



Employee Job Happiness Quotient in realm of RSMML

KEYWORDS

Employee Happiness, Overall happiness, Company, Leadership

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ABSTRACT *The subject of happiness has long been a playground for philosophical speculation. By lack of valid measures of happiness, propositions about the matter could not be tested empirically. Hence, understanding of happiness remained speculative and uncertain. During the last decades, survey-research methods introduced by the social sciences have brought a break-through. Fairly dependable measures of happiness have been developed and by means of these measures a significant body of knowledge has evolved. Happiness is a serious business. The happiness at work survey uniquely allows organisations to look beyond stress management and engagement to get to the real drivers of great jobs. The objective is to know the factors responsible for happiness of executives at RSMML and find their overall happiness. The ultimate objective is to suggest lacunas which will help to build a positive, nurturing and productive workplace which involves everyone in the organization.*

1. Introduction

The subject of happiness has long been a playground for philosophical speculation. By lack of valid measures of happiness, propositions about the matter could not be tested empirically. Hence, understanding of happiness remained speculative and uncertain. During the last decades, survey-research methods introduced by the social sciences have brought a break-through. Fairly dependable measures of happiness have been developed and by means of these measures, a significant body of knowledge has evolved. Numerous books have been written on the topic, however none has been able to find out till date what might really be the cause of happiness for an employee at job. Is it internal satisfaction or the worth of the job, the monetary aspect or the self fulfilment prophecy?

Happiness is a serious business. Happier employees are more motivated and productive as well as better at relationships. The happiness at work survey uniquely allows organisations to look beyond stress management and engagement to get to the real drivers of great jobs. Happiness is the degree to which a person evaluates the overall quality of his present job positively. In other words, how much the person likes their current job that he/she is performing. It is perceived HR wisdom that happy employees are likely to be more motivated, engaged, committed and loyal to their employers. They also tend to go the extra mile for customers and are favourable about their organisation, becoming external advocates for their employer. A happy employer should therefore have a positive effect on productivity.

It is imperative that Workplace Happiness is important for every person and every organization. It is, therefore a felt need for generating and sustaining employees' workplace happiness. Organizations thrive on having happy employees, yet their actions as leaders constantly serve to compromise that happiness. In major transformations of large enterprises, leaders conventionally focus their attention on devising the best strategic and tactical plans, without regard to the changes their plans may mean to the people of the organization. These very employees are the ones bearing the brunt of the emotional impact the corporate changes produce. Knowing that leaders routinely disrupt employee happiness through the changes they make within organizations – one should work harder to know how employees are feeling along the way and take appropriate actions to boost morale as it sinks in a sea of uncertainty and fear. It is a very simple hypothesis: in order to have happy, satisfied and loyal customers, organizations should have happy, satisfied and loyal employees.

2. Conceptual Development

2.1 Rajasthan State Mines & Minerals (RSMML)

RSMML is one of the leading and progressive undertaking of the Government of Rajasthan. It occupies a place of pride in production and marketing of non metallic minerals of India. RSMML is multi mineral and multi location enterprise. RSMML relentless efforts to build a great workplace with highly motivated employees give direction to conduct the Employee job Happiness. This survey is an altruistic approach to identify the improvements in various areas as well as to gauge the happiness levels of employees.

2.2 Employee job happiness

Happiness is an emotional state that is categorized by feelings of satisfaction, pleasure and contentment. Happiness at work is about mindfully making the best use of resources one have and to overcome the challenges one face. Happiness is entirely subjective feeling of well being experienced by person, characterized by the presence of positive emotions and the absence of negative emotions. It is found that happy employees matter to firm performance because happy employees are more sensitive to opportunities in the work environment, more outgoing and helpful to co-workers, more optimistic and confident.

3. Review of literature

Happiness may be defined as the experience of frequent positive effect, infrequent negative effect and an overall sense of satisfaction with life as a whole (Myers & Diener, 1995). Happiness in the form of pleasant moods and emotions, well being and positive attitudes have been attracting increasing attention throughout psychology. The interest in happiness has also extended to workplace experiences (Cynthia Fisher, 2009). According to the survey in Indian Express, it is revealed that for employees in Pune, stress had become a normal part of life that the majority (61 per cent) of the respondents across the cities found the workplace unhealthy and it was suggested that recognising their own faults at work and taking corrective action were the most preferred option to cope with stress. Southwest Airlines' Chairman Herb Kelleher has said that he puts employees first, "because if you have happy employees, that will lead to happy customers". Building social bonds have been found to be especially contributive towards long term Happiness (Burt, 1986 Cohen, 1988 House, Landis, & Umberson, 1988 Pavot et al., 1990). Findings from a study by David Sirota, co-author of "The Enthusiastic Employee: How Companies Profit by Giving Workers What They Want" reveal that employee happiness actually starts out pretty high, but it declines significantly, the longer a person works for their employer. According to Dutton and Edmunds, 2007, three components that

contribute to our overall happiness are: who we are – our Being; our context – our Belonging; and our perception of our future – our Becoming. Leaders need to harness the power of happiness. If the employees are happy, chances are they will stay —physically and psychologically — with the job and with the organization, leading to improved performance and service and more loyal customers. Amabile (2006) revealed that Happy people work better with others working in the organization and are more creative and dedicated towards the work. They can easily fix problems amongst others. They are better decision makers. Some researchers demonstrated relationship between happiness and workplace success (Julia K. Boehm & Sonja Lyubomirsky, 2008).

