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MODEL FITTING FOR HAPPINESS AT WORK THROUGH MULTIPLE REGRESSION ANALYSIS

Management

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ABSTRACT

Happiness at the workplace refers to satisfaction of people with their work and lives. Based on the past reviews, the researcher has chosen the organizational study variables like job satisfaction, motivation, organizational commitment, job involvement, employee engagement and group task satisfaction for the research. The happiness was studied through eight statements and average of these statements has been considered the happiness score. Similarly, the other organizational study variables were measured through several statements which were averaged to have a single figure as they were found reliable. A sample size of four hundred respondents of different sectors such as manufacturing industry , hospitals, banks and educational sectors were taken for the study. Using multiple regression, the most influencing factor on happiness has been identified.

KEYWORDS

Happiness, Multiple Regression And Organizational Study Variables.

INTRODUCTION
Happiness at the workplace is crucial for improving productivity in any organization. Happy people are productive people while those people who are unhappy may not pay full attention to any task. Some scholars believe that organizations which are able to maintain long-term happiness at the workplace could probably increase and sustain productivity. Therefore, they should know what factors could affect employee happiness in order to effectively enhance happiness at the workplace. But research on employee happiness was rarely seen in the past. The issue of happiness at the workplace needs to be properly conceptualized, so that useful research on it could be conducted.

Happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance.

REVIEWS
Cynthia D.Fisher (2010) in her study"Happiness at work" entitled the causes and consequences of happiness at work. This study also discussed the contents of happiness at work and the ways to measure them. The contents of happiness at work are job satisfaction, organizational commitment, job involvement, employee engagement, Thriving and vigour, PANAS X Scale, motivation and group task satisfaction.The causes of happiness are environmental contributors to happiness and personal contributors to happiness. This study concluded that the consequences of happiness are higher productivity and happy productive worker.

Navdeep Kumar and Pankaj Garg(2011),in their study entitled "Impact of motivational factors on employee's job satisfaction- The study shows that there is a statistical significant relationship between the three independent variables (salary, facilities and promotion) with dependent variable i.e. job satisfaction. The research reveals that management can make the use of different strategies & policies to satisfy and motivate their employees.

Rabinowitz and Hall (1977) developed three major conceptualizations in job involvement. Job involvement is related to three classes of working variables, the dispositional approach held by the individual, the situation determined approach held and the influence of the interaction between these approaches. In this model no single class of variables shows a stronger relationship to job involvement than the other. That is, dispositional and situational variables are abutting equally important in explaining job involvement.

OBJECTIVES OF THE STUDY
1) To study the demographic profiles of the respondents .
2) To analyse the relationship between the organization variables and their impact on happiness at work.
3) To suggest measures to enhance happiness among the employees.

Hypotheses of the study
Ho: There is no combined effect of the organizational study variables job satisfaction, employee engagement, continuance commitment, normative commitment, affective commitment, motivation, and group task satisfaction on happiness of respondents at work.
H1: There is a significant combined effect of the organizational study variables job satisfaction, employee engagement, continuance commitment, normative commitment, affective commitment, motivation, and group task satisfaction on happiness of respondents at work.

STATISTICAL TECHNIQUES
Percentage analysis, multiple regression analysis and ANOVA were used by the researcher to analyzing the data.

Data Analysis and Interpretation
Demographic Profiles of the respondents
Table 1. Demographic Profiles of the respondents

Demographic profile	Level	Count	Column N %
Age	"20-30	145	36.25
	31-40	134	33.50
	41-50	106	26.50
	above 51	15	3.75
Qualification	10th Std.	0	0.00
	HSC	40	10.00
	Diploma	45	11.25
	Graduate	240	60.00
	M.Phil.	26	6.50
	Ph.D.	49	12.25
Marital Status	Married	298	74.50
	Unmarried	102	25.50
Monthly Income	Below 10000	75	18.75
	10001-20000	135	33.75
	20001-30000	53	13.25
	30001-40000	44	11.00
	Above 40000	93	23.25
Gender	Male	221	55.25
	Female	179	44.75

INTERPRETATION
The above table 1 shows the demographic profiles of the respondents. Seventy percent of the respondents taken for the study were up to 40 years of age. Sixty percent of the respondents have studied up to

graduate level. Almost three-fourth of the respondents taken for the study was married. The majority of the respondents were drawing 10000-20000 per month and about 55 percent of the respondents taken for the study are male.

