

A Study of Factors Impacting Workplace Happiness: A Literature Review

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Abstract:

This study's goal is to comprehend the factors that can affect workplace happiness by reviewing the existing literature on the subject.

Research Methodology: Thorough comprehension of the available literature on the phenomenon researcher has summarized the review output in the article.

Findings: Previous studies have shown that factors including intrinsic motivation, job engagement, and organizational support have an impact on workplace happiness.

Practical implication: Organizations can include these elements into the working environment as a result of this study's demonstration of how certain factors affect workplace happiness.

Originality: This study focuses on specific factors like intrinsic motivation, job engagement, and organizational support—or lack thereof—that influence workplace happiness. An overview of the research on the factors that lead to workplace contentment is especially included in the study.

Keywords: workplace happiness, intrinsic motivation, work engagement, supportive organizational experiences.

Introduction

In a variety of circumstances, psychologists and social theorists have considered workplace contentment as a crucial source. For a person to contribute to the success of an organization and their own personal development, they must feel good, have no adverse feelings, and feel generally healthy.

In any company, there is a need for and a chance to measure the true degree of employee pleasure. A company may lose focus in its efforts to organize its structure and manage its staff if it doesn't know how much work is enjoyable.

Higher output from an employee does not always mean that they are content with their jobs; it could also be brought on by worry or uncertainty. Can the business, however, cultivate a culture in which employees work out of interest in their jobs rather than out of apprehension or insecurity? Despite the fact that gauging workplace contentment is essentially diagnostic in nature, given management's objective, strategic workplace contentment ought to now get more focus. A strategy for improving workplace happiness can be built and put into action using the following four steps: defining workplace happiness, determining the causes, taking action, and tracking results.

Rationale for the study

Regardless of the organizations' increased focus on human capital. Employee happiness is a significant objective. A targeted employee happiness survey is therefore required to provide additional light on quantifying the elements that can influence workplace happiness. The purpose of the current paper is to review the scientific literature on the major variables affecting workplace contentment.

Objective of the study

The expansion of measures to promote workplace happiness and their effects on output have been the subject of numerous prior studies. The significance of understanding the role that employee happiness plays in achieving business goals is highlighted by these findings.

This paper attempts to combine the body of literature that has been written about workplace happiness in order to better understand its conceptual character. In-depth reviews of the literature on the variables affecting workplace happiness are presented in this paper.

Summary table of the selected literature on workplace happiness.

Authors	Dependent variable	Independent variables	Remarks
1. Purnima Nandy, (2017)	Workplace happiness	<ul style="list-style-type: none"> • Having a sense of purpose at work • Achieving objectives and successes at work • Having a friendly, cheery workplace with competent leaders • Being able to learn and master a skill 	The aim of the study was to understand some basic drivers of a happy workplace and it was discovered that having a feeling of purpose at work is the top factor in a happy workplace.
2. Camille Preston (2017)	Workplace happiness	<ul style="list-style-type: none"> • Self Identity • Work engagement • Progress • Contribution 	According to the author, happy workers are up to 20% more productive than unhappy workers..
3. Sonja Lyubomi rsky(2008)	Workplace happiness	<ul style="list-style-type: none"> • Our Genetic Set Point Of Happiness • Our Life Circumstances • Intentional Activities <ul style="list-style-type: none"> ○ Like exercises in practicing optimism ○ Pleasures in the here and now, ○ Staying active 	According to the author, we still have some control over 40% of our happiness. Take charge of your personal happiness and make investments in wellness initiatives to assist your staff in doing the same.
4. Baek-Kyoo Joo Insuk Lee (2016)	Workplace happiness	<ul style="list-style-type: none"> • Perceived organizational support (POS) • Psychological capital (psycap) • Engagement at work • Career satisfaction 	A study was done to look into how psychological capital and perceived organizational support affected employee happiness in their jobs, careers, and personal life.

