Review   NJOBM

Role of HR in Employee's Happiness at Work: Literature Review

Jatinder Kaur[1,*], Shilpa Bhandari[2], Monisha[3]

Abstract

Happiness has gained growing attention in psychological studies in the form of good moods and feelings, well-being and optimistic attitudes. Therefore, employee happiness or well- being is an emerging subject in both management and psychology. Happiness at the workplace means people's happiness with their job. It is perceived as an individual/subjective well- being and happiness of a person's life. Happiness at work is crucial for both individuals and companies. In ensuring a profitable and long- lasting business, the pursuit of happiness in the workplace turns out to be necessary. In order to maintain a supportable culture of business, employee happiness is important. Happier employee, in many different respects, tend to outperform less happy employee. Many of the principles for employee forecasting happiness at work requires fellowship, interaction, mercy and love. In the workplace, however, happiness comes with its costs since the prerequisite is for the comprehensive production and execution of programs in which happiness can be produced and can be extended into future activities of the companies. The present research is descriptive in nature. Here, the data is taken from secondary sources, research analysis is analytical in nature. In this paper, the researcher discussed about the human resource initiatives of top companies to foster the happiness of employees at work. help the companies to retain their best talent for a longer period and to improve the profitability.

Keywords: Happiness, workplace, human resources, initiative, profitability.

INTRODUCTION

The government of United Arabs Emirates (UAE) has recently worked towards developing a national happiness and well- being programme. In today's job environment, workplace related satisfaction has become a subject of concern (Awada, 2019). Happiness at the workplace refers to people's happiness with their job. Happiness is usually perceived as a subjective well- being and happiness of a person's life. It is important to keep the working environment healthy and happy in order to improve the productivity of employees in the organization. It is therefore very important to research the variables that can influence employee's satisfaction at workplace [1].

Workplace happiness is essential for people and organizations alike (Fisher, 2010; Simmons, 2014). In order to maintain a sustainable culture of business, workplace happiness is important [10].

HR's Intervention and Role to Ensure Employee's Happiness at Work

- *Employing Positive Personalities:* In any hiring process, it is a practice to evaluate the talents, skills and experience of an individual before welcoming him or her into the business. The best guy for the position could be a new recruit, but for your work climate, he may be the worst person.

*Author for Correspondence
Jatinder Kaur
E-mail: jeetu.jazz@gmail.com

[1]Assistant Professor, Department of Management Studies, Rukmini Devi Institute of Advanced Studies, GGSIPU, New Delhi, India
[2]Assistant Professor, Department of Management Studies, Rukmini Devi Institute of Advanced Studies, GGSIPU, New Delhi, India
[3]Professor and Head, Department of Management Sciences, Tecnia Institute of Advanced Studies, New Delhi, India

9

- *Recognizing Colleagues for their Work:* Nothing brings a feeling of satisfaction more than being able to know you need it. As an HR, it is necessary to deliver the recognition to employees so that they feel more motivated and committed at work. This will bring a sense of happiness and satisfaction to employees. HR may also lead a training course for senior and junior managers in order to foster appreciative management.
- *Offering in happy management:* Spreading positive vibes in the workplace can seem like a job that comes naturally in as an HR task, but it has become a full-time role today. As a feel-happy manager, this person is responsible for employees- matters, whether it is work- related or personal.

Major Ways to Improve Employee Happiness

Fortune recently released a list of "100 best companies to work for". These five fundamental factors are taken into account in the ranking of a workplace culture:

- Credibility
- Respect
- Fairness
- Pride
- Camaraderie

These are the primary variables that determine the level of workplace happiness of employees.

LITERATURE REVIEW

Thevanes, 2021: Investigated the relationship between employee happiness and job satisfaction of academicians of one of the Shri Lankan University. The results of the report showed that among the academic workers at the university, happiness and work satisfaction are at high levels. The study indicated that employee happiness is an essential element of job satisfaction at work [4,5].

Roy, 2020, stated that HR applications allow management to maintain a cordial workplace atmosphere which generates happiness and satisfaction in the workplace. HR Analytics has undeniably facilitated a workforce efficiency breakthrough in an enterprise that increases employee productivity. HR analytics has blessings that can provide executives with easily accessible insights that allow them to keep an eye on the perspectives, performance and happiness of employees [6].

