

A COMPARATIVE STUDY OF WORKPLACE PERFORMANCE AND HAPPINESS

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Abstract:

This study aims to explore the relationship between workplace performance and employee happiness, with a focus on understanding how these factors vary across different industries and demographic groups. The primary objective of this research is to conduct a comparative analysis of workplace performance and employee happiness, examining the influence of industry, gender, age, and years of experience. Data were collected from 400 employees working in various sectors, including IT, education, healthcare, and manufacturing, using a combination of workplace performance and employee happiness scales. The results indicate significant differences in both workplace performance and employee happiness across industries, with IT employees reporting the highest scores in both areas. However, no significant differences were found based on gender. The findings suggest that while performance and happiness are influenced by the industry in which an individual works, demographic factors such as gender do not play a significant role in determining these outcomes. This study provides valuable insights for organizations seeking to improve workplace performance and employee satisfaction, emphasizing the need for industry-specific strategies. Future research could further explore the longitudinal effects of workplace performance and happiness, focusing on organizational strategies and broader cultural influences.

Keywords: IT, education, healthcare, and manufacturing etc.

1.1 Introduction

Workplace performance and employee happiness are critical components for organizational success. As businesses and industries evolve, understanding the factors that influence both performance and happiness has become essential for leaders and managers. The purpose of this study is to explore the relationship between workplace performance and happiness, with a focus on how these factors interact across different types of work environments. Specifically, this study aims to compare workplace performance and employee happiness across different industries and demographic groups, examining how various factors such as gender, age, and years of experience contribute to both.

Workplace performance and employee happiness are two critical factors that directly influence an organization's success. High performance is often linked to improved productivity, efficiency, and organizational outcomes, while employee happiness has been shown to contribute to job satisfaction, lower turnover rates, and a positive organizational culture. The relationship between these two variables is complex, and understanding how they interact is crucial for designing effective workplace strategies.

This study seeks to explore the comparative dynamics of workplace performance and employee happiness by examining how these factors vary across different industries and demographic groups. By comparing employees from sectors such as IT, healthcare, education, and manufacturing, the research aims to identify patterns and insights that could inform organizational policies aimed at enhancing both performance and well-being.

The importance of this study lies in its potential to guide organizations in implementing strategies that foster both high performance and employee happiness, recognizing that a content and motivated workforce is essential for achieving long-term organizational goals.

1.2 Literature Review

The relationship between workplace performance and employee happiness has been a subject of significant research in organizational behavior, psychology, and human resource management. Numerous studies have explored how these two factors impact each other and contribute to overall

organizational effectiveness. Below is a summary of key findings from existing literature on this topic.

Workplace Performance

Workplace performance refers to how well an employee executes tasks and responsibilities assigned to them, often measured in terms of productivity, quality of work, and goal achievement. According to Porter and Lawler (1968), performance is not solely determined by ability but is also influenced by motivation, role clarity, and organizational support. Theories such as the Expectancy Theory (Vroom, 1964) highlight that employees' expectations of rewards based on their performance play a crucial role in motivating them to achieve higher levels of productivity.

In contrast, the Job Demands-Resources Model (Bakker & Demerouti, 2007) suggests that the availability of resources (such as social support, autonomy, and skill development opportunities) is critical in facilitating high performance. The balance between job demands and resources affects employees' ability to meet performance expectations and contributes to their overall job satisfaction and well-being.

Employee Happiness

Employee happiness is often used interchangeably with job satisfaction, although the two concepts differ slightly. Happiness encompasses emotional well-being and life satisfaction, which can be influenced by factors within and outside of the workplace. According to Diener (1984), happiness is a subjective emotional state that can be shaped by individual personality traits, work-life balance, social relationships, and organizational culture.

Studies have consistently shown that higher levels of happiness in the workplace lead to increased job satisfaction, lower stress levels, and reduced absenteeism (Lyubomirsky et al., 2005). Additionally, employees who experience positive emotions at work tend to exhibit greater creativity, commitment, and performance (Fredrickson, 2001). The positive effects of happiness extend beyond the individual to benefit the organization as a whole, improving teamwork, morale, and overall productivity.

The Relationship Between Performance and Happiness

The relationship between performance and happiness has been debated, with some studies suggesting a direct positive correlation, while others imply a more complex interaction. In a study by Judge et al. (2001), it was found that job satisfaction (or happiness) and job performance are positively related, suggesting that happy employees are more likely to be productive. However, research by Harter et al. (2002) concluded that the impact of job satisfaction on performance is often mediated by individual differences, such as personality traits and cognitive biases.

On the other hand, some research challenges the notion of a direct link between happiness and performance. For instance, a study by Wright and Cropanzano (2000) found that while happiness at work leads to increased organizational citizenship behavior, it does not always translate into higher individual performance levels. This suggests that while happiness might improve interpersonal relations and overall engagement, performance is also influenced by other factors such as task complexity and work environment.

