

A Study on Factors Influencing Workplace Happiness and Its Relationship with Job Satisfaction, Employee Retention and Work Performance

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ABSTRACT

A study on factors influencing workplace happiness and its relationship with job satisfaction, employee retention and work performance. The data was collected through the completion of a questionnaire by five hundred employees. The technique employed in this study to gather information from a sample of 446 respondents was purposeful sampling. Among the methods of data analysis are the following: Multiple linear regression testing, validity and reliability testing, and hypothesis testing, like t-test, F-test and coefficient of determination tests, are the three main methods of testing a research instrument. The research verdict shows that workplace happiness is the most job satisfaction factor (R square = 0.863; beta coefficient = 0.929) that influence the most on work performance (R square = 0.824; beta coefficient = 0.908) among employees. The study outlines the present state of contentment among management professionals and the relationship between contentment and production. When people feel content at work, they are more motivated, engaged, and productive. It is anticipated that this research would raise components of job satisfaction and employee perceptions of organizational support, which will help the company make its people happier at work.

Keywords: Workplace Happiness (WH); Job Satisfaction (JS); Employee Retention (ER); Work Performance (WP)

1. INTRODUCTION

Employee retention is directly impacted by workplace satisfaction. Across all industries, employers are becoming increasingly concerned about employee retention. According to recent research (Bellet et al., 2023), workplace contentment boosts employees' efficacy and productivity. Additionally, research has proven that content people typically exhibit greater inventive, creative, and task-completing (Alketbi et al., 2023). Prioritizing the well-being and job happiness of employees fosters an environment that increases engagement, productivity, and loyalty inside the firm. Workers are more inclined to stick with their company if they feel appreciated and fulfilled in their roles. Companies make every effort to ensure that they offer their workers an excellent balance between work and life. Since happiness has a big influence on everyday living and overall employee performance (Sandrick, et al 2003).

Adnan Bataineh, et al (2019) shown that employee Execution is highly impacted by workplace satisfaction. Contented workers come up with new ideas and find innovative ways to complete tasks. When faced with difficult circumstances, happy workers will go above and beyond to do the assignments assigned to them (Gupta, et al 2012). Since job satisfaction is a crucial component of productivity, it is important to examine the factors that raise Subjective well-being of employees (Galván-Vela, et al 2022). An individual's ability to manage is what determines how well they do at work (Kaur, Madaan, et al 2023). Happiness generally has to do with how individuals perceive and evaluate their lives as a whole (Adnan Bataineh, 2019). An appropriate work environment is something that firms need to guarantee their employees are doing. Employee productivity, social lives, and stress management skills will all increase as a result, which will eventually help the business. It is imperative that companies make investments in initiatives that improve employee satisfaction. These tactics could consist of competitive pay and benefit packages, chances for professional development, building a happy work environment, and encouraging work-life balance. These actions enhance overall organizational performance and competitiveness in the market in addition to raising employee happiness. This essay will examine the connections between work performance, employee retention, job satisfaction, and workplace happiness. It will also offer suggestions and insights for companies looking to build a happy and long-lasting staff.

2. REVIEW OF LITERATURE

2.1 Workplace Happiness

A type of contentment or a favourable, productive expertise in workers is happiness at the office (Carleton, et, al 2009). An attitude that enables people to enhance performance as well as realize their capacity at work is happiness at work (Rao,et al 2017). When this state is present, workers seem to be very devoted, content with their jobs, resilient, and productive, which allows them to help the company adjust to meet its objectives (Ray,et, al 2021). Contented workers express more job contentment and an increased feeling of autonomy in their duties. They do a better job completing tasks as allocated and are far more willing to take on additional responsibilities like helping out other staff members. When interacting with others, they tend to adopt more cooperative techniques and obtain more social support from their co-workers. Contented workers are far less likely to display drawl behaviors, such as absenteeism, and are also far less likely to be jobless (Salas-Vallina,et, al 2018). Drawing from the aforementioned explanation, it can be inferred that work-related pleasure refers to the state in which people experience contentment and enjoyment with their work. This ultimately results in improved performance and productivity, ultimately assisting the company in realizing its objectives. A company's operations may be more seriously impacted by disgruntled workers in a number of ways, including low performance, high turnover rates, decreased productivity, and a propensity for unproductive behavior at work. As a result, businesses must focus more on employee satisfaction and take proactive measures to improve it.

2.2 Work Environment

The conditions that make up the work environment include aspects of the workplace that are connected to employee attitudes, Employee performance will suffer in an uncomfortable work environment, and deadlines for completing tasks will not be met. However, a positive work atmosphere will have a positive effect (Schultz, et, al 2014). Workplace elements include things like lighting, tables, chairs, and colouring that are either directly or indirectly related to employees. Additionally, the non-physical aspects of the workplace, such the relationships between co-workers and bosses (Schultz, et, al 2014). According to one study, the sustained happiness model places a strong emphasis on personal satisfaction, or SWB, that is influenced by three things: activities, certain conditions, and heredity (Dogl, and Holtbrügge 2014). Why are some employees happier or less happy than others at work? The fact that people are happier at work when they are doing something they enjoy is a comprehensive response. Happiness is encouraged by an individual's traits and thought processes.