Awada, 2019, Happiness in the workplace means many things. Beneficial results attracts leaders of senior organizations. The introduction of empowerment programs by executives and administrators. Many of the principles for employee forecasting happiness at work requires fellowship, interaction, mercy and love. In the workplace, however, happiness comes with its costs since the prerequisite is for the comprehensive production and execution of programs in which happiness can be produced and can be extended into future activities of the companies.

Gulyani, 2018 analysed the effect of total reward components (monetary and non- monetary material) on the satisfaction of workers working on new businesses dependent on IT companies. It is an attempt to understand the relation between the components of total rewards and work satisfaction through a mediating process i.e work participation in new projects. The research contributed positively to HR, entrepreneurship and psychology literature [2].

Huang, (2016) examined the role of organization in workplace happiness of project managers in the state of Maryland. The findings revealed that there exists no significant effect of gender, experience or any other demographic aspects on the workplace happiness of professionals. Pleasing work environment, well- managed team and a good working organization are the major factors to promote workplace happiness [8].

                                                             Coordinator
Internal Quality Assessment Cell (IQAC)
Tecnia Institute of Advanced Studies
New Delhi-110085

Abdullah, 2016: Indicated that there is a strong connection between school satisfaction in the workplace and the productivity of teachers (collective and self-efficacy), affective participation, and creative actions. In the light of this result, school administrators need to work in environments that promote more satisfaction in order to change behaviours, self-confidence, and to boost teaching and student learning by a community of teachers [7].

Ishrat, 2013: Attempted to understand the importance of paying attention to happiness at work and what factors affects the workplace happiness of employees. Happier people, in many different respects, tend to outperform less happy people. For starters, they seem to get in terms of high levels of autonomy, sense of variety and better jobs. Being happy at work is the most powerful way to maximize productivity. It takes a combined effort on the part of employers and workers to make a positive difference in a company's overall satisfaction and efficiency, as unrealistic optimists can be generated without happiness, who will spend time in office but do little that can be constructive or efficient [3].

Shanbag, 2010 stated that the adoption of the safe workplace program would minimize the absence of illness, decrease liability, improve efficiency, strengthen industrial relations and promotes workplace happiness. Hence, increase the profitability. The commitment to initiative of fostering happy healthy workplace environment is the recipe for a successful business venture [16].

Hosie, 2012 examined the extents of employee's job happiness related with contextual and task performance. An investigation was conducted to understand the various aspects of human behaviour with the purpose to improve the employer performance. All these trends point to the need for policies and practices in human resources to assess which characteristics are most relevant to the culture of a company and the contextual and task performance expected. Research demonstrated the kind of variables that can be used to assist pick executives who can meet the organizational success criteria [15].

RESEARCH METHODOLOGY
The present research is descriptive in nature. Here, the data is taken from secondary sources. Research analysis is analytical in nature.

HR Initiatives to Foster Employee's Happiness at Work of Top Companies
The growing attention on employee happiness is beginning to put pressure on businesses to recognise its corporate significance. They will require more data and clear financial opinions in order to do that.

Apple
Apple announced a new employee wellness programme a year ago intended to entice top tier employees and boost employee retention. This remarkable wellness programme is designed to encounter the needs of a four- generation personnel composed of nearly 1 lac employees, some hourly and some salaried. Below there are some Apple's improvements to its wellness programme:

Parental leave reform: The Apple pays rent leave policy which got stretched by a few weeks with new changes. Now expected mothers at Apple is having the facility to take four weeks off before labor and after delivering a baby, they can take maximum of 14 weeks off. On the other hand, parents can take parental leave of around six weeks.

Wellness Centre: The Cupertino facility is now equipped with a wellness centre where a doctor, chiropractor, dietician or a physical therapist can be seen by workers. It is stated that waiting minutes are as short as five minutes approx. at the centre.

The flair is having paperless record charge and for the comfort of the patients, coat lofts come with an iPhone charger. Apple has plans to expand this program to other corporate locations, like Sacramento and Shanghai. From October 2014, 43000 staff had already taken the benefit of this new flair.

Coordinator
Internal Quality As~~~~ ~~~~nt Cell (IQAC)
Tecnia Institute ~~~~anced Studies
New Delhi-110085

Philanthropy Matching: Apple promotes and challenges workers to volunteer for favourite cause under the scheme of new wellness ingenuity by contributing to match finances and time aids from employees, of around $10,000 per employee.