		<ul style="list-style-type: none"> • Subjective health 	<p>550 knowledge workers from South Korean for-profit businesses were included in the study.</p> <p>The study found that the association between psychological capital and career happiness was totally mediated by work engagement.</p>
5. Ms. Maya Salimat, Dr. B.Rose Kavitha, (2013)	Workplace happiness	<ul style="list-style-type: none"> • Employee engagement • Organizational effectiveness 	<p>Employee engagement and organizational effectiveness, which have a significant impact on organizational performance, are two notions that are relevant to employees' organizational behavior.</p>
6. Jessica Pryce-Jones (2010)	Workplace happiness	<ul style="list-style-type: none"> • Contribution • Conviction, • Culture • Commitment • Confidence 	<p>According to the author of the book, the key to achieving your full potential at work, as well as making the most of the highs and managing the lows along the road, is to be happy at work. Focuses on five components of happiness: Contribution, Conviction, Culture, Commitment, and Confidence.</p>
7. Sharon S. Andrew, 2011,	Workplace happiness	<ul style="list-style-type: none"> • Fairness, • Being appreciated • Meaning, • Utilization 	<p>Author defined happy employees using the metrics of subjective well-being, claimed that happy employees are better</p>

<p>S.M.I.L. E.S.1: The Different iating Quotient for Happine ss at Work</p>		<ul style="list-style-type: none"> • Autonomy, • Positive emotions, • Work engagement • Rewarding relationship • Challenge of work, • Sense of purpose, • Leader influence, • Work-life balance, • Holistic approach, and creativity are just a few of the factors that contribute to creativity. 	<p>employees. According to the author, our identity—our Being—our environment—our Belonging— and our perception of our future—our Becoming—are the three factors that contribute to our total pleasure.</p>
<p>8. Daniel Sgroi, Andrew Oswald, Eugenio Proto (2015)</p>	<p>Workplace happiness</p>	<ul style="list-style-type: none"> • Productivity 	<p>This study, which involved over 700 participants, used experimental work to link happiness to productivity. According to the author, managers and human resources specialists may want to execute their own "happy shocks" to promote productivity if workplace happiness is associated with an increase in output in the face of intense competition for jobs in the public sector and spending reductions in the private sector.</p>
<p>9. Albano, J. F., Jr. (2010)</p>	<p>Workplace happiness</p>	<ul style="list-style-type: none"> • Job satisfaction • Work experiences 	<p>The objective of this study was to create a scale that reflects an individual's psychologically and</p>

			<p>personally subjective level of job satisfaction. The Workplace Happiness Index (WHI) theoretical framework was developed, the Semi-structured interviews were utilized to collect information to validate the Rasch-based WHI measure in reference to the theoretical framework. The project methodology was composed of these three methods.</p>
10. David M Buss (2000)	Workplace happiness	<ul style="list-style-type: none"> • Deep friendship • Close kinship • Cooperative coalitions 	<p>An evolutionary viewpoint provides fresh insights into some of the biggest barriers to happiness. The vast differences between contemporary and ancient settings, the existence of evolved systems "intended" to cause subjective anguish, and the creation of competitive mechanisms through evolution by selection all serve as impediments.</p>
11. Book- Alan Carr (2004)	Workplace happiness	<ul style="list-style-type: none"> • Happiness, • Hope, • Creativity • Wisdom 	<p>Positive Psychology by Alan Carr has become required reading for anybody looking for a comprehensive and approachable introduction to the subject. The goal of positive</p>

			<p>psychology is to increase happiness and wellbeing. As part of this, the scientific research of how personal assets and supportive social networks contribute to optimum wellbeing is conducted.</p>
<p>12. Russell Cropanz ano , Thomas A. Wright (2001)</p>	<p>Workplace happiness</p>	<ul style="list-style-type: none"> • Contentment with one's work • Dispositional impact • A healthy psychological state • Performance. 	<p>The main emphasis of this review was on the connections between job satisfaction, dispositional affect, emotional exhaustion, psychological well-being, and performance. According to authors, the disease model seems to have been the focus of research (Wright & Cropanzano, 2000), which is a concentration largely on what's wrong with someone rather than establishing what's right. Thus, it becomes clear that promoting issues related to happiness is a worthwhile goal that everyone should strive for. (Ruack, 1999). The development of what's right with people is emphasized by the health model approach. The authors came to the conclusion</p>