H1: Work Environment (WE) has a positive impact on Workplace Happiness (WH).

2.3 Organizational Culture

Workplace attitudes, conventions, ethics, and behaviors are reflected in organizational culture. Organizational culture, expressed simply, is how things are carried out within the organization. Put differently, culture is viewed as a controlling force that shapes employee opinions and actions by posing suitable standards that have the power to either advance or impede the organization's progress. (Azizollah, et, al 2016) A strong organizational culture influences how employees behave, plans their care, fosters shared values, a sense of belonging, and an organizational identity for them. It also shapes how people see the world, prevents chaos in the workplace, lessens the need for outside control, and lowers employee job discontent and happiness (Moshabaki, & Rahmani, J. A. B. N. 2009). In addition, the expectations, experiences, philosophy, presumptions, habits, systems, and other components that make up an organization's culture function as a tangible ecosystem that directs the conduct of its members or employees (Needle, 2004). Employee stress and sadness are less common in companies with an open and creative corporate culture. A positive workplace culture results in contented and happy workers (Aydin, et, al 2012), which improves their productivity at work overall (Lok et, al, 2005).

H2: Organizational Culture (OC) has a positive impact on Workplace Happiness (WH)

2.4 Remuneration

Remuneration is the money an employee receives in exchange for their labor or services, together with any other advantages or financial gains (Bakker, 2001). "Income" is the phrase used to describe an individual's compensation and salary (Mathura, et, al 2012). People who encounter disparities in income satisfied at work, whereas those who perceive their income as being of a higher quality are happier at work (Lambergts et. al, 2014). Competitors, however, in contrast, attempt to distinguish between their own and others' performance. (Brody, 2010) and frequently feel content with greater money, even when it is not as much as others' (Hopkins, 2008). An analysis of happiness and income by (Caporale, et. al. 2009) demonstrates the substantial relationship between an individual's income and level

of contentment with life. This is due to the fact that those with greater incomes have greater access to what products and services they wish to buy (Schnittker, 2008). Apart from monetary gains, other non-monetary incentives like acknowledgment, involvement, growth, and so on also uplift workers' morale at work (Salanova et al. 2006).

H3: Remuneration (REM) has a positive impact on Workplace Happiness (WH)

2.5 Gender Management

(Fisher 2010) claimed that an employee's experience with their company was a major factor in determining their level of satisfaction at work. This concept of attitude consequently influences employee conduct as well as favourable sentiments regarding the workplace environment, co-workers, and employer. Employee contentment under their direction, the work environment, the job description, the employment requirements, professional advancement, and further can all be considered as a factor in workplace happiness (Wu et al. 2017).

H4: Gender Management (GM) has a positive impact on Workplace Happiness (WH)

2.6 Job Safety and Career Progression

Most workers want job security (Silla et al., 2009) This involves contentment in work (Ha and Kim,2013). Nonetheless, employees with varying employment statuses experience varying levels of enjoyment (Sora et al., 2019). Because they face greater job uncertainty than permanent employees, temporary workers appear to be less content (Ong et. al, 2012). Furthermore, full-time employees have higher job satisfaction than part-timers, but optional portion-timers who decide against taking full-time jobs are content more compared to those complete-timers (Nikolova, et, al 2014). Conversely, professional progression refers to advancing one's position within their company. A person can progress by changing careers or by progressing higher within the same industry (Jiang et al., 2012). These developments enable staff members to be essential members of the company (Foroutan, 2011) that affects how happy they are (Sora et al., 2019).

H5: Lack of Job Safety and Career Progression (JSC) has an unconstructive impact on Workplace Happiness (WH)

2.7 Interpersonal Relationships

Employees' interpersonal ties are significant sources of joy and vitality (Demir et, al, 2013). Friendships among co-workers, managers, and subordinates positively affect how employees feel about their occupations (Austin, et, al 2009). Colleagues with nice and cordial interactions tend to be happier than those without because true friends are prepared to support and encourage one another (Simon et. al,2010). Good relationships among co-workers affect not just employee satisfaction but also productivity and intention to leave the company (Søraker,et, al 2012). Nonetheless, workers with varying job levels could have varied expectations regarding camaraderie and contentment in the workplace (Mao et. al, 2012).

H6: Interpersonal Relationships (IR) has a positive impact on Workplace Happiness (WH).

2.8 Work Engagement

A person's level of work engagement indicates how much they truly live out their job (Saks, A. M. 2006). (Robinson et. al. 2014) asserts that much more is necessary to be truly happy and opposes the idea that happiness can be achieved solely through enjoyment and positive emotions. According to his theory, fulfilment requires enjoyment, happy feelings all the time, social interaction, and meaningful employment or other activities. Using one's distinctive vigor should be a part of this interaction. In addition to acknowledging the significance of pleasure—which he considers to be the least important—he counsels focussing on both involvement and meaning in life. Good employee performance, increased pleasure, and employee welfare are all impacted psychologically by job engagement. According to additional research, high levels of engagement can reduce depressive symptoms because they promote life satisfaction and the growth of moral principles that are emotional, cognitive, and physical (Hanaken, et, al 2012).