Extended Vacation: For specific set of workers, Apple has been offering a long vacation period. Ages ago, Apple offered some workers to work from home in every couple of years. This policy got revoke in 1990s but Denis Young Smith, Vice President of the Worldwide HR at Apple has decided to bring back this lucrative offer in a certain way, though it may not be exact as the old policy. Apple also previously has a substantial paid of time for non- trade workers, together with a week- off past to 'Thanksgiving'.

Amazon
'Paying Unhappy Employees to Quit: An Intrepid Strategy'
At certain point, Amazon offered its warehouse workers $ 5000 if they wanted to quit. As insane as it might sound at first, behind it's a rational trail of thought.

"The purpose is to inspire people to take a moment and think about what they really want". An employee living anywhere they don't want to be is not safe for the employee or the business in the long run". (Amazon Chief Executive Jeffrey Bezos).

Considering the Zappos model, Amazon was sure to go for employee workplace happiness as they have faith in that it creates excessive business intellect.

Walmart
Recently, Wal-Mart revealed it decided to raise the entry level wage to $9 per hour, which is above the $7. 25 federally directed least wages. The owners and executives of Wal-Mart, as reported in Forbes magazine, stated that the reason to increase the pay was taken as the company cares about its staff, while a few experts argued that Wal- Mart is responding to a stiffened labor marketplace and political burden (Worstall, 2015).

The Wall Street Journal reported that in an order to persist competitive pay for low- wage workers, a river retailer, target company, similarly raised its entry- level salaries to $9 per hour in response to Wal-rise Mart's in entry level wages (Ziobro, 2015).

Therefore, if workers are considered to be motivated by external factors by these wage increases, little increase in POS is likely.

The motivation of a company for a new HR program which ensures more favourable treatment for employees is unclear in many circumstances. Staff will even think that the organization.

Workers may also have faith in that the company providing the lucrative benefits to employees in certain way that they might not know about or that there is a government directives or other outside pressure that they have not been told about. Therefore, POS may be improved by effectively conveying that preferential care is voluntary on the part of the organization.

Among the modern workers benefits, Walmart is easing into its stores are jeans, or at least more casual dress code for employees.

The biggest private employer in the world is also adapting its air conditioner to be very less cold, modified with its piped- in music (good eradication, Celine Dion) and encouraging employees to wear team jerseys at the time of major sporting events, hence, improving employee's happiness at work.

Walmart's announcement that it will raise its manager's hourly salaries, the second pay rise this year, reflects these low- cost changes.

The distributor also said it seems to be more flexi- scheduling to work for Wal-Mart. With one major cost benefit in mind, these improvements are being implemented, hence, decreased staff turnover.

Walmart seems to be betting that happier employees would interpret into a happy Walmart, meaning better sales and results, much like the old saying, "happy spouse, happy house".

Microsoft
Practices in Human Resource Management to encourage happiness & satisfaction for employees.

Work Life Balance
Via a variety of activities and services, Microsoft aims to preserve the work life balance of employees, such as:
1. Work from home procedures
2. Employee support programme and confidential counselling
3. Health and Well-being
4. Lucrative office facilities: -
   i. Bi- weekly happy hour (tea breaks) for staff
   ii. Free breakfast and beverages
   iii. Sequestered and comfortable nursery rooms
   iv. Fun and social areas
5. *Training and Development:* Microsoft India runs a training program for trainees called the Leap Engineer Acceleration Program (LEAP) that offers the technical and personal skills needed to perform the job.
6. *Career Management:* In all six business units present in India, Microsoft India offers its workers for vertical and lateral growth opportunities.
7. *Flexible Work Timings*: A flexible work schedule strategy for its staff is adopted by Microsoft India. A flexi- time policy made it possible for workers to function according to their convenience, freeing them from restrictive work schedules.
8. *Employee Retention at Microsoft Global Technical Support Centre (MSGTSC):* In order to retain employees, Microsoft India launched numerous initiatives, especially in MSGSTC, Bangalore, where work was carried out around the clock (24×7) to provide its customers with technical support services in different countries and time zones.

Facebook
With a wide variety of approaches, Facebook has involved its staff. Exercise, methods and occasions to pursue their hobbies are all part of the general plan for staff. When its all about operating within an organization, workers might get confused and bored. Therefore, a technology-driven company must encourage staff to follow their interests.

Facebook has a wood workshop that engrosses employees to motivate them to spare their time in making wooden sculptures. This leads to less tension and enable them to utilize their imagination with creative ideas. To help workers, Facebook tries to arouse their imagination and stake their passion for art.