			that a healthy approach encourages improved performance.
13. Diener, E., Scollon, C. N., & Lucas, R. E. (2004)	Workplace happiness	<ul style="list-style-type: none"> • positive feelings, • Subjective Wellbeing • Life satisfaction 	The authors argued that an ideal state of subjective well-being should not be associated with unbroken bliss, but rather should include other factors including life satisfaction, meaning, and fulfillment. However, they want to feel happy for the right reasons. People do desire enjoyment. We must therefore comprehend people's objectives and take their feelings into account in light of their ideals.
14. Furnham, A., & Brewin, C. R. (1990)	Workplace happiness	<ul style="list-style-type: none"> • Extraversion 	According to the findings, extraversion and happiness are positively correlated, while neuroticism and happiness are negatively correlated.
15. Goetz, M C Goetz, PW and Robinso n, M D (2007)	Workplace happiness	<ul style="list-style-type: none"> • Mood states 	The purpose of this study was to investigate how mood states affected encoding and pronunciation speed. According to a study, people who are joyful tend to store beneficial words more quickly than non-useful ones. According to the authors,

			happiness makes people more receptive to rewarding or useful things.
16. Hills, P., & Argyle, M. (1998)	Workplace happiness	<ul style="list-style-type: none"> • Sports and exercise, music, attending church, and watching TV soap operas are all examples of leisure activities. 	In this study, authors analyzed the happy emotions produced by four popular pastimes: sports/exercise, music, going to church, and watching TV operas. Each action was discovered to be a substantial contributor to good feelings. The measures' factor analysis revealed that there was a strong social component to each activity, as well as a factor that was particular to that activity. Only sport or exercise seemed to boost happiness according to the Oxford Happiness Inventory (OHI), a measure of happiness.
17. Hills, P., & Argyle, M. (2001a)	Workplace happiness	<ul style="list-style-type: none"> • Extraversion • Life satisfaction 	Extraversion and happiness were correlated in this study, the associations were stronger of other personality qualities, particularly those connected to life pleasure. An obvious source of happiness, A measurement of social relationships is extraversion. But a sizable proportion of the people could

			be categorized as content introverts. The behaviors of happy In terms of liking for solitude, friendships, and participation in potentially introspective activities, introverts and joyful extraverts were nearly equal.
18. Hills, P. & Argyle, M. (2001b)	Workplace happiness	<ul style="list-style-type: none"> • Emotional stability 	This research on contented introverts has demonstrated that extraversion is not necessarily a necessary predictor of pleasure. This empirical study looked at the connections between extraversion and emotional stability and happiness according to the Oxford Happiness Inventory (OHI). It was discovered that emotional stability and happiness were more strongly correlated than extraversion. Additionally, emotional stability was the only significant predictor of happiness for younger persons and the greater correlate for the bulk of the 29 OHI components.
19. Hills, P., & Argyle,	Workplace happiness	<ul style="list-style-type: none"> • Well-being, 	The 29 multiple-choice items that make up the relatively long Oxford Happiness Inventory

<p>M. (2002)</p>			<p>measure of happiness. The Oxford Happiness Questionnaire has been developed as a more portable tool, and it contains a comparable number of similarly worded, single items, to which respondents may provide feedback on a standard six-point Likert scale.</p>
<p>20. Barry M. Staw , Robert I. Sutton & Lisa H. Pelled,” (b, 1994)</p>	<p>Workplace happiness</p>	<ul style="list-style-type: none"> • Positive feeling 	<p>This essay adds to the sparse but significant body of literature on workplace emotions. The authors • demonstrate how having a happy attitude at work has a beneficial impact on employee morale and supervisor evaluation by integrating multiple literatures and using archive data to move beyond rational and economic perspectives of employees.</p>
<p>21. Ryff, C. D. & Keyes, C. L. M. (1995)</p>	<p>Workplace happiness</p>	<ul style="list-style-type: none"> • Autonomy • Environmental mastery, • Personal development, • Favorable interpersonal interactions, • A sense of purpose in life, and self-acceptance 	<p>Six different wellness traits from a theoretical model of psychological well-being were evaluated using data from a nationally representative sample of people (Autonomy, Environmental Mastery, Personal Growth, Positive</p>

			Relations With Others, Purpose in Life, and Self-Acceptance).
22. Vicki Salemi (2010)	Workplace happiness	<ul style="list-style-type: none"> • Individual happiness 	"Greater performance and productivity at work are closely connected with higher levels of energy, better ratings, quicker promotions, higher salaries, improved health, and greater contentment with life. As a result, both companies and individuals benefit from it."

