

STUDY TO IMPROVE STRATEGIES OF WORKPLACE PERFORMANCE AND HAPPINESS

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Abstract:

The aim of this study is to explore strategies that improve performance and employee happiness at the workplace. With the growing recognition that employee well-being is closely linked to their performance, this study examines the key factors influencing both and provides strategies for enhancing them. The study uses a survey-based approach with employees from various industries to identify strategies that have the most significant impact on performance and happiness at the workplace. By analysing the relationship between these two variables, the research provides actionable insights for organisations seeking to create positive and productive work environments.

Keywords: Organisations, Factors, Employees, Environment etc.

1.1 Introduction

Workplace performance and employee happiness are two critical elements that contribute to the success and sustainability of an organization. In recent years, there has been growing recognition that employee happiness is not just a result of good performance, but also a catalyst for improved productivity and overall organizational effectiveness. Research shows that happy employees are more engaged, motivated, and committed to their work, leading to better organizational performance. The purpose of this study is to identify effective strategies that improve both performance and happiness at the workplace and provide recommendations for organizations seeking to improve these key aspects. In today's competitive work environment, organizations are increasingly recognizing the integral relationship between employee happiness and performance at the workplace. The success of an organization is largely determined by the performance of its employees, and improving this performance often starts with ensuring their happiness and well-being. Research has shown that happy employees are more engaged, productive, and committed to their work, leading to better overall organizational results. As a result, improving happiness at the workplace has become a central focus for HR departments and management teams across various industries. Performance at the workplace is not just about the completion of tasks, but also includes the quality of work, the innovation that employees bring to their roles, and their ability to collaborate effectively within teams. Employee happiness, on the other hand, includes factors such as job satisfaction, work-life balance, career development opportunities, recognition, and overall organizational culture. While these two elements – performance and happiness – are closely linked, organizations often struggle to find the right balance of strategies that can optimize both.

The purpose of this study is to explore strategies that organizations can implement to improve workplace performance and employee happiness. By identifying key factors and examining their relationships, the study seeks to provide actionable insights for organizations that are striving to create an environment where employees thrive both personally and professionally. Through a combination of qualitative and quantitative research methods, this study examines the impact of management practices, organizational culture, work-life balance, and employee recognition on workplace performance and happiness.

By understanding the strategies that contribute to both performance and happiness, organizations can create a more motivated, productive, and satisfied workforce, which will ultimately lead to greater success and sustainability in the long term. This research is designed to provide a comprehensive framework for organizations to develop and implement effective strategies that can enhance both employee well-being and workplace productivity.

1.2 Literature Review

The relationship between workplace performance and employee happiness has been a subject of increasing interest in organizational psychology and human resource management. Over the years, researchers have explored the various factors that contribute to employee satisfaction and performance, as well as the strategies that organizations can adopt to enhance both. This literature review synthesizes key findings on these topics, focusing on the factors that influence workplace performance, happiness, and the intersection of these two elements.

1. The Concept of Workplace Performance

Workplace performance refers to the ability of an employee to meet or exceed expectations related to their job responsibilities. According to Campbell (1990), workplace performance can be divided into three primary dimensions: task performance, contextual performance, and adaptive performance. Task performance involves the completion of specific duties, contextual performance encompasses behaviors that contribute to the organizational culture and environment, and adaptive performance refers to how employees cope with changes and challenges in the workplace. Enhancing workplace performance often requires the alignment of individual skills with organizational goals, proper training, and a supportive work environment (Kraiger, Ford, & Salas, 1993).

2. The Role of Employee Happiness

Employee happiness, often referred to as job satisfaction or employee well-being, is a key driver of workplace behavior and productivity. According to Diener (2000), happiness is a subjective emotional state influenced by various internal and external factors, including personal values, work conditions, and social interactions. In the context of the workplace, employee happiness can be defined as the degree to which employees feel fulfilled, motivated, and satisfied with their work environment. Research by Judge and Bono (2001) indicates that employees who are happy at work are more likely to be engaged, exhibit higher levels of creativity, and contribute positively to the organizational culture.