Employees make their preferred personal products. The world of Facebook is distinct from that of Google.

It has an open fitness centre and amply of skateboarding and cycling space. The movie halls and video games even retain the workers employed and happy. The San Francisco Bay campus site provides

Coordinator
Internal Quality Assessment Cell (IQAC)
Tecnia Institute of Advanced Studies
New Delhi- 110085

a perfect view for bikers. As Dr. John Sullivan says, this arrangement is perfect for mental and physical health staff. An employee- centred approach is obviously being used by Facebook.

The formula is straightforward and simple. They make you happier if you keep your workers happy. There are other reasons also for Facebook employees to be happy at work. The company intent to fulfil their personal needs and desires rightly at the workplace. For any personal needs, no need to go off campus, on campus- laundry, haircut, dry-cleaning, even medical assistance and acupuncture services are all available. Employees can stay to run after their personal errands after working hours. It is all about being brave, taking risks and breaking the norms in a world of being bold, going quickly and taking risks on Facebook. There are logos painted over the entire wall in its office facilities. It denotes a corporate culture of high energy. You have to try to get things done, rather than attempting to reach perfection.

They promote bold decision making and risk- taking on Facebook. It means a condition of stagnancy if you do not take risks. It's a world that is constantly evolving and taking no chances is a guarantee of failure. The standard course is the most dangerous in this universe and exploring new courses will allow you to come upon better possibilities. This mindset helped the company change its direction on the mobile channel and find more success.

Years earlier, the firm realized that the mobile was going to be the next big revenue- driving platform. The change made by Facebook years ago helped it capture a greater share of online advertising.
Employee Convenience Matters: Job pressure can be very high in the technology-driven market. In such circumstances, most businesses have established different techniques to provide work- pressure relaxation for their workers and to give them greater convenience. Working from home is one of them.

Facebook has developed a culture of getting to work. It provides free wi-fi shuttle buses to make things simpler for its staff. These buses not only provide greater comfort, they encourage staff to work together on the go. In addition, the organization provides free train passes, van pools and free parking for vehicles.

There are a very few businesses with as much pride as Facebook who handle bicyclists. The campus has a full-service bike store. On Wednesdays, there are no meeting and that makes for a day of work without interruption. Meetings can influence the workflow, so getting one day free helps programmers to be in the flow and keeps the happy too. This day is used by many workers to work from home if they choose. Facebook's level of suitability and interaction keeps the pressure in check. Because of how much it loves its staff, the most loved social media site is also the best place to work.

HR Analytics, a way to Foster Employee's Happiness at Workplace
By introducing HR analytics, it will take a big step towards personalizing employee experience and will also provide insights that need to build and retain interactions that really delight and engage the best employees of organization (Roy et al. 2020). Workplace satisfaction as a construct that is a sign of pleasant decisions (positive attitudes), pleasant experiences (positive feelings, moods, emotions, flow states) or positive workplace affective experience (Fisher 2010) [9].

As technology and job requirements are continuously changing, it is very clear that workers frequently experience stressful workplace events. So, keeping up and developing new sets of skills is important for staff.

A proper training program offered by the employer will assist in overcoming this challenge. When a person uses his/her strengths and skills to achieve his/her business goals, satisfaction at work is achieved (Dutton et al.2007), deciding what workers need to learn and how they can learn it best, as well as evaluating their insight and dedication [12]. Highly- engaged workers have higher level of satisfaction

Coordinator
Internal Quality As~ ~~nt Cell (IQAC)
Tecnia Institute   ~ced Studies
New Delhi~ ~10085

than low- engagement or burnout workers (Bakker & Oerlemans, 2016). A person spends more time on the same duties and is less content (Bakker & Oerlemans, 2016) [11].

More schedule orders can be sent to computer systems, as it turns out that HR analytics technology is increasingly refined and usable. This saves workers time to focus on more devoted and rewarding jobs and makes efficient use of the human capital that are at the disposal of the company. Employers should be mindful of the advantages of creating an atmosphere that facilitates satisfaction because productivity rises, and employee retention benefits their businesses. It will keep the working climate positive and productive by developing a culture of cooperation and appreciation (Proudfoot et al. 2009). The overall happiness evaluation is therefore based on the number of times individuals have encountered net positive emotions (Diener, et al. 1991) [13,14].