4. Research Framework

A framework was developed to guide the research & it suggests specific relationships among various factors under study. The objective of employee happiness survey is to know the factors responsible for happiness of the executives and find their overall happiness. The ultimate objective is to suggest lacunas which will help to build a positive, nurturing and productive workplace which involves everyone in the organization. The survey was conducted with help of questionnaire which consisted of 71 questions. 14 factors and 30 sub-factors were identified. The questionnaire covered various issues that were relevant to the organization, some of which required management intervention and some of which related directly to the workgroup. The factors included company, leadership, job, reward & recognition, communication, teamwork, training and development, physical environment, social environment, job security and advancement, goal, improvement orientation, compensation, grievance redressal and conflict resolution. There were articulating questions on each sub-factor. 4 point response scale ranging from 1 – Very Unhappy to 4 – Very Happy was used. The sample size was 350 executives and stratified random sampling was used covering various division, department, category, gender, age and years of service.

5. Limitations

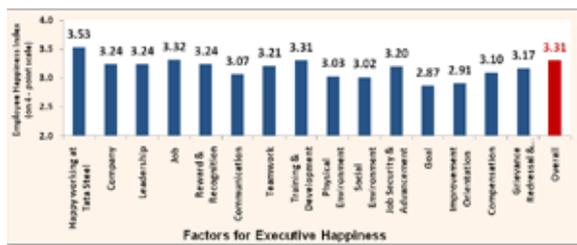
Major problem was time issue, biasness & non-cooperation of respondents. Also, number of persons contacted were small proportion of population. In ideal situation, larger the sample, greater the similarity to overall population but the study was limited to only few departments. Study relied exclusively on questionnaire to assess happiness factor at workplace.

6. Analysis and Research

6.1 Weighed mean

Weighted mean of responses of executive survey was used to analyze the results and derive the weak & strong areas for taking corrective action.

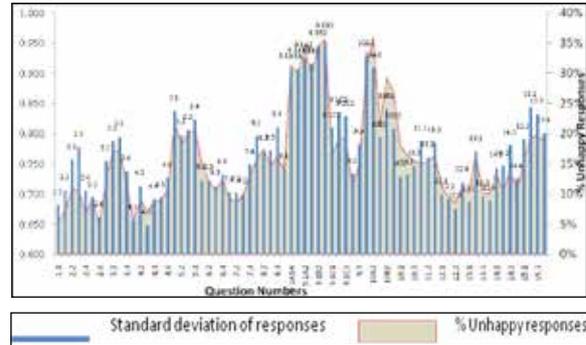
Executive Happiness Survey Result



6.2 Standard deviation

Standard deviation was done to identify the variance in responses and focus on factors that have highest number of negative responses. Comparison of question wise standard deviation of individual responses was done and questions with high standard deviation of responses showed that there have been extreme responses (very unhappy and very happy) by employees on some questions. Cut off line of standard deviation of all responses was at 0.7873.

Comparison of question wise Standard Deviation of individual responses



6.3 Correlation

Correlation was used to find out the factors contributing the most to overall happiness. Correlation of responses on individual questions with responses to Question no. 1 was done. The questions with high correlation with Question 1 (i.e. Overall happiness) indicate that they contribute the most towards the happiness of employees than the other questions. The questions having high correlation with overall happiness correspond to the questions with higher number of responses as 'Happy' or 'Very Happy'.



Question wise correlation of responses with Overall Happiness

6.4 Principal Component analysis

Since a large number of variables were involved in the executive survey, Principal Component Analysis was done on the responses obtained to identify the groups with similar types of variables and explain the variance in the data. The sample consisted of various departments. The sample data for executives were rearranged into division-wise responses for the 71 questions and these questions were also reorganized under 19 key attributes.

	Eigen value	% Total variance	Cumulative Eigenvalue	Cumulative %		Eigen value	% Total variance	Cumulative Eigenvalue	Cumulative %
1	14.85248	78.17096	14.85248	78.1710	8	0.10665	0.56133	18.93812	99.6743
2	1.86590	9.82053	16.71838	87.9915	9	0.03043	0.16017	18.96855	99.8345
3	0.95551	5.02903	17.67390	93.0205	10	0.02366	0.12451	18.99221	99.9590
4	0.48878	2.57252	18.16268	95.5930	11	0.00713	0.03755	18.99934	99.9965
5	0.36103	1.90016	18.52371	97.4932	12	0.00065	0.00345	19.00000	100.0000
6	0.16852	0.88694	18.69222	98.3801	13	0.00000	0.00001	19.00000	100.0000
7	0.13924	0.73286	18.83147	99.1130					

The first and second component scores include 88% of the information, hence two factors (Factor 1 and Factor 2) are considered for analysis.

