

# Study of Impact of Happiness at Workplace on Work Performance Among the Executives in IT Sector

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**Abstract:** In this study we analyzed the effect of happiness on performance at work has become a critical field of study as the significance of employee well-being and organizational success has become more widely acknowledged. This study intends to investigate the link between happiness in the workplace and productivity. The objective of this study is to examine the available literature and empirical data to offer a thorough knowledge of how workplace happiness affects many areas of performance. This study was conducted on 179 randomly selected IT professionals working in different organizations. A structured questionnaire was used for the collection of data. The researchers found that happier workers are more likely to display higher levels of engagement, creativity, productivity, and job satisfaction, as well as reduced turnover rates. This study also examines the underlying processes and possible moderators that influence the relationship between work happiness and productivity, such as company culture, leadership philosophies, and job characteristics. This study discusses the implications of these findings for businesses. It provides suggestions on how to increase employee happiness at work, such as fostering a supportive and encouraging work environment, fostering opportunities for skill development, and encouraging a healthy work-life balance. These treatments may promote employee well-being, which would then enhance job performance, organizational effectiveness, and overall productivity of the establishment. The findings emphasize the value of fostering work environments that prioritize employee satisfaction because doing so can have considerable effects on specific people and entire enterprises' performance.

**Keywords:** Happiness, Employee Well-being, Employee engagement, Creativity, Job satisfaction, Organizational productivity.

## 1. Introduction

Organizations are continually concerned about attracting and keeping the top talent pool due to the fierce competition. The employees' quality of work-life is negatively impacted by the approaching deadlines, the constrained time and resources, and the ongoing pressure to perform at the highest level. Because of all of this, businesses today are depressed places to work, and this has impacted employees' happiness and productivity levels at the workplace. Recent studies (Bellet, De Neve, & Ward, 2023; Diener, 2009; Moody, 2023; Wright & Cropanzano, 2004; Zelenski, Murphy, & Jenkins, 2008) indicate that employees happiness at the workplace benefits their workplace effectiveness and productivity. Studies have also shown that joyful people are typically more creative, innovative, and successful at completing tasks (Alketbi & Alshurideh, 2023; Fisher & Nobel, 2004; Wright & Cropanzano, 2004). Organizations strive to guarantee that they provide their employees with a high-quality work-life balance due to the significant impact happiness has on overall employee performance, as well as its significance in daily living (Sandrick, 2003).

As employees spend a good part of their lives in their professional careers and within organizations, work happiness becomes a fundamental element of employees' life satisfaction (Scott, 2008). According to Oswald, Proto, and Sgroi (2015), comprehensive experimental studies clearly associate higher performance with happier employees. Indeed, recent studies (Adnan Batatineh, 2019) indicated that happiness at the workplace significantly affects employee performance. Happy employees produce fresh ideas and accomplish work by generating new ways of doing things, aiming to save resources and time (Saenghiran, 2014). Even under challenging conditions, content employees will make extra attempts to complete the tasks set to them (Gupta, 2012). Happiness at work is a critical element of workers' performance; in this sense, it is necessary to analyze the conditions that increase employees' subjective well-being (Galván-Vela, Mercader, Arango Herrera, & Ruíz-Corrales, 2022).

Additionally, cheerful workers are more upbeat and less difficult to deal with (Forgas, 1999), whereas sad workers may

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become frustrated and lose their temper at the slightest setback. Researchers have discovered that happiness boosts productivity, enhances judgment, promotes client relationships, reduces absenteeism, strengthens teamwork, and increases devotion to work (Fisher, 2010). Effective work performance is based on an individual's management skills (Kaur, Madaan, Qazi, & Bhalla, 2023; Kaur & Singh, 2022). In general, happiness relates to how people experience and appraise their lives in total (Adnan Bataineh, 2019). In order to ensure that employees are fully engaged in their work, organizations must provide a suitable work environment. This will improve employees' productivity, social life, and ability to handle stress at work, all of which will ultimately benefit the company. Happiness at work has grown in popularity as a research variable because of all the advantages it provides in the organizational setting (Gupta, 2012).