H7: Excessive of Work Engagement (WENG) has an unconstructive impact on Workplace Happiness (WH)

2.9 Autonomy and Feedback

In the workplace, autonomy is the control that employees have over their work (Carver et. al,1992). The capacity for autonomy, or the ability to make decisions for oneself, leads to happiness. Those who make earning their career their choice are content. When workers are free to make their own decisions and are able to complete tasks independently, they are happier at work (Michaelson, et, al 2011). Discretionary authorities should designate the responsibilities to people based on their degree of autonomy. As part of their efforts to increase employee satisfaction, many companies provide flexible work choices including job sharing, flexible work hours, virtual work, etc (Bader et al., 2013). Conversely, feedback is just a method of providing employees with helpful recommendations meant to improve

performance and reinforce positive behaviours (Kluger and De Nisi, 1996). Positive emotions among employees are significantly influenced by their response to their employment (Bader et al., 2013). Both Feedback, both good and negative, boosts employee morale and affects job satisfaction (Fisher et al 2008).

H8: Autonomy (AU) has a positive impact on Workplace Happiness (WH).

2.10 Work life balance

The concept of "work life balance" pertains to achieving equilibrium between domestic and professional responsibilities. Workplace family conflict raises stress and unhappiness while decreasing life and career satisfaction. A state of comfortable equilibrium between an employee's primary priorities—their job and their lifestyle—is known as work-life balance (Rangarajan, et al 2014). Therefore, a lack of work-family harmony will result in lower productivity since employees may feel that their jobs have less purpose. They engage in duties related to work and family more firmly, meet their demands in both, feel less stressed when taking part in both, and get high regard for themselves due to their competence attain in both their personal and competent life when they sense conciliation between both positions (Marks et al, 1996)

H9: Work Life Balance (WLB) has a positive impact on Workplace Happiness (WH)

2.11 Employee Retention

Retaining employees becomes a major concern for all businesses. In order to gain a sustained competitive edge, administrative teams and owners view employee job satisfaction and retention as critical issues. Companies draw in the greatest talent and retain workers for extended periods of time (Kossivi, et al 2016). Workers join and depart companies for a variety of reasons, including work-related and personal problems. Contented workers are more committed to their occupations and contribute to the expansion of the company. When workers are happy in their positions, they will continue to work for the company. Creating a comfortable work environment for employees both physically and psychologically is essential to retaining them.

H10: Workplace Happiness (WH) has a positive impact on Employee Retention (ER)

2.12 Employee Performance

Employee Outcomes Employee performance can be characterized as answers in the form of behaviours that reflect what the employee has learned or the type of training, which includes the outcome of the mental and psychological capacities that the employee has received (Faiza et al 2009). The idea of employee performance is becoming more and more well-liked among management science academics since it is essential to both the person and the company. Employee output improves the organization's procedures as a whole, particularly with regard to efficiency and productivity (Abualoush et al., 2018a). Contributions from employees include output volume, work attendance, and a flexible attitude. The activities and tasks that workers carry out effectively and efficiently are related to their performance. Additionally, it establishes how much an employee contributes to the firm. Employee performance also takes into account the non- monetary or monetary results of the worker that are directly connected to the operation and profitability of the company (Anitha, et al 2014). When it comes to the concept of performance, various methodologies are used to measure it. (Faiza et al 2009), Generally speaking, all of an employee's acts and inactions make up their performance. It comprises an individual's entire performance or accomplishment within designated duty hours as opposed to the predetermined and defined goals and standards of labour or criterion. (Pawirosumarto et al, 2017) and in general, all of an employee's acts and inactions make up their performance. It comprises an individual's entire performance or accomplishment within designated duty hours as opposed to the predetermined and established goals and standards of labour (Pawirosumaro et al., 2017).

H11: Workplace Happiness (WH) has a positive impact on Work Performance (WP)

2.13 Job Satisfaction

The degree to which realistic expectations are met by actual rewards is a key indicator of job satisfaction. An individual's overall perspective on their specific profession can also be used to characterize their level of job satisfaction (Robbins, et al 2012). Job satisfaction in particular has a big impact on commitment from employees, absenteeism, tardiness, accidents, and grievances (George, et al 2005). Workers who are unhappy in their positions are more prone to miss work (McAllister, et al 2002). When creating their policies, all firms prioritize employee satisfaction (Yücel, et al 2012,), and it is worth looking at as an idea that connects to both the utilitarian and humanitarian points of view. According to the humanitarian perspective, how satisfied workers are with their working conditions is correlated with how well they are treated by the company. (Abdallah et al, 2017), In contrast, the utilitarian perspective suggested that behaviors that affect how the business operates are influenced by employee pleasure (Yücel, et al 2012). Another way to look at job satisfaction is as a measurable representation of an emotional

reaction to a particular job; put another way, it's the idea that The individual performing it is content with it (Al-dalahmeh et al., 2018). Similarly, a person's emotions on their jobs and the many facets of their jobs are in connection with their degree of job satisfaction. On the other hand, a According to studies, occupational satisfaction is the extent to which workers enjoy their jobs (Parvin et, al 2011). Worker Workplace contentment is crucial to the success of the firm.