Summary of Review of Literature

In her study from 2017, Purnima Nandy (2017) listed a few strategies for encouraging team members' satisfaction. She advised encouraging close bonds among coworkers. It matters who you work with. Close relationships at work considerably increase employee happiness by 50%, according to Harvard Business Review. According to study, having a best buddy at work enhances engagement at work seven times.

Based on her own research with thousands of men and women, Sonja Lyubomirsky created a formula to boost happiness in her book *The How of Happiness* from 2007. *The How of Happiness* presents a novel and potentially game-changing method to understanding our intrinsic capacity for happiness and joy, as well as our capacity to maintain it in our lives by using more than a dozen precisely developed happiness-increasing strategies. Only 50% of happiness, according to her, is influenced by this set point, and only 10% of happiness may be attributed to changes in one's environment or life events. This indicates that we can change 40% of our capacity for happiness.

The Forbes Council member Camille Preston (2017) asserts that it is critical for companies to place a high priority on employee satisfaction. There is mounting evidence that successful businesses have content staff. Think about just a few significant numbers to put this assertion

into perspective. According to one study, employees who are happy create 20% more than those who are not. Even more advantageously, revenues increase by 37% when salespeople are happy. In his research, Baek-Kyoo Joo Insuk Lee (2016) examined the impacts of psychological capital (PsyCap) and perceived organizational support (POS) on employees' happiness with their professions, work engagement, and lives (i.e., subjective well-being). His main conclusions are that when POS and PsyCap were higher, Employees were more engaged at work, content with their employment, and felt better about their lives in general. for joy and happiness as well as our capacity to keep it in our lives by implementing more. PsyCap played a small role in mediating the links between POS and the three attitudinal outcomes. The relationship between job engagement and subjective well-being was shown to be totally moderated by career satisfaction in terms of the correlations between the three end variables.

Employee engagement and organizational effectiveness, two concepts connected to employees' organizational behavior that have a big impact on an organization's performance, were covered in Maya Salimath And Dr. B Rose Kavitha's essay from 2015. The study's aim was to identify the variables that affected employee engagement the most. The effectiveness of an organization and employee engagement were found to be closely related.

A measure that indicates a person's psychologically and personally subjective degree of job satisfaction was proposed by J. F. Albano Jr. (2010) in his study. The project methodology was composed of three key techniques: The Rasch-based Workplace Happiness Index (WHI) measure was created with a theoretical framework. data must be gathered through semi-structured interviews in order to confirm the WHI in the context of the theoretical foundation.

According to Sharon S. Andrew's (2011) research, people who feel their lives are happy and fulfilling—both inside and outside of the workplace—are frequently more successful there. Happiness seems to make people more proactive, resilient in trying circumstances, and less prone to stress-related symptoms. They are enthusiastic about what they do and take great delight in a job well done. A positive attitude at work makes a person more likeable and delightful to be around. This upbeat outlook permeates the office and has an impact on coworkers nearby. High levels of happiness inspire and encourage colleagues, especially when they are dealing with challenging circumstances. Happiness-related positive emotions help people overcome barriers because they increase the range of possible notions and solutions that may come to mind when

attempting to fix issues. Positive feelings encourage original thinking, curiosity, and a willingness to learn new things.

Nic Marks (2010) contends that happy employees are essential for a company's long-term performance, and that improving positive workplace elements as opposed to only resolving negative ones has more advantages. Therefore, the most valuable employees are those who enjoy productive working relationships, proactive career growth, a sense of worth from the organization, and good treatment throughout periods of change. Additionally, they will represent the company as brand ambassadors, inspiring others and enhancing the employer brand. Employees that are happy with their jobs are more likely to be inspired, involved, passionate, and loyal to their employers. They usually go above and above for clients and are complimentary of their employer. As a result, productivity would rise, enhancing profitability.

David M. Buss provides new perspectives on some of the major barriers to happiness (2000). Numerous challenges remain, including as the extreme differences between contemporary and prehistoric surroundings, the existence of evolved systems "intended" to cause subjective misery, and the creation of competitive mechanisms via natural selection. On the plus side, people have learned how to build long-lasting, fulfilling connections, such as strong bonds with family and friends and close coworkers. The best chance we have of controlling If we understand these psychological mechanisms, the selecting processes that generated them, their evolved purposes, and the settings dictating their activation, we can selectively activate certain of them to increase overall human enjoyment.

