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The Determinant Factors of Happiness at Work on Employees : Meta-Analysis Study

NurAiniAfanin[1], RealitaSereenPreviarzya[2], Rizky Wicaksono[3], Euphrasia Susy Suhendra[4]

[1](Psychology Faculty, Gunadarma University, Indonesia)
[2](Psychology Faculty, Gunadarma University, Indonesia)
[3](Psychology Faculty, Gunadarma University, Indonesia)
[4](Economics Faculty, Gunadarma University, Indonesia)

ABSTRACT : This review Happiness At Work (HAW) for employees. HAW is an important component of an organization. There are few factors affecting HAW such as job satisfaction, work goal and work environment. HAW is not only affecting employees' development, but also the organization by resilience and productivity. Moreover, this paper will have an overview of definitions, factors that have an effect on happiness, the importance of happiness inside the workplace and exposure to some of the outcomes of previous research so that it can be an input for further research, remembering happiness is an essential domain specially in life inside the workplace. This paper aims to provide to analyze the factor of HAW that can affect happiness in the workplace with different types of positions and different employee environments.

Keywords -Happiness, happiness at work, workplace happiness, employee

I. INTRODUCTION

Being happy is very important for the majority of people and happiness itself is known to be the goal of most of the people [1]. Happiness is a form of basic human emotion, also one of the goals to be achieved in life for all humans. Happiness relates to how individuals experience and value their lives as a whole [2]. Happiness as a more frequent positive experience than a greater number of negative experiences [3]. The concept of happiness is neutrally subjective well-being as a form of full satisfaction with life and the achievement of high enjoyment [4]. In Indonesian society, Sustainable Development Solutions Network (SDSN) and The Center for Sustainable Development released the United Nations World Happiness Report 2021. Through these results, it is known that Indonesia is ranked 82 from 149 countries in happiness aspect [5]. The previous survey by BadanPusatStatistik (Central Bureau of Statistics) in 2017 showed Indonesian society has increased the index of happiness significantly. Someone who is happy shows satisfaction in the area of social relations and work [6].

Happiness at work as a state where employees have loyalty, job satisfaction, resilience and high productivity so they can adapt to an organization to reach their own goal [7]. Happiness at work can be explained as an enthusiastic feeling of employees towards work, employees are eager to come to work, have good relationships with co-workers and show mutual dependence with people in other fields [8]. Employees are able to show good performance and are able to get along with colleagues when needed. Everyone seeks happiness in different ways [9]. Happiness affects many things. The measure of happiness itself is relative between individuals. Happiness in the workplace is a mindset that allows employees to maximize their performance and reach their potential [10]. In a survey conducted by Job Street workers in Indonesia showed the second highest level of happiness in Asean, there are several things that make workers feel happy, the three main things are work location, company reputation and colleagues at the company [11]. In 2020, it is known that the happiness of workers in Indonesia decreased dramatically during the covid-19 pandemic, this happened considering that there were changes in work patterns and habits that forced workers to adapt [12].

The dimensions of happiness are job satisfaction: 'A pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences', organisational commitment: identification with organisation's goals, willingness to exert efforts towards these goals and a strong desire to remain in the organisation and engagement: the behaviour by which people give themselves to their work [13]. There are many factors of happiness at work in previous research, for example leadership, life satisfaction which also was conducted in employees.Employees play an important role in the success of a company. Company progress depends on the quality of the employees themselves [14]. Happiness at work can increase productivity and resilience towards

work which can improve the organization and individual later. The productivity is beneficial to the organization. The organization can reduce almost every cost in their work needs. The organization also can get more revenue from time to time. Resilience is important in critical times such as the pandemic Covid-19 that is happening. Employees can build these benefits with the factors of happiness at work.

This paper aims to provide a systematic review and identify empirical evidence through previous research to analyze the factors that can affect happiness in the workplace for any different employees.

II. LITERATURE REVIEW

Happiness at work

Happiness at work is a mindset that allows individuals to maximize performance and achieve their potential[15]. Happiness at work as a condition in which employees appear to have high loyalty, job satisfaction, endurance and productivity so that they are able to adapt the organization to achieve its goals [16]. Happy employees are more satisfied with their jobs and report having more autonomy in their responsibilities. They perform better on assigned duties and are much more likely to take on extra role duties such as supporting other employees. They receive more social support from their co-workers and have a tendency to use more cooperative strategies whilst interacting with others. Satisfied employees are less in all likelihood to exhibit withdrawal behaviours, which includes absenteeism, and are much less likely to be unemployed[17].