A productive workplace guarantees that employees stay engaged in their work, remain content with their position, provides satisfactory performance, and adds to the organization's total productivity. Flow and intrinsic motivation, supportive and unsupportive organizational experiences, and the ability to work through unpleasant sensations, among other things, are some of the variables that affect how happy individuals are at work (Singh & Aggarwal, 2018). It is crucial to pay attention to happiness and general well-being to keep employees satisfied, dedicated, and productive at work. Studying workplace happiness is essential to achieving this goal since it influences people's productivity at work, which is the direction that the current research has adopted, aiming to contribute to this under-researched area.

## 2. Literature Review

People place a high value on happiness, and it has a causal effect on a wealth of positive societal and personal outcomes (Diener, Tay, & Oishi, 2013.). It has been shown by Lyubomirsky, King, and Diener (2005) that enjoyment is actually essential for enhancing one's cognitive abilities. In accordance with Fredrickson's broaden-and-build hypothesis (1998; 2001), positive sensations and emotions aid a person in gradually expanding the range of their intellectual, psychological, social, and physical resources. In contrast to negative emotions (such as worry, resentment, and others), which cause a person to focus only on the immediate, positive emotions encourage an individual to find and learn new insights, as well as set new goals (Staw & Barsade, 1993).

Singh, Arora, and Bharti (2023) conducted a study that investigated the relationship between organizational support perception (POS) and organizational citizenship behavior (OCB). They discovered the effect of employee happiness (EH) as a mediating variable on this relationship in the retail sector using 219 employees. The study revealed that POS predicts OCB directly and indirectly through the mediating role of EH. The results of this study suggest that management should strive to improve the factors that influence employees' POS to raise EH at work and OCB. Human resource practices such as flexible work arrangements, training and development opportunities, wellness programs, and workplace justice, to name a few, can contribute to strengthening the relationship between the organization and its employees, thereby enhancing the perception of organizational support.

Proffitt (2006) asserts that cheerful people are more centered and approachable. In addition, people who are in a good mood typically do better at challenging activities, are organized, and make better decisions (Forgas, 1999). They approach problems with more remarkable persistence (Kavanagh, 1987). According to Diener, Nickerson, Lucas, and Sandvik (2002), success in the workplace has a substantial correlation with happiness. A study by Borman, Penner, Allen, and Motowidlo (2001) found that happier people are more likely to succeed in their careers, land prestigious jobs, be engaged at work, get positive evaluations from their managers, and engage in organizational citizenship behaviors. Additionally, according to Diener et al. (2002), Marks and Fleming (1999), and Roberts, Caspi, and Moffitt (2003), they are less likely to be laid off. When presented with challenging situations, happier people frequently turn to heuristics (Kavanagh, 1987). Heuristics are learned solutions, or mental habits, which assist people in solving issues they encounter regularly in life with ease. They can effectively produce accurate results when employed in the proper context, according to Schwarz, Bless, Wänke, and Winkielman (2003). As a result, happier workers typically produce better work (Lyubomirsky et al., 2005).

Happiness and living a moral life are related, according to a number of scholars and philosophers (Berry & Hansen, 1996; Inglehart & Klingemann, 2000; James & Chymis, 2004). According to James and Chymis (2004), happiness assures that a person makes moral choices. They looked at how people responded to various moral quandaries and discovered that happier people reacted more morally. According to a related study by Inglehart and Klingemann from 2000, happiness and well-being are significant predictors of a democratic government, and people in happier countries score higher on measures of generalized trust, volunteerism, and democratic attitudes (Tov & Diener, 2008). Additionally, happier people prefer to volunteer more in their communities, which has a favorable effect on their well-being (Thoits & Hewitt, 2001).

Similarly, people with higher levels of positive affect tend to be more sociable, trustworthy, and optimistic in their judgment of others, which enhances their propensity to be more supportive of their peers and coworkers (Berry & Hansen, 1996). In turn, this social well-being is envisioned by individual well-being (Brehm & Rahn, 1997).