In *What Is Positive Psychology?* A. C. Carr (2003). presented the argument that Increase is what positive psychology seeks to do. Happiness and well-being and that this goal entails the empirical investigation of the role that supportive social structures and human resources play in the growth of the highest level of well-being. In the framework of prospective clinical applications, this book examines the fundamental ideas of positive psychology, such as Happiness, Hope, Creativity, and Wisdom. Positive psychology offers a distinctive introduction to this newly emerging field of therapeutic psychology.

According to a paper from 2001 by Russell Cropanzano and Thomas A. Wright, organizational scientists and practitioners have been drawn to the concept of the joyful productive worker for decades. According to this theory, happy employees display more performance-related behaviors at work than unhappy workers. Despite much research, the premise of the happy productive

worker is not entirely supported. The fact that happiness has been operationalized in so many various ways has led to these ambiguous conclusions. Positive affect, the presence of positive affect, the absence of negative affect, and job satisfaction all contribute to psychological well-being have all been identified by researchers as elements of happiness. Some of these metrics have a strong correlation with work performance, whereas others don't. Researchers may find the circumflex framework beneficial for better understanding recognizing and promoting a contented and effective workforce.

The evidence indicating believe there are several distinct components that make to subjective well-being and is not the outcome of a single component was explored by Scollon, C. N., Diener, and Lucas in 2004. For instance, the difference between positive and negative emotions and life satisfaction is clear. Understanding how assessments move from current events to later memories of feelings to overall assessments of life is necessary for awareness of forms of subjective well-being that exist. What is regarded to as "happy" entails slightly different procedures at each stage, ranging from ephemeral emotions to substantial worldwide life evaluations. knowing how to gauge individual happiness Understanding the elements, chronology, and most important aspects of the phenomenon in issue is necessary for understanding how to quantify subjective well-being. Despite the fact that both have been studied under the general heading of subjective well-being, online moods and assessments of one's overall quality of life are very different. Scientists are curious to find out more about each type of subjective well-being, how they relate to one another, and what causes them, Despite disagreements over what level of subjective satisfaction should be referred to as "real happiness." The future of the area depends on its ability to comprehend the variances among various sorts of wellness and the numerous, interconnected causes of each.

Goetz, M. C. Goetz, PW, and Robinson, MD (2007) What purpose does joy serve? 99 undergraduates participated in two trials to investigate the impact of mood states on encoding speed in lexical decision and speech tasks. Experiment 1 and Experiment 2 investigated mood states in a spontaneous manner., respectively and experimentally. The stimuli were nouns that denoted both useful and nonuseful objects, such as food and lint. Mood states had no effect on how quickly data was first encoded. But when the same phrases were repeated (i.e., shown again), joyful people showed a propensity to encode useful words faster than unhelpful ones. As a result, depending on the valence of the stimulus, emotional states had an impact on repetitive

priming. According to the authors, happiness increases people's receptivity to rewarding or useful items, increasing the memory trail for subsequent exposure to similar stimuli.

Hills, P., and M. Argyle (1998) The happy moods produced by four popular pastimes—sports and exercise, music, going to church, and watching TV soap operas—have been compared. A total of 275 participants who are between the ages of 18 and 82, were asked to rate how strongly they personally agreed with the four things chosen to represent each activity on four different scales. Each action was discovered to be a substantial contributor to good feelings. The measures' factor analysis revealed that there was a substantial social component to each activity as well as a factor that was particular to that activity. When the Oxford Happiness Inventory (OHI) was used as a metric, only exercise or sport seemed to boost happiness, and the reasons for this are described in terms of the OHI's multiple components. The Eysenck Personality Questionnaire (EPQ) was used to measure each activity's relationships with the Eysenck personality qualities, and extraversion was shown to be the most often associated trait. Being a member of a church is unusual since members had higher lie-scale scores and much lower psychoticism (tough mindedness) scores (social conformity).