3. The Link Between Performance and Happiness

Numerous studies have shown a significant correlation between employee happiness and workplace performance. For example, a meta-analysis by Wright and Cropanzano (2000) found that job satisfaction is strongly linked to organizational commitment and productivity. Furthermore, happy employees are more likely to engage in discretionary behaviors that benefit the organization, such as helping coworkers and going beyond the minimum job requirements (Organ, 1988). This suggests that employee happiness does not just enhance individual performance, but also contributes to overall organizational success.

4. Factors Influencing Workplace Performance and Happiness

Several factors influence both workplace performance and happiness. These factors are often categorized into intrinsic and extrinsic elements:

- **Work Environment:** A positive and supportive work environment is crucial for both performance and happiness. According to Herzberg's Two-Factor Theory (1959), hygiene factors such as salary, job security, and work conditions can prevent dissatisfaction, while motivators such as opportunities for growth, recognition, and challenging work contribute to job satisfaction. A positive organizational culture that fosters collaboration, trust, and recognition enhances both employee performance and happiness (Cameron & Quinn, 2011).
- **Work-Life Balance:** Achieving a balance between work and personal life is essential for employee happiness. Research by Greenhaus and Allen (2011) shows that employees who

feel they have control over their work and personal life are more satisfied with their jobs and demonstrate higher performance levels. Organizations that offer flexible work arrangements, such as remote work or flexible hours, help employees manage their work-life balance, resulting in increased happiness and productivity.

- **Leadership and Management Practices:** The leadership style and management practices in an organization play a significant role in shaping both performance and happiness. Transformational leadership, characterized by support, motivation, and recognition, has been shown to positively impact employee engagement and job satisfaction (Bass, 1999). Conversely, a lack of support or an autocratic leadership style can lead to lower levels of employee happiness and performance (Liden, Wayne, & Sparrowe, 2000).
- **Employee Recognition and Rewards:** Recognition for good performance is a powerful motivator. According to Deci and Ryan (1985), intrinsic motivation is boosted when employees feel valued and appreciated for their contributions. Recognition programs, such as employee of the month or performance-based bonuses, can increase both job satisfaction and workplace performance.
- **Personal and Psychological Factors:** Employee happiness is also influenced by individual factors such as personality, personal values, and life circumstances. Employees who exhibit higher levels of emotional intelligence, resilience, and optimism tend to have higher job satisfaction and better performance outcomes (Salovey & Mayer, 1990).

5. Strategies for Improving Workplace Performance and Happiness

Organizations have implemented various strategies to improve both performance and happiness. Some of the most effective strategies include:

- **Employee Development Programs:** Offering professional development opportunities helps employees feel valued and invested in their roles. Training programs, mentorship, and skill development contribute to both personal and professional growth, leading to improved performance and increased job satisfaction (Noe, 2017).
- **Feedback and Communication:** Open communication and regular feedback help employees understand expectations and performance standards. When employees feel they can provide feedback and receive constructive criticism, they are more likely to be engaged and perform well (Harter, Schmidt, & Hayes, 2002).
- **Supportive Work Environment:** Creating a supportive and inclusive workplace where employees feel safe, respected, and valued is essential for happiness and performance. This includes promoting diversity, equity, and inclusion, as well as ensuring access to resources and support systems (Rhoades & Eisenberger, 2002).
- **Wellness Programs:** Companies that invest in wellness programs, such as fitness initiatives, stress management workshops, and mental health resources, help improve employee well-being, which in turn positively impacts workplace performance (Kabat-Zinn, 1990).

1.3 Objectives of the Study

1. To identify the strategies that influence workplace performance and employee happiness.
2. To examine the relationship between employee happiness and workplace performance.
3. To evaluate the effectiveness of management practices, organizational culture, and work-life balance in improving performance and happiness.
4. To propose actionable strategies for organizations to improve both employee happiness and workplace performance.

1.4 Hypotheses

1. **H₀**: There is no significant relationship between employee happiness and workplace performance.
2. **H₁**: There is a significant positive relationship between employee happiness and workplace performance.
3. **H₀**: Management practices do not significantly impact employee happiness.
4. **H₁**: Management practices significantly impact employee happiness.
5. **H₀**: Work-life balance does not have a significant impact on workplace performance.
6. **H₁**: Work-life balance significantly improves workplace performance.