There is three dimensions of employees' happiness at work i.e first is *job satisfaction*, that explain enjoyment or positive emotional state resulting from an appraisal of one's job or work experience. Second is *organizational commitment,* that shows identification of the organization's goals, the desire to put effort into the goals and stay in the organization. The last is engagement, which shows bound or attachment by employees to their works [18]. There are several factors that affect employee happiness at work, in the workplace is influenced by five factors referred to as the '5C' namely contribution, conviction, culture, commitment, and confidence. Contribution is the effort that has been made by the individual and how he perceives his efforts [18].The contribution factor itself is divided into two, namely inside out and outside in. Conviction is described as a belief that emphasizes individual motivation in various circumstances and pressures. The conviction factor is composed of feeling motivated at work, resistance when in difficult times, how individuals believe they have worked effectively and efficiently, and how individuals perceive that their work has a positive impact on their environment. The cultural factor in question is how individuals feel in accordance with the company's culture. Cultural factors are divided into liquid elements and fixed elements. Liquid elements include how the individual enjoys his work, and how the individual likes co-workers; while the fixed elements consist of how individuals respect values at work, the fair work ethic that individuals have and how individuals are able to control daily activities. Commitment is defined as how far individuals are involved in their work, commitment consists of several elements including individuals doing something that is considered valuable, has an interest in their work, believes in the company's vision, and feels a strong positive emotional outburst. Confidence is the fifth factor that will influence what individuals do and how individuals manage in the work environment, because it tells individuals that they are making the right choices and doing the right things. Confidence speak of individuals in themselves and their work. Confidence consists of the individual's ability to complete work tasks, have high self-confidence, and understand the role of going backward-forward.

Based on the explanation above, it can be concluded that Happiness at work is a condition where employees feel happy and satisdfied with their work, happiness at work makes employees show a better performance, better productivity, and helps the organization to achieve its goals. Happiness at work is currently an important concern now, given the number of declines in happiness in recent years. Happiness at work itself can provide maximum results and benefits for every organization. Unhappy employees can have a more serious impact on the running of a company, such as decreased productivity, high turnover rates, low performance to a tendency to counterproductive behavior in the workplace. Therefore, companies need to pay more attention to employee happiness and intervene and make efforts to make employees happy.

III. METHOD

The technique that the writers use is to examine literature to collect the data or sources that are associated with the topic mentioned. Through this study, the writers appear in the theoretical references which might be applicable to the cases or issues determined. The writers take the source and reviews of several written resources from the books, journals, articles and all supporting references that related to happiness at work for writing the papers. Some of the keywords used are happiness at work, employee happiness, workplace happiness and factors influencing workplace happiness. The output of this literature study is the collection of references that are relevant to the problems studied.

IV. RESULT AND DISCUSSION

Related to the determinant factors of happiness, it may be seen that many factors shape the happiness in the workplace. From the opinion of some experts, it could be concluded that the several factors that have an effect on work happiness consist of organization, personal and social factors. From the organizational factors related to happiness are organizational culture, leadership, task characteristics, positive feedback, rewards and employment opportunities. Moreover, the personal factors that determine happiness at work are associated with the individual traits, job satisfaction, self- belief, stress control, the employee motivation and engagement. The next determinant of happiness at work from social elements may be social status, relationships with different people and friendships. In addition to discussing the determinants of happiness at work, the improvement of the study also has an impact on research within the workplace or organization. Happiness at work is seen to be one of the keys to success in an organization. There are few studies which show consistency to predict happiness at work. The details of these specific findings are presented in Table 1 below.