H12: Workplace Happiness (WH) has a positive impact on Job Satisfaction (JS).

H13: Job Satisfaction (JS) has a positive impact on Employee Retention (ER)

H14: Job Satisfaction (JS) has a positive impact on Work Performance (WP).

3. RESEARCH OBJECTIVES

- To identify the factors influencing workplace happiness and its relationship with job satisfaction, employee retention and work performance
- To assess the relationship between workplace happiness, job satisfaction, employee retention and work performance through empirical analysis

4. CONCEPTUAL MODEL

Work Environment (WE); Organizational Culture (OC); Gender Management (GM); Remuneration (REM); Job Safety and Career Progression (JSC); Interpersonal Relationships (IR); Work Engagement (WENG); Autonomy (AU); Work Life Balance (WLB); Workplace Happiness (WH); Job Satisfaction (JS); Employee Retention (ER); Work Performance (WP) are among the influencing and dependent factors that are included in the proposed model (Figure 1).

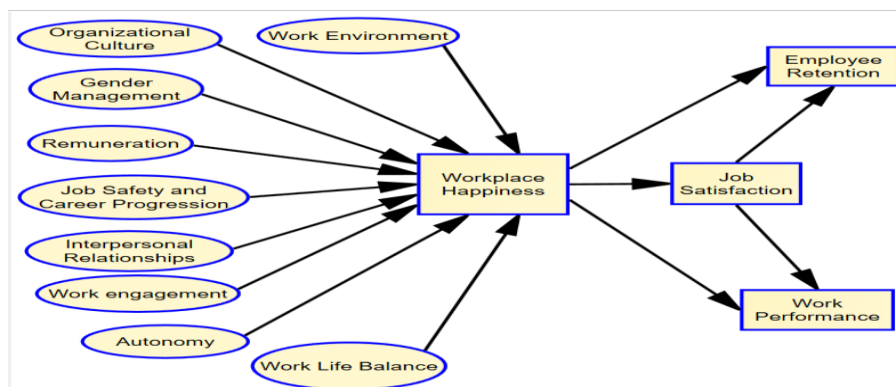


Figure 1: Proposed model showing the relationship between influencing and dependent factors

5. RESEARCH METHODOLOGY

We measured each factor in accordance with the parameters taken into consideration for this investigation. While it makes sense to assume that all the variables are related, this study also looks at that link. This study is explanatory research that employs the quantitative research approach to gather data in the right manner in order to examine the link between independent and dependent variables. In order to produce a sample that may be fairly assumed to be representative of the community, purposeful sampling is the sampling approach used in this investigation. The study's sample consists of individuals with previous work experience. The purpose of the survey is to gauge employees' job satisfaction and work-related pleasure by identifying the factors that influence these outcomes. With regard to the representative samples, there are approximately 500 respondents overall. Surveys conducted both offline and online were used to collect data for this investigation. Job satisfaction and workplace happiness are among the subjects covered by the questionnaire's list of questions. The study employed a Likert index scale questionnaire, ranging from 1 to 5. Our analyses were conducted using IBM SPSS Statistics v.20. The validity of the construct statements and the reliability of the proposed model were determined by employing factor analysis, regression analysis, test hypotheses, and Cronbach's alpha.

6. RESULTS AND ANALYSIS

6.1 Demographic Profile

Descriptive demographic statistics, represented as a percentage, proportion, and frequency of occurrence, were used to assess the respondent's demographic characteristics. A methodical questionnaire was used to collect data between April 2022 and May 2023. 446 of the 500 surveys that were given to respondents were found to be completed and error-free in the end. Upon closer examination, 89.2% of responses are considered high quality. The socio-demographic data for each person is displayed in Table 1. Out of 446 responders, there were considerably more men (374, 83.9%) than women (72, 16.1%); most men (133, 29.8%) were between the ages of 30 and 39; 188 (42.2%) had a professional degree, with work experience of 11 to 20 years (227, 50.9%) and earned more than 30,000 rupees (159, 35.7%).

Table 1. Descriptive Statistics of Demographic Profile

		Frequency	Valid %
Gender profile	Male	374	83.9
	Female	72	16.1
Age profile	20-29 years	57	12.8
	30-39 years	133	29.8
	40-49 years	90	20.2
	50-59 years	100	22.4
	60 years and above	66	14.8
Highest education level	Bachelor Degree	51	11.4
	Masters Degree	119	26.7
	Professional Education	188	42.2
	Other	88	19.7
Working experience in years (total)	Less than 10	131	29.4
	11 to 20	227	50.9
	21 to 30	81	18.2
	31 to 40	7	1.6
Income	10,000- 20,000	100	22.4
	20,001- 30,000	156	35.0
	30,001- 40,000	159	35.7
	More than 40,000	31	7.0

6.2 Exploratory Factor Analysis

The PCA approach was used to do the exploratory factor analysis (EFA) for conforming components. A threshold of 0.50 has been set for factor loading in the current investigation. The factor analysis findings are displayed in Table 2. The KMO importance of the factor analysis for the data is typically indicated by values in the range of 0.5 to 1.0. The degree of item correlation for the variable is represented using the Bartlett sphericity test. The significance level displays the test results. When the values are extremely small (less than 0.05), the variables most likely have substantial correlations with each other. A value greater than around 0.10 may indicate that the data are unsuitable for factor analysis. Based on the acquired data, factor analysis is deemed appropriate based on the outcomes of these two tests. Ultimately, five items with loadings less than 0.5 were eliminated, confirming the validity of the remaining items for the ultimate study.