Hills, P., and M. Argyle (2001) About 270 adults aged 18 and older participated in this study by completing the Oxford Happiness Inventory (OHI), the extraversion and neuroticism subscales of the Several cognitive personality evaluation instruments, include the Eysenck personality questionnaire. As is typical, extraversion was linked to happy, but other personality traits, notably those linked to life satisfaction, were linked to happiness more strongly. An obvious source of happiness, Extraversion is primarily a social interaction indicator. The majority of the people, nevertheless, may be classified as content introverts. In terms of their desire for solitude, friendships, and partaking in Cheerful extraverts and happy introverts responded nearly equally in potentially introspective activities.

P. Hills and M. Argyle (2001) Extraversion is not always a necessary correlate of pleasure, according to recent research of contented introverts, and a thorough According to a meta-analysis, neuroticism is a more accurate indicator of happiness and life satisfaction. The difficulty in embracing the concept that the lack of a stimulus is related to (positive) enjoyment (negative) concept is the reason why the significance of neuroticism has previously gone unnoticed. The problem could be overcome by turning neuroticism into a new, constructive idea of "emotional stability." Then, happiness may be seen as being linked to two admirable traits.

emotional steadfastness Then, happiness may be seen as being linked to two admirable traits. With this shift in emphasis, a brief empirical investigation of the connections between extraversion and emotional stability and The Oxford Happiness Inventory (OHI) was used to measure happiness. Happiness and extraversion were highly connected with emotional stability in bivariate and partial correlation, and it accounted for more variance overall in multiple regression. In addition, The majority of the 29 OHI components and emotional stability were the greatest correlates of happiness among younger adults.

M. Argyle and P. Hills (2002) The Oxford Happiness Inventory (OHI) was replaced by the Oxford Happiness Questionnaire (OHQ) (OHI). There are 29 things in the OHI, and for each one, you must select from one of four different options. The OHQ also contains comparable items from the OHI, each of which is presented as a stand-alone claim that is defensible on a standard 6-point Likert scale. The improved gadget allows endorsements across a wide range and is portable and user-friendly. The OHQ's validity was determined to be satisfactory when compared to the OHI, and the OHQ's associations with a group of personality characteristics known to be associated with happiness were stronger than those of the OHI's. Regardless of the parallel parts. The OHI's competence, which was previously asserted to be a determinant, might have less to do with the content of the things and more to do with their organization and presentation. Sequential orthogonal factor analyses conducted on the OHQ only identified one higher order factor, indicating that the construct of well-being it evaluates is unidimensional.

A 2012 study by Barry M. Staw and Robert I. Sutton found that positive emotion (PE) encourages employees to do great things at work. Possessing and displaying PEs at work is seen to be advantageous (1) regardless of their relationships with others (such as increased persistence), (2) how others view them (such as the "halo" effect or overgeneralization of other positive traits), and (3) how they respond to others (e.g., helping others). The results of an 18-month study including 272 employees show a relationship between performance measures at Time 2 and PE on the job at Time 1. (better supervisor ratings and greater pay).

Vicki Salemi (2010) suggested that larger levels of happiness at work are directly associated to improved more energy, better grades, quicker promotions, higher salaries, better health, and higher levels of satisfaction, as well as performance and productivity in general. As a result, both businesses and people benefit from it. This enjoyment will ultimately strengthen your charisma and the respect people give you for your work. Who wants to work with a pessimist,

asks Pryce-Jones? Because energy is a covert indication, everyone is instinctively drawn to it. The happiest employees are 180% more energetic than their unhappiest coworkers. And increasing productivity is a clear result of that.

Conclusion

Accessing the top personnel and keeping them around for a longer period of time is a difficult undertaking for firms in today's competitive environment. The workforce at an organization is multigenerational. Without taking into account the different aspects that contribute to these individuals' workplace pleasure, an engagement policy will be unsuccessful. Investigating the many indicators that can really boost workplace satisfaction is crucial.

In the present study efforts were made to understand these factors by filtering the research studies done on workplace happiness. The important factors of workplace happiness which came out were meaningful relationships at work, meaningful work, supportive work environment, career development opportunities, positive emotions, flexible welfare policy, employee involvement programs, High Performance Work Practices (HPWPs), leadership communication style.

After evaluation, it is determined that all other elements listed in the study should be taken into account and that workplace happiness cannot be produced solely by engaging in leisure activities, celebrating birthdays, or changing jobs, etc. Workplace happiness policies should be developed with the diverse and intergenerational workforce in mind.

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