According to Pressman and Cohen (2005), happiness has a substantial impact on one's physical health and well-being, supporting the biblical proverb that "a merry heart does well like a medicine." Reduced immunity, coronary heart diseases, and a shorter lifespan are all linked to elevated levels of negative emotions (such as trauma or rage) and sadness, according to a study done on Catholic nuns by Danner, Snowdon, and Friesen (2001). In another study, participants were exposed to the common cold virus and then checked daily. It was shown that those who reported being happier were less vulnerable to the virus' effects (Cohen, Doyle, Turner, Alper, & Skoner, 2003). Additionally, those with positive moods and emotions showed a higher pain tolerance than those with negative moods and emotions (Zelman, Howland, Nichols, & Cleeland, 1991).

Organizations are attempting to produce strategies to increase employee performance by improving their quality of work life, their well-being, and their happiness at work because of the benefits that workplace happiness ensures to their job performance and the overall operation of the organization (Klein, 2006). Since it enables people to attain success personally and professionally, earlier research has demonstrated that the pursuit of happiness is widely sought (Emmons & McCullough, 2003). Therefore, pleasure is significant at the global and local levels. Numerous positive individual and societal consequences are influenced by happiness (Haybron, 2007). This is the reason that the happiness concept has gained popularity and caught the attention of management experts and researchers worldwide, who are now concentrating on developing strategies to increase employee happiness at work (Frey & Stutzer, 2002; Haybron, 2007; Klein, 2006).

According to Boehm et al. (2012), job happiness is linked to higher levels of achievement, income, performance, and interpersonal connections.

When compared to sad employees, happy workers are more active and productive, use fewer sick days, and plan to stay in the company for twice as long (Pryce-Jones & Lindsay, 2014). Positive emotions enable people to gradually increase their intellectual, psychological, social, and physical resources, in accordance with Fredrickson's (2001) broaden-and-build hypothesis. Positive emotions and overall well-being provide a readiness to explore surroundings and pursue new goals, whereas negative emotions such as fear or rage cause the person to focus on the present threat or problem, which makes the individual feel and assume that if the current problem isn't taken care of, the entire life is doomed. Because of this, people perform better when they are happy. According to a study by Proffitt (2006), it is easier to work and interact with people who are in a good mood. They perform tasks better than their peers, make wiser decisions, solve problems more effectively (Erez & Isen, 2002), and are more tenacious while working through complex tasks (Kavanagh, 1987).

Positive influences enhance an individual's imagination because of the dynamic environment in which organizations operate (Grawitch, Munz, Elliott & Mathis, 2003). According to research conducted on doctors by Estrada, Isen, and Young (1994), joyful people with high positive affect are better at producing creative solutions to complex situations. A person's interest in their work, willingness to interact with others, and participation in outdoor activities all rise when they are happy and positive (Madjar, Oldham, & Pratt, 2002). Job satisfaction represents a combination of positive and negative feelings (level of happiness) shown in the workplace, and it is highly associated with the behavior (work performance) of an employee at the workplace (Al-Ali, Ameen, Isacc, Khalifa, & Shibami, 2019).

Based on the research on the topic reviewed above, it can be deduced that happier people, as opposed to unhappier ones, are more satisfied with their jobs, have more autonomy, produce better results, receive and give more social support, develop better interpersonal relationships, and cooperate with coworkers while working in teams. Happiness in the workplace directly influences the ability of employees to ascend to top management positions (Alameeri, Alshurideh, Al Kurdi, & Salloum, 2021). They are better at solving problems and making decisions, are more accomplished, and have more successful career pathways. They also do not engage in harmful workplace behaviors such as absenteeism.

### **Research Gap**

According to a review of relevant literature, studies on working populations' well-being and life satisfaction can be found in a variety of fields, including public health, education, and criminal justice. However, they frequently neglect to consider the nature and context of work, reporting simple co-relational results. Although it is widely acknowledged that productive employees are happy employees, the specifics of the relationship between employee happiness and productivity are still unknown and unresolved (Biswas-Diener, 2008; Wright & Cropanzano, 2001). The causal relationship between these two constructs is still open for discussion. The various operationalizations of happiness and whether state or trait happiness affects productivity are vital issues.