Table 2. Results of Exploratory Factor Analysis

Statement	Factor loadings	KMO Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity		Items confirmed	Items dropped	Cum % of loading
			Chi Square	Sig. (<.10)			
Work Environment (WE)-1	0.901	0.754	838.986	0.000	5	0	56.561
Work Environment (WE)-2	0.721						
Work Environment (WE)-3	0.667						
Work Environment (WE)-4	0.579						
Work Environment (WE)-5	0.847						
Organizational Culture (OC)-1	0.755	0.725	311.735	0.000	4	1	42.554

Organizational Culture (OC)-2	0.791						
Organizational Culture (OC)-3	0.32						
Organizational Culture (OC)-4	0.692						
Organizational Culture (OC)-5	0.666						
Gender Management (GM)-1	0.31	0.859	2022.615	0.000	4	1	71.456
Gender Management (GM)-2	0.935						
Gender Management (GM)-3	0.948						
Gender Management (GM)-4	0.951						
Gender Management (GM)-5	0.933						
Remuneration (REM)-1	0.850	0.728	428.718	0.000	4	0	56.358
Remuneration (REM)-2	0.805						
Remuneration (REM)-3	0.520						
Remuneration (REM)-4	0.783						
Job Safety and Career Progression (JSC)-1	0.953	0.706	5337.743	0.000	5	0	90.826
Job Safety and Career Progression (JSC)-2	0.950						
Job Safety and Career Progression (JSC)-3	0.953						
Job Safety and Career Progression (JSC)-4	0.960						
Job Safety and Career Progression (JSC)-5	0.949						
Interpersonal Relationships (IR)-1	0.886	0.819	1475.431	0.000	5	0	70.001
Interpersonal Relationships (IR)-2	0.906						
Interpersonal Relationships (IR)-3	0.886						
Interpersonal Relationships (IR)-4	0.800						
Interpersonal Relationships (IR)-5	0.684						
Work Engagement (WENG)-1	0.681	0.675	995.806	0.000	4	0	67.772
Work Engagement (WENG)-2	0.859						
Work Engagement (WENG)-3	0.933						
Work Engagement (WENG)-4	0.799						
Autonomy (AU)-1	0.836	0.771	612.438	0.000	4	1	51.937
Autonomy (AU)-2	0.729						
Autonomy (AU)-3	0.17						
Autonomy (AU)-4	0.672						
Autonomy (AU)-5	0.860						
Work Life Balance (WLB)-1	0.694	0.696	1058.034	0.000	4	0	69.639
Work Life Balance (WLB)-2	0.880						
Work Life Balance (WLB)-3	0.938						
Work Life Balance (WLB)-4	0.806						
Workplace Happiness (WH)-1	0.893	0.829	1519.311	0.000	5	0	70.925
Workplace Happiness (WH)-2	0.911						
Workplace Happiness (WH)-3	0.889						
Workplace Happiness (WH)-4	0.804						
Workplace Happiness (WH)-5	0.695						
Job Satisfaction (JS)-1	0.27	0.861	2028.726	0.000	4	1	71.517
Job Satisfaction (JS)-2	0.937						
Job Satisfaction (JS)-3	0.948						
Job Satisfaction (JS)-4	0.954						

Job Satisfaction (JS)-5	0.924						
Employee Retention (ER)-1	0.762	0.723	318.312	0.000	5	1	42.696
Employee Retention (ER)-2	0.793						
Employee Retention (ER)-3	0.41						
Employee Retention (ER)-4	0.691						
Employee Retention (ER)-5	0.663						
Work Performance (WP)-1	0.935	0.788	3042.177	0.000	4	0	91.456
Work Performance (WP)-2	0.857						
Work Performance (WP)-3	0.955						
Work Performance (WP)-4	0.912						

6.3 Reliability Analysis

Utilizing Chronbach Alpha to compute internal consistency has allowed for the reliability assessment of the questionnaire. Redesigned scales ought to have an alpha value of at least 0.60, according to Nunally and Bernstein (1994). An established scale that is internally consistent and has an alpha value of 0.70 is commonly accepted if it doesn't. A cut off value of higher than 0.7 was used for the study since Cronbach's alpha was found to be within an acceptable range. A high level of reliability for the research tool is indicated by Table 3's overall Cronbach's alpha score of 0.988 for the questionnaire.