Industry-Specific Differences in Workplace Performance and Happiness

Recent studies have highlighted that workplace performance and employee happiness can differ significantly across industries. For example, in high-pressure environments such as healthcare and finance, employees may report lower levels of happiness due to stress, long working hours, and job demands (Bakker et al., 2003). In contrast, employees in creative fields such as IT and advertising often experience higher levels of happiness, attributed to more autonomy, flexibility, and opportunities for innovation (Hobfoll, 2002).

Moreover, gender and age are also important factors that shape workplace performance and happiness. Research indicates that women often report higher levels of job satisfaction and happiness than men, possibly due to different workplace expectations, social roles, and work-life balance considerations (Kuvaas, 2006). However, the gender-performance relationship is not always straightforward, with some studies finding no significant differences between male and female performance levels in similar roles (Eagly & Johnson, 1990).

1.3 Objectives of the Study

1. To examine the relationship between workplace performance and employee happiness.
2. To compare workplace performance and happiness across different industries.
3. To analyze the impact of demographic variables (gender, age, and years of experience) on workplace performance and happiness.
4. To identify strategies that can improve both workplace performance and employee happiness.

1.4 Hypotheses

- **H1:** There is no significant difference in workplace performance between employees of different industries.
- **H2:** There is no significant difference in employee happiness between employees of different industries.
- **H3:** There is no significant difference in workplace performance based on demographic variables (gender, age, years of experience).
- **H4:** There is no significant difference in employee happiness based on demographic variables (gender, age, years of experience).

1.5 Research Methodology

1. Research Design

This study adopts a descriptive and comparative research design, where both qualitative and quantitative methods are used. The study focuses on employees from various industries, including IT, education, healthcare, and manufacturing.

2. Sampling

A total of 400 employees were selected for this study through stratified random sampling. The sample was evenly distributed across industries, with 100 employees from each industry. The sample also includes both male and female employees, with a mix of ages and years of experience.

3. Data Collection

Data were collected using two primary tools:

- **Workplace Performance Scale:** This scale measures task performance, contextual performance, and adaptive performance, adapted from Campbell's (1990) model of workplace performance.
- **Employee Happiness Scale:** This scale measures job satisfaction, work-life balance, and emotional well-being, adapted from Diener's (2000) subjective well-being scale.

Employees were asked to rate their experiences on a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Data were collected through online surveys distributed via email.

4. Data Analysis

The data were analyzed using descriptive statistics (mean, standard deviation), inferential statistics (t-tests, ANOVA), and correlation analysis. All statistical analyses were conducted using SPSS software.

1.6 Results and Data Interpretation

Table 1: Comparison of Workplace Performance Across Industries

Industry	Mean Performance Score	Standard Deviation	p-value
IT	4.2	0.6	0.03
Education	3.8	0.7	

Industry	Mean Performance Score	Standard Deviation	p-value
Healthcare	3.5	0.8	
Manufacturing	3.6	0.9	

Interpretation: The p-value of 0.03 indicates a significant difference in workplace performance scores between employees from different industries. IT employees have the highest performance scores, while healthcare employees report the lowest.

Table 2: Comparison of Employee Happiness Across Industries

Industry	Mean Happiness Score	Standard Deviation	p-value
IT	4.1	0.5	0.04
Education	3.9	0.6	
Healthcare	3.7	0.7	
Manufacturing	3.8	0.8	

Interpretation: The p-value of 0.04 suggests a significant difference in happiness scores across industries, with IT employees reporting the highest happiness scores.

Table 3: Comparison of Workplace Performance Based on Gender

Gender	Mean Performance Score	Standard Deviation	p-value
Male	3.9	0.7	0.11
Female	3.8	0.6	

Interpretation: The p-value of 0.11 indicates no significant difference in workplace performance based on gender.

Table 4: Comparison of Employee Happiness Based on Gender

Gender	Mean Happiness Score	Standard Deviation	p-value
Male	3.9	0.6	0.15
Female	3.8	0.7	

Interpretation: The p-value of 0.15 suggests no significant difference in employee happiness based on gender.

1.7 Conclusion and Future Work

Conclusion

This study provides valuable insights into the relationship between workplace performance and employee happiness across different industries. The results indicate that while performance and happiness differ significantly across industries, there are no significant differences based on gender. IT employees reported higher workplace performance and happiness compared to employees in other industries, while healthcare employees reported the lowest scores in both areas. The study also found that demographic factors like gender did not influence workplace performance or happiness significantly.

Future Work

Future research could explore the longitudinal effects of workplace performance and happiness on employee retention and organizational success. It would also be beneficial to examine the impact of specific organizational strategies, such as leadership styles, recognition programs, and work-life balance policies, on both performance and happiness. Additionally, further studies could expand the sample size and include more diverse industries and cultural contexts to generalize the findings.

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