CONCLUSION

Workplace Happiness now a days, is considered as an important aspect of being satisfied in the company. The human resource department of almost every business venture have directed its ways to improve the health and happiness of its employees. As discussed in the study, big corporates like Apple, Walmart, Amazon, Microsoft, Facebook and alike are coming up with number of ways and establishing programs to foster employee's happiness at work.

As Apple established a new employee wellness program as an HR initiative, it helped to foster employee's happiness at work as it provides no. of lucrative facilities such as parental leave reform, wellness centre, extended vacations. Similarly, Amazon has come up with a bold strategy wherein, unhappy workers to quit the job with an approach that unhappy workers will not be able to grow and will also get their health affected. So, it's better to keep happy employees in organization and let unhappy employees to quit. Walmart on the other hand, developed new benefits for employees to keep them happy and retained in the organization, such as a healthy air- conditioner office, raise in hour's salary. Walmart have full faith that happy employees will translate into happy Walmart. Microsoft and Facebook have also developed the effective HR practices by focusing on work-life balance, employee convenience matters, career management, flexi- work timings, etc.

HR analytics on the other hand, is adopted by majority of business ventures as it eases the management of human resources and simplify the task of workers. Hence, directing employees to work productively and stay happy.

Though, there is a need to establish new human resource practices and programs to cater the employee's needs and foster their happiness at work. It would further help the companies to retain their best talent for a longer period and to improve the profitability.

REFERENCES

1. Awada, N. I., & Ismail, F. (2019). Happiness in the Workplace. *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*, 8.
2. Gulyani, G., & Sharma, T. (2018, December). Total rewards components and work happiness in new ventures. In *Evidence-based HRM: a Global Forum for Empirical Scholarship*. Emerald Publishing Limited.
3. Ishrat, A. (2013). Designing happy workplace for enhancing productivity of employees. *Editorial Review Board*.
4. Shanbhag, S. M. (2010). The healthy workplace initiative. *Indian journal of occupational and environmental medicine*, *14*(2), 29.
5. Thevanes N, Jathurika M. Employee happiness and its relationship with job satisfaction: An empirical study of academic staff in a selected Sri Lankan University. Asian Journal of Social Science and Management Technology. 2021;3(1):34–43.

6. Roy D, Tripathy S, Kar SK, Sharma N, Verma SK, Kaushal V. Study of knowledge, attitude, anxiety & perceived mental healthcare need in Indian population during COVID-19 pandemic. Asian journal of psychiatry. 2020 Jun 1;51:102083.

7. Abdullah F, Ward R, Ahmed E. Investigating the influence of the most commonly used external variables of TAM on students' Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) of e-portfolios. Computers in human behavior. 2016 Oct 1;63:75–90.

8. Huang, H. (2016). *Workplace happiness: Organizational role and the reliability of self-reporting* (Doctoral dissertation).

9. Roy, R., Das, A. K., & Konwar, J. HR Analytics: A way forward to foster workplace happiness through discretionary effort.

10. Fisher, C. D. (2010). Happiness at work. International journal of management reviews, 12(4), 384–412.

11. Dutton. M. V and Edmund. D. L. (2007). A model of workplace happiness. Journal of selection and development review, 23, Pp. 9–14.

12. Bakker, A. B. & Oerlemans, W. G. M. (2016). Momentary work happiness as a function of enduring burnout and work engagement. The Journal of Psychology, 150(6), 755–778.

13. Proudfoot, J, G., Corr, P. J., Guest, D. E., & Dunn, G. (2009). Cognitive-behavioural training to change attributional style improves employee well-being, job satisfaction, productivity, and turnover. Personality and Individual Differences, 46(2), 147–153

14. Diener, E., Sandvik, E., Pavot, W., & Gallagher, D. (1991). Response artifacts in the measurement of subjective well-being. Social Indicators Research, 24(1), 35–56

15. Young T, Creighton E, Smith T, Hosie C. A novel scale of behavioural indicators of stress for use with domestic horses. Applied Animal Behaviour Science. 2012 Aug 1;140(1–2):33–43.

16. Zaki S, Shanbag P. Biliary pseudolithiasis secondary to ceftriaxone therapy. Indian journal of pharmacology. 2010 May 1;42(3):193.

Coordinator
Internal Quality A   ent Cell (IQAC)
Tecnia Institute   ranced Studies
New Delhi-110085