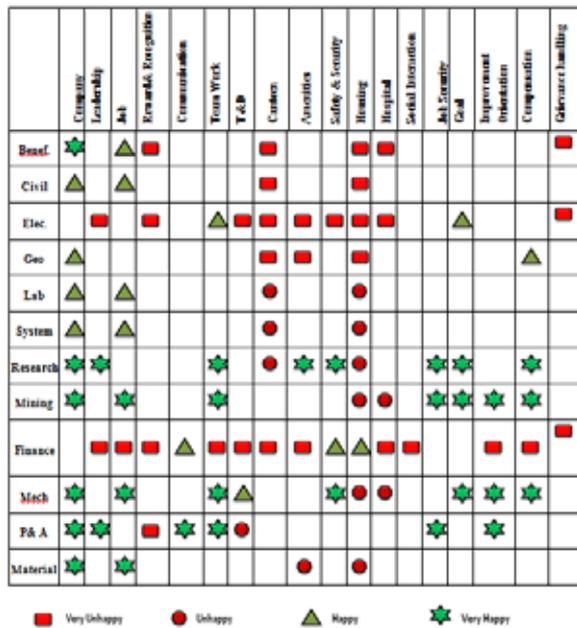
Factor loading and component of executives

Factor coordinates of the variables, based on correlations

	Factor 1	Factor 2		Factor 1	Factor 2
Q1	-0.899315	-0.113302	Amenities	-0.861705	0.245596
Q2	-0.939018	-0.201284	SSE	-0.905433	0.229731
Q3	-0.946502	-0.126803	Housing	-0.727923	0.657453
Q4	-0.855068	-0.459780	Hospital	-0.922897	0.361149
Q5	-0.865721	-0.147466	SI	-0.932226	-0.043660
Q6	-0.893141	0.220187	Q11	-0.900450	0.062531
Q7	-0.864084	-0.461598	Q12	-0.825862	-0.366582
Q8	-0.807909	0.106490	Q13	-0.902885	-0.305398
Canteen	-0.808993	0.534379	Q14	-0.941279	-0.246867
Amenities	-0.861705	0.245596	Q15	-0.962750	0.186261

Factor 1 consists of all 19 attributes and all are negatively correlated and Factor 2 has a positive effect on 9 attributes. As Factor1 is negatively correlated and factor loading indicates that it represents the overall happiness of the employees, hence it can be inferred that executives belonging to divisions on the negative side of Factor1 are Happy i.e. executives of Mining, Mechanical, Research, Material, P&A are happy. Executives of Mining are happiest of all. Executives of Finance, Beneficiation & Electrical department are overall unhappy.

Summary of Means plots - Attribute wise Happiness results - Executives



7. Action Plan based on analysis

Various action plans as followed were suggested to correct the deviations.

7.1 Housing

Upgradation and renovation of flats and quarters allotted and construction of new flats.
Review forum -Joint Consultative Council of Management
Review frequency - Quarterly.

7.2 Hospital

More doctors & nurses and improved housekeeping.
Review committee - Hospital Advisory Committee
Review Frequency- Quarterly

7.3 Amenities

Better provisions for water coolers, air conditioner, urinals and washrooms.
Review committee - Joint Amenities Committee
Review frequency - Bimonthly

7.4 Canteen

Improved quality of food items and fresh and hot meals to be served in canteen.
Review committee - Central Canteen Managing Committee
Review frequency - Monthly

7.5 Reward and recognition

Transparency in reward system & revisit current reward and recognition system for improvement.
Review committee - Head HR
Review frequency - Monthly.

8. Overall Suggestions

- Positive climate should be developed where executives have a feeling of belonging and a feeling that members matter to one another.
- An environment of efficient work with balanced life should be developed.
- People should be encouraged to connect, communicate and celebrate the essence of life along with work.
- Structure of open feedback should be provided which offers platform for suggestions on generic and specific areas.
- Workforce diversity should be embraced and transparent lasting relationships should be developed that exhibit integrity and mutual trust.
- Learning environment and innovative thinking should be nurtured.

9. Conclusion

Happiness is directly related to satisfaction and higher satisfaction leads to higher performance. Job happiness also affects organizational citizenship, absenteeism and turnover and is predictor of work behaviour. Individuals who find their lives rewarding and fulfilling are generally more successful in the workplace. People with happy dispositions are likely to be more proactive and resilient to adverse conditions and less prone to stress symptoms. They also show passion for their work. Happy employees are crucial to the future success of business and that building on what makes people happy at work is more effective than just fixing what makes them unhappy. Thus, employees who enjoy good working relationships, receive proactive career development, feel valued by organization and well treated in times of change are likely to be contributing the most to a business. Hence, employees would send positive message to society and enhance employer brand.

It is imperative for employers to harness the power of happiness because if employees are happy then automatically the customers are happy. Hence, employee happiness is directly proportional to customer loyalty.

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