Table 3 : Results of Reliability test

Variable	Cronbach alpha	Variable	Cronbach alpha
Work Environment (WE)	0.799	Autonomy (AU)	0.791
Organizational Culture (OC)	0.704	Work Life Balance (WLB)	0.853
Gender Management (GM)	0.958	Workplace Happiness (WH)	0.897
Remuneration (REM)	0.720	Job Satisfaction (JS)	0.958
Job Safety and Career Progression (JSC)	0.975	Employee Retention (ER)	0.706
Interpersonal Relationships (IR)	0.892	Work Performance (WP)	0.968
Work Engagement (WENG)	0.840		
Overall Reliability of the Questionnaire		0.988	

6.4 Correlation Analysis

The findings suggest that there is a substantial correlation between all the variables. The independent and dependent variables have a substantial association based on all the factors taken into account (Table 4). The highest level of correlation 0.997 is in between employee retention (ER) and organizational culture (OC), job satisfaction (JS) and remuneration (REM) and then WP and JSC whereas the variables that measured work environment (WE) and organizational culture (OC) had the least significant link (0.690).

Table 4: Correlations

	WE	OC	REM	GM	JSC	IR	WENG	AU	WLB	WH	JS	ER	WP
WE	1												
OC	.690**	1											
REM	.900**	.816**	1										
GM	.818**	.775**	.896**	1									
JSC	.841**	.793**	.912**	.826**	1								
IR	.828**	.798**	.924**	.832**	.946**	1							

WENG	.853**	.745**	.919**	.863**	.885**	.890**	1							
AU	.792**	.806**	.894**	.919**	.862**	.871**	.846**	1						
WLB	.848**	.737**	.910**	.848**	.872**	.873**	.986**	.827**	1					
WH	.828**	.795**	.924**	.823**	.933**	.987**	.885**	.858**	.886**	1				
JS	.897**	.814**	.997**	.889**	.908**	.919**	.914**	.888**	.912**	.929*	1			
ER	.687**	.997**	.814**	.768**	.790**	.793**	.741**	.800**	.739**	.800*	.817*	1		
WP	.847**	.795**	.911**	.834**	.997**	.943**	.879**	.869**	.865**	.930*	.908*	.793**	1	

** . Correlation is significant at the 0.01 level (2-tailed).

6.5 Regression Analysis

The predictor-criterion link between the independent and dependent variables was determined using stepwise regression analysis. Tables 5 and 6 showed that the parameters under investigation are significant predictors of job satisfaction and workplace happiness using step-wise regression analysis. Table 5 shows that these factors account for 98.6% of workplace pleasure, with a R square of 0.986. Table 6 displays the ANOVA values for the regression model, which demonstrate validation at a 95% confidence level. The beta values of all the components are 0.930 and 0.908, according to the coefficient summary in Table 7, which is a fair reflection of their impact on job satisfaction and workplace happiness.

Table 5 : Model Summary

Model	Predictors	Dependent variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	WLB,OC,WE,AU,JS,C,REM,IR,GM,WEN G	WH	0.993	0.986	0.986	0.10374
2	WH	ER	0.800	0.640	0.639	0.43149
3	WH	WP	0.930	0.865	0.865	0.36134
4	WH	JS	0.929	0.863	0.862	0.36156
5	JS	ER	0.817	0.668	0.667	0.41435
6	JS	WP	0.908	0.824	0.824	0.41310

Table 6 : ANOVA analysis

Model	Predictors	Dependent variable		Sum of Squares	df	Mean Square	F	Sig.
1	WLB,OC,W E,AU,JSC,R EM,IR,GM, WENG	WH	Regression	328.957	9	36.551	3396.319	0.000
			Residual	4.692	436	0.011		
			Total	333.649	445			
2	WH	ER	Regression	146.977	1	146.977	789.429	0.000
			Residual	82.665	444	0.186		
			Total	229.641	445			

3	WH	WP	Regression Residual Total	372.527 57.973 430.499	1 444 445	372.527 0.131	2853.101	0.000
4	WH	JS	Regression Residual Total	364.136 58.042 422.177	1 444 445	364.136 0.131	2785.523	0.000
5	JS	ER	Regression Residual Total	153.413 76.229 229.641	1 444 445	153.413 0.172	893.567	0.000
6	JS	WP	Regression Residual Total	354.729 75.770 430.499	1 444 445	354.729 0.171	2078.652	0.000

Table 7: Regression coefficients table for dependent variables

Model		Dependent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	WE	WH	-0.010	0.016	-0.008	-0.611	0.541
2	OC	WH	0.009	0.013	0.008	0.725	0.469
3	REM	WH	0.087	0.021	0.098	4.136	0.000
4	GM	WH	-0.022	0.019	-0.020	-1.206	0.228
5	JSC	WH	-0.049	0.017	-0.056	-2.912	0.004
6	IR	WH	0.987	0.021	0.976	47.840	0.000
7	WENG	WH	-0.578	0.038	-0.569	-15.354	0.000
8	AU	WH	-0.017	0.019	-0.016	-0.938	0.349
9	WLB	WH	0.585	0.034	0.586	17.097	0.000
10	WH	ER	0.664	0.024	0.800	28.097	0.000
11	WH	WP	1.057	0.020	0.930	53.414	0.000
12	WH	JS	1.045	0.020	0.929	52.778	0.000
13	JS	ER	0.603	0.020	0.817	29.893	0.000
14	JS	WP	0.917	0.020	0.908	45.592	0.000

6.6 Results of Hypotheses Testing

Table 8 displays the 14 hypotheses that were first put forth in the conceptual research framework, 4 of which have been rejected.