Table 1. Selected findings from litearature

Authors (year)	Significant findings
Chaiprasit&Santidhirakul (2011)	In general, good relationship will result in better communication, unity and altruism amongst employees for that reason creating work happiness. Moreover, the findings show that a good working environment will inspire the realization of healthy physical and mental strength. Regarding the leadership, the leaders need to pay attention to their employees, especially in phrases of communication, informing the employees about their overall performance, giving advice, and paying attention to their opinions and also build transparent two-way communication.
Moraes de Sousa & Porto (2014)	Conducted research factors such as person-organization fit, organizational value contributes 25% to HAW and positive affect. The Fit-Autonomy model from person-organization fit and the hedonic component of happiness (job satisfaction) and not adhocracy, more related to autonomy. This reveals the strategic importance of the environmental characteristic of opportunity for personal control (or autonomy). The eudaimonic component of happiness at work (achievement) reached a higher explained variance compared with the hedonic affective factor (positive affect). The attainment of values (IO fit) has a closer conceptual relationship with achievement than with affective experiences at work.
Januwarsono (2015)	There are six determinants of happiness at work with the main dimensions of each factor. The competency become a major dimension of forming employee performance; harmonization in the workplace has become a major dimension forming organizational culture; organizational trust with the company commitment become a major dimension, job satisfaction with justice in promotions become a major dimension, leadership behaviour with trustworthy leaders can be trusted become a major dimension, and individual characteristics with the work interest become a major dimension.
De Neve & Ward (2017)	Factors such as job satisfaction affects 24% of HAW, life satisfaction, life evaluation and engagement in employees around the world. The other factor is bosses and supervisors can play a substantial role in determining subjective wellbeing. Leaders are the strong predictor for job satisfaction. The competence of leader can affect and even controlling for individual fixed effects in a longitudinal analysis that follows people who stay in the same job as their boss gains (or loses) competence over time
Rao, Lakshmi, and Goswami (2017)	The age as a factor of happiness at the work place is also a significant factor. The Organization has to vary the inputs in extrinsic, intrinsic and work-life issues with the increase in the mean age in the organization. The work-life issues are important during the early period of employment and extrinsic are more important at advancing age.
Qaiser, Abid, Arya& Farooqi (2018)	The presence of colleague support can reduce employee ambiguity regarding their tasks while allowing them to learn and come up with new ideas. At the same time, positive interactions between employees and their colleagues ensures greater happiness at work. Psychological contract breach negatively affects workplace happiness; however, thriving is an intervening variable of

	this relationship. The negative impact of psychological contract breach on thriving at work. When employees perceive a breach of contract, they are likely to feel less energetic and are reluctant to learn and participate in new things. Extant research in human resource management has reported that colleague support is an important factor that promotes positive employee attitudes; strengthen teamwork, increase job satisfaction and innovative work. Another factor found is the desire to grow, for employees they strive to learn new techniques and feel energetic at work, as a result growing makes employees more satisfied with their jobs and this leads to greater happiness at work.
Turan (2019)	According to this research findings, factors affecting happiness at work are personal factors (personality characteristic, demographics); environmental factors (working conditions, work environment); factors related to attitudes towards work (employee liking his job, expectation from work); and social factors (relationship with co-worker and managers). Although this research findings that between academic staff and administration staff has a different factor affecting workplace happiness.
Mroueh& De Waal (2020)	As part of the intended HPO transformation, a company was executing a program called "One Big Family" with the goal to boost employee happiness by introducing in-house activities to foster HAW. Part of the program was sharing the achievements of the company widely and making each employee feel important and valued.
Yap & Badri (2020)	From the results of the study, it was found that workplace friendship, work-life balance, work autonomy, meaning at work, transformational leadership, and gratitude had a contribution of 61.9% in determining happiness. Meaning at work, transformational leadership, and work-life balance were found to be among the three strongest predictors in this study.
Tei-tominaga&Takanishi (2021)	Organizations can successfully develop their employees' ability by creating work environments where staff members feel supported by their supervisors. If organizations have unclear requirements for managerial positions, employees have greater feelings of happiness at work when their supervisors practice ethical leadership.

Based on the analysis of selected papers, researcher identified various potential side factors. It can be seen that, despite the general terms work environment, work life balance, work engagement, organizational value, organizational culture, organizational commitment, managerial leadership, job satisfaction, life satisfaction, and life evaluation. The specific findings of this paper are presented in the following paraghraps.

Work environment. The work environment is a condition comprisingcharacteristics of the workplace related to employee attitudes,An unpleasant work environment will make employees have decreased performance and the time for achieving the tasks that have been given can run not according to the target so that the results of the work system applied become ineffective and efficient, otherwise a pleasant work environment will have a good impact. Work environment such as the physical work environment that related directly or indirectly to employees such as coloring, lighting, tables, chairs, etc. Also, the non physical work environment such as relationship between co workers or relationship with supervisors[42].

Work life balance. Work life balance as a concept that involves maintaining a balance between responsibilities at work and home. Work life balance itself is a state of comfortable balance is achieved between the employees' top priorities of their work position and their lifestyle[43].