REGRESSION ANALYSIS

The model summary of the final regression model fitted through SPSS software is depicted in the following Table 2. It can be observed from this table the value of R-Square is .817, (adjusted R-square of .814) which means that about 81 per cent of the variation in the dependent variable Happiness at work was explained by the seven predictor variables Job satisfaction, Employee engagement, Continuance commitment, Normative commitment, Affective commitment, Motivation, and Group Task satisfaction.

TABLE 2 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
7	.904	.817	.814	.458

The following Table 2 gives the significance of the model fitted by SPSS. The high value of $F_{(7,392)}=250.560$ with low p-value $<.001$ verify that the model is statistically significant in explaining the variation in interest of respondents on the independent factors.

ANOVA
TABLE 3 : ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	131.043	7	18.720	250.650	.000
Residual	29.288	392	.075		
Total	160.331	399			

The coefficients of the attributes used as independent variables in given in the following table 4. The fitted model for the dependent variable happiness at work is expressed by the equation:

Happiness at work $= -.812 + .418$ Job satisfaction $+ .589$ Employee engagement $-.283$ Continuance commitment $+ .167$ Normative commitment $+ .288$ Affective commitment $- .135$ Motivation $+ .251$ Group Task satisfaction

TABLE 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
7 (Constant)	-.812	.344		-2.357	.019		
Job satisfaction	.418	.047	.456	8.819	.000	.274	4.745
Employee engagement	.589	.061	.495	9.637	.000	.277	4.656
Continuance commitment	-.283	.052	-.163	-5.428	.000	.519	1.925
Normative commitment	.167	.047	.090	3.564	.000	.726	1.377
Affective commitment	.288	.075	.116	3.824	.000	.504	1.984
Motivation	-.135	.045	-.099	-2.965	.003	.414	2.413
Group Task satisfaction	.251	.109	.061	2.302	.022	.670	1.493

It can be observed from the above table that all the independent variables are significant $(p<.05)$ at 5 per cent level of significance in explaining the variations in happiness at work. The null hypothesis of no combined effect of job satisfaction, employee engagement, continuance commitment, normative commitment, affective commitment, motivation, and group task satisfaction on happiness at work is therefore rejected and it is concluded that all these variables

except job involvement have a significant impact in affecting the happiness of respondents at work.

The beta (standardized coefficient) value signifies the order of impact of the independent variables. The high value of standardized beta coefficient for the variable employee engagement (beta = .495) indicates that happiness at work is highly influenced by Employee engagement; this is followed by the variable job satisfaction (beta = .456), continuance commitment (beta = − .193), affective commitment (beta =.116),

normative commitment (beta =.090), motivation (beta = −.099) and group task satisfaction (beta = .061). The results of the regression analysis reveal that the happiness at work is highly positively influenced by the variables employee engagement and job satisfaction, and negatively influenced by continuance commitment and motivation.

It can also be seen from the above coefficients table that variance inflationary factors (VIF) is very low and less than 5 for all the three the explanatory variables in the model. This value of VIF indicates that collinearity does not exist between the explanatory variables.

The results of the regression analysis reveals that seven out of eight factors (Job satisfaction, Employee engagement, Continuance commitment, normative commitment, and Affective commitment, Motivation, and Group Task satisfaction) were significant in explaining the variations in happiness at work. Among these seven factors, happiness was largely positively influenced by the variables employee engagement and job satisfaction. The factors group task satisfaction and normative commitment had the least influence on happiness. The variables continuance commitment and motivation had a negative influence on happiness at work. The other factor job involvement does not have any significant contribution in explaining the happiness at work.

CONCLUSION AND FUTURE RESEARCH

From the above analysis, it is clear that the happiness was highly influenced by the employee engagement and job satisfaction. The variables like continuance commitment and motivation had a least impact on happiness at work. Therefore, the organization should take steps to increase the continuance commitment of the employees by creating a good workplace culture, building positivity and the necessary support in terms of counseling to the employees. Employees can be motivated by offering opportunities for advancement, providing incentives, and appreciation for the work they do at the organizational level. Recent researches have shown that the three factors which influence happiness are employees in the organization, the work they do and the work place environment. Happiness in the working environment can be enhanced, the organization considers suggested measures.

Further research with the inclusion of the job characteristics of dependent measures such as skill variety, autonomy, task identity, task significance, feedback and independent measures such as general satisfaction, growth satisfaction, internal work motivation to rebuild the job satisfaction and motivational level of the employees can be done.

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