether at work or home, we may seek it everywhere. However, it dwells within. The purpose people should choose, in these challenging times is to be happy and spread happiness. Let's inspire happiness!

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