Table 8: Summary of Hypotheses Testing

Hy. No.	Independent Variables	Dependent Variables	R ²	Beta	t-value	Sig	Status
H1	Work Environment (WE)	Workplace Happiness (WH)	0.986	-0.008	-0.611	0.541	Rejected
H2	Organizational Culture (OC)	Workplace Happiness (WH)	0.986	0.008	0.725	0.469	Rejected

H3	Remuneration (REM)	Workplace Happiness (WH)	0.986	0.098	4.136	0.000	Accepted
H4	Gender Management (GM)	Workplace Happiness (WH)	0.986	-0.020	-1.206	0.228	Rejected
H5	Job Safety and Career Progression (JSC)	Workplace Happiness (WH)	0.986	-0.056	-2.912	0.004	Accepted
H6	Interpersonal Relationships (IR)	Workplace Happiness (WH)	0.986	0.976	47.840	0.000	Accepted
H7	Work Engagement (WENG)	Workplace Happiness (WH)	0.986	-0.569	-15.354	0.000	Accepted
H8	Autonomy (AU)	Workplace Happiness (WH)	0.986	-0.016	-0.938	0.349	Rejected
H9	Work Life Balance (WLB)	Workplace Happiness (WH)	0.986	0.586	17.097	0.000	Accepted
H10	Workplace Happiness (WH)	Employee Retention (ER)	0.640	0.800	28.097	0.000	Accepted
H11	Workplace Happiness (WH)	Work Performance (WP)	0.865	0.930	53.414	0.000	Accepted
H12	Workplace Happiness (WH)	Job Satisfaction (JS)	0.863	0.929	52.778	0.000	Accepted
H13	Job Satisfaction (JS)	Employee Retention (ER)	0.668	0.817	29.893	0.000	Accepted
H14	Job Satisfaction (JS)	Work Performance (WP)	0.824	0.908	45.592	0.000	Accepted

7. DISCUSSION

Independent analysis of the relationship between Remuneration (REM) and Workplace Happiness (WH) revealed a significant positive relationship between the two constructs. This result (R-square = 0.986; beta coefficient = 0.098; t-value = 4.136) is consistent with Hypothesis 3. The findings indicate that Remuneration has discernible relationship to happiness or work satisfaction and it is possible to determine that pay has bearing on an employee's level of job satisfaction. A numerous studies have confirmed the same result (Zhou and Qiu, 2013; Demir et al., 2013; Oshio and Kobayashi, 2011; Angner et al., 2011). Everyone must make money to meet ones needs.

A significant positive correlation (R-square = 0.986; Beta coefficient = -0.056; t-value = -2.912) was found between Job Safety and Career Progression (JSC) and Workplace Happiness (WH) in the empirical investigation of hypothesis 5. According to this study, work performance and job security are positively correlated. For employees to remain satisfied, organizations can offer steady employment. Research by Dachapalli and Parumasur (2012) showed that employees' perceptions of good job security are usually associated with higher levels of job satisfaction. When there is a lack of job security, employees become fearful that they could be fired at any time, which affects their work performance and decreases their desire to stay with the company (Sverke et al., 2002). Conversely, professional advancement refers to advancing one's career within their place of employment. A person can progress by changing careers or by going forward within the same industry (Jiang et al., 2012). These developments give workers the opportunity to contribute significantly to the company, which affects their degree of pleasure (Foroutan, 2011).

The independent study shows that the two constructs of Interpersonal Relationships (IR) and Workplace Happiness (WH) have a positive correlation (R-square = 0.986; beta coefficient= 0.976; t-value= 47.840). This result corroborates Hypothesis 6. The personnel performance is positively and moderately correlated with the relationships with co-workers. As a result, teamwork facilitates the sharing of diverse viewpoints and facilitates task completion with ease. According to Khan et. al. (2012), having encouraging, kind, and nice co-workers will boost employee happiness. Without the assistance, support, and cooperation of peers, an employee cannot perform their job. An organization cannot function properly without this (Noordin & Jusoff, 2009). The degree of job satisfaction among staff members will rise when they collaborate with contented co-workers.

Work Engagement (WENG) have a significant positive relationship with Workplace Happiness (WH), according to research findings (H7; R-square = 0.986; beta coefficient = -0.569; t-value = -15.354). According to earlier studies on employee work engagement, motivated employees are more likely to show positive organizational results, like a lower likelihood of leaving, a higher degree of customer satisfaction, and increased productivity and profit (Joo and Lee, 2017). As to Fisher's (2010) findings, engagement suggests or explicitly denotes a feeling of persistence,

attentiveness, vitality, intensity, commitment, zeal, and pride. In relation to the job and the workplace, it is also seen as a beneficial outcome.

Independent analysis of the relationship between Work Life Balance (WLB) and Workplace Happiness (WH) revealed a significant positive relationship between the two constructs. This result (R-square = 0.986; beta coefficient = 0.586; t-value = 17.097) is consistent with Hypothesis 9. Research indicates that achieving a work-life balance is crucial for raising employee productivity, which in turn improves an organization's performance as a whole (Semlali and Hassi, 2016). A company needs to implement a work-life balance strategy that is effective in allowing employees to continue being part of the community while also decreasing costs and attrition and boosting output (Helmle et al., 2014).