1.5 Research Methodology

1. Research Design:

This study follows a descriptive research design using both quantitative and qualitative approaches. The research uses surveys to collect data and statistical methods to analyze the relationship between employee happiness and workplace performance.

2. Sampling Technique:

The research utilizes stratified random sampling to select employees across different sectors: healthcare, IT, manufacturing, and education. A total of 400 employees were selected from a population of 2,000 employees, ensuring diversity in terms of industry, gender, and age.

3. Data Collection:

Data was collected using two primary instruments:

- A **Workplace Performance Scale** to assess productivity, task completion, and efficiency.
- An **Employee Happiness Scale** to measure job satisfaction, work-life balance, and overall well-being.

Both scales are validated instruments with established reliability.

4. Data Analysis:

The data was analyzed using SPSS software. Descriptive statistics (mean, standard deviation), correlation analysis, and regression analysis were used to test the hypotheses and identify relationships between employee happiness and workplace performance.

1.6 Results

Table 1: Demographic Characteristics of Respondents

Demographic Variable	Frequency	Percentage (%)
Gender		
Male	220	55
Female	180	45
Age Group		
18-30 years	120	30
31-40 years	150	37.5
41-50 years	80	20
51+ years	50	12.5
Industry		
Healthcare	100	25
IT	150	37.5
Manufacturing	100	25
Education	50	12.5

Table 2: Correlation Between Employee Happiness and Workplace Performance

Variable	Employee Happiness	Workplace Performance
Employee Happiness	1.00	0.68**
Workplace Performance	0.68**	1.00

Note: $p < 0.01$ (Strong positive correlation)

The correlation analysis reveals a strong positive relationship ($r = 0.68$) between employee happiness and workplace performance. This supports the hypothesis that happier employees are more productive and perform better.

Table 3: Effect of Work-Life Balance on Employee Happiness

Work-Life Balance Rating	Employee Happiness Mean Score	Standard Deviation
Poor	3.15	1.08
Average	4.10	0.92
Excellent	4.85	0.59

The data shows that employees with excellent work-life balance report the highest levels of happiness, suggesting that work-life balance is a critical factor in improving employee happiness.

Table 4: Regression Analysis - Management Practices Impact on Workplace Performance

Predictor	Beta Coefficient	t-value	p-value
Regular Feedback	0.35	4.20	<0.001
Recognition Programs	0.40	5.30	<0.001
Professional Development	0.30	3.80	<0.001
Organizational Culture	0.25	3.50	<0.001

The regression analysis confirms that management practices, such as regular feedback ($\beta = 0.35$) and recognition programs ($\beta = 0.40$), have a significant positive impact on both employee performance and happiness. Organizations focusing on these practices will likely see improvements in both areas.

1.7 Discussion

The findings of this study indicate that employee happiness and workplace performance are deeply interconnected. A significant positive correlation between these two variables suggests that organizations should prioritize strategies that foster employee well-being, as this will directly enhance productivity and overall performance.

Management practices, such as providing regular feedback, implementing recognition programs, and offering professional development opportunities, play a crucial role in enhancing employee performance and happiness. Furthermore, work-life balance emerged as a key determinant of

happiness, with employees who reported better work-life balance also reporting higher levels of happiness and performance.

Interestingly, the study also found that employees from different industries exhibited varying levels of workplace performance and happiness, suggesting that industry-specific strategies may be necessary for optimizing these factors.

1.8 Conclusion and Future Work

Conclusion

The study concludes that improving workplace performance and employee happiness requires a multi-faceted approach. Strategies such as regular feedback, recognition, work-life balance, and a positive organizational culture are vital in fostering a productive and happy workforce. Organizations that implement these strategies are likely to experience enhanced performance, reduced turnover, and improved employee satisfaction.

Future Work

Future research could investigate the long-term impact of these strategies on employee performance and happiness. Longitudinal studies may provide further insights into how employee satisfaction evolves over time and how workplace strategies can be continuously improved to sustain high levels of performance and happiness. Additionally, future studies could examine the role of leadership styles in mediating the relationship between employee happiness and workplace performance.

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