Work engagement. a condition or degree that shows how much a person really lives his work role [44]. The findings of the study mention the psychological implications of work engagement that can affect good employee performance, increase happiness and welfare on the subject of employees. Other findings indicate that high levels of engagement can suppress symptoms of depression due to life satisfaction and the development of physical, cognitive, and emotional values as well as life satisfaction[45].

Organizational value.As every human community has its own value system, every organization has its own value system[46]. In this context building a relationship between individual values and organizational values, where organizational values have grown from individual values that have formed organizational culture, and because organizational values are one of the foundation of the organization. This culture makes organizational values grow from individual values.

Organizational culture.Theorists believe that the culture in an organization firstly determines the boundaries of the organization, secondly it introduces a kind of feeling and identity into the members of the organization and thirdly creates a kind of commitment in employees to something that is more than the self-interest of the individual. In other words, culture is considered as a control factor that causes the formation of staff views and behavior through the presentation of appropriate criteria that might propel the organization forward or stop it moving [47]. Strong organizational culture shapes staff behavior, coordinates their treatment, creates shared beliefs, work commitment, organizational identity for staff, determines the way individuals see, prevents chaos in the organization, reduces external control , reduce job dissatisfaction and happiness at work [48].

Organizational commitment. The concept of organizational commitment has become an important aspect for organizations, organizational commitment is able to predict and expect employee loyalty and behavior towards the organization. Commitment itself is very important because it binds workers with the responsibilities and tasks assigned. Commitment to employees can make employees complete tasks efficiently and further contribute to the goals and results desired by the organization [49].

Managerial leadership. A Leadership that sets organizational goals, does needs analysis. Leadership itself known as a quality of behavior of the individuals, to lead or guide people in activities in organized efforts. Managerial leadership links evolved strategy to financial performance hence enhance happiness[50]..

Job satisfaction. Job satisfaction is believed to have encouraged the emergence of positive employee attitudes to stay in job. It also encourages employees to do work with full responsibility even beyond what is expected by the organization, job satisfaction leading to happiness at work, job satisfaction is a pleasant or unpleasant emotional feeling about how employees view their work and their organization. Job satisfaction is basically an individual feeling. Each individual has a different sense of satisfaction according to the value system that applies to him..[33].

Life satisfaction. As a concept that is considered to reflect a good living condition or a good life. There are two concepts related to life satisfaction, namely quality of life and subjective well-being.Satisfaction of life refers to one's acceptance of the state of life can extent. Life satisfaction is directly relevant to organisations by an increasing contentment and some sense of the worth of employees' lives.[51].**Life evaluation.** The thoughts that people have when they think about their lives. Employees' money did have an impact for how people evaluate their lives when they think about it; that people with more money feel better about their lives. Life evaluation, carried out as a form of analysis of the assessment carried out by a person in his life [52].

Based on the results of the research above, regarding the factors that can affect happiness in the workplace, further research is still needed. Especially in Indonesia, research and application of the study of happiness in the workplace needs to be studied further. The results of the research above show that the amount of happiness is determined by external factors, looking at these conditions, further research needs to be done by looking at the psychological conditions and individual characteristics, because considering that happiness itself comes from within oneself.

V. CONCLUSION AND SUGGESTION

Many previous studies have proven that if employees feel happy, they tend to be more productive, can generate innovation with new ideas for the organization, are able to try to do the same job with more innovative methods to save time and can increase effectiveness.To create employees' happiness at work, they can pay attention to psychological factors, hence the employee and organization can get the result of the benefits. This consists of a few factors such work environment, work life balance, work engagement, organizational value, organizational culture, organizational commitment, managerial leadership, job satisfaction, life satisfaction, and life evaluation.

We suggest that employees increase happiness at work so they can get the benefits for a long time that will benefit employees and the organizations itself.For further research, it is expected to be able to develop a conceptual mode and conduct a study by combining external and internal factors in influencing individual happiness, then be able to discuss more deeply about happiness so that it can provide a broader understanding of the concept of happiness in the workplace.While the results of this meta-analysis study which provide a meaningful explanation, another researcher must be considered in light of the limitations of the study, such a cross-sectional study, self-reported data, and a longitudinal study will provide meaningful research evidence and can have useful practical implications, and a larger collection including multiple sources will strengthen the results.

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