Most notably, R square = 0.640, 0.865 and 0.863; beta coefficient = 0.800, 0.930 and 0.929; t-value = 28.097, 53.414 and 52.778, and results (hypotheses 10, 11 and 12) show that Workplace Happiness (WH) has a significant impact on Job Satisfaction (JS); Employee Retention (ER) and Work Performance (WP). Several studies have demonstrated that happy employees are more likely to be creative, provide new ideas, and attempt to finish similar jobs using a variety of cutting-edge approaches to boost productivity and save time (Saenghiran, 2013). Additionally, enhanced professional effort and performance, positive employee outcomes and behaviours, and inventive behaviour demonstrated by employees are among the desirable benefits to be anticipated from having affectively engaged employees (López-Cabarcos et al., 2015). Erdogan et al. (2012) state that a number of elements, including career advancement, work environment, job specifications, job description, and employee satisfaction with leadership, can all be regarded as contributing factors to workplace happiness.

The empirical investigation of hypothesis 13 and 14 revealed a significant positive correlation (R-square = 0.668 and 0.824; Beta coefficient = 0.817 and 0.908; t-value = 29.893 and 45.593) between Job Satisfaction (JS) and Employee Retention (ER) and Work Performance (WP). The study's findings indicate that job satisfaction is influenced by workplace happiness. This is consistent with Bason's (2020) findings, which showed a strong correlation between job satisfaction and workplace happiness. Furthermore, this study discovered that staff retention is positively impacted by employee satisfaction. The author came to the conclusion that employee retention is directly impacted by employee happiness. The results indicate that managers, employers, and management teams should place a strong emphasis on employee happiness as the primary driver of staff retention. Happy employees are an organization's greatest asset, and retention rates lower recruiting and selection expenses while enhancing the organization's reputation and favourable public image. According to earlier research (Pawirosumaro et al., 2017, Semedo et al., 2017), performance was significantly improved by job satisfaction. Therefore, actions taken to raise employee happiness can raise the organization's overall performance. Employee happiness increases as a result, and earnings rise along with improved worker productivity and fewer workdays.

The study found that Work Environment (WE) and Organizational Culture (OC) has insignificant unconstructive relationship with Workplace Happiness (WH), according to research findings (H1 and H2; R-square = 0.986; beta coefficient = -0.008 and 0.008; t-value = -0.611 and 0.725), but have higher significance value (0.541 and 0.469), so they are rejected. Although some researchers Guest, (2004); Lim et al., (2013); Aydin (2012) find that the job performance and happiness of employees is significantly connected with their working conditions and positive work culture. But in our research such relation was not found.

The empirical investigation of hypothesis 4 and 8 also revealed no significant positive correlation (R-square = 0.986; Beta coefficient = -0.020 and -0.016; t-value = -1.206 and -0.938) between Gender Management (GM), Autonomy (AU) and Workplace Happiness (WH) and hence rejected. However the outcomes of previous studies have been comparable (Michaelson, 2011; Fisher, 2008; Fisher (2010); Bader et al., 2013), signifying that the majority of employees today want favourable employer behaviour, flexible work schedules, the freedom to create their own assignments and helpful feedback. But our study do not support such relationship as co-worker's gender and work schedules are considered such factors to which the employee get adjusted with in due course of time.

8. Conclusion

The study employed multiple regression analysis to investigate the factors that have the greatest impact on job satisfaction and job performance. According to the research findings, workplace happiness is the component that has the biggest impact on employees' job performance in terms of job satisfaction. Employee motivation and satisfaction can be increased when they receive recognition from their company for their hard work. Their performance on the workplace will be directly impacted when their hard effort is recognized, which will raise their job happiness. Employers who show appreciation to their staff will see an improvement in morale, contentment, and productivity as well as more effort from staff members to work harder and generate more and more employable graduates. Increased productivity, enhanced creativity, greater health, and a host of other benefits are all linked to happy workplaces. A positive and supportive work environment can be fostered by contented employees. Furthermore, these individuals have a stronger work ethic and are willing to work above and above the call of duty. Employers must remember that encouraging employees to participate in brainstorming meetings, wellness programs, training sessions, and mentoring sessions will boost their interest, creativity,

and inventiveness. Offering flexible working hours, team outings, and recreational and refreshment facilities will undoubtedly contribute to the formation of a happy and motivated work environment.

9. Limitations

To improve the validity of research findings in the future, it is necessary to draw attention to some limitations of this study. The first and most important limitation on the quantity of questionnaires disseminated was the extremely short time frame in which this study was done. Therefore, more questionnaires could be sent out in future studies if they could be completed in a longer amount of time. A larger sample size would increase the generalizability of the study's findings to the wide-ranging population. The procedure used to collect the data is another limitation. One method of data collection in this study is the questionnaire. Nevertheless, there could be a problem. Some people may provide utopian responses in place of truthful ones. This will lead to increasingly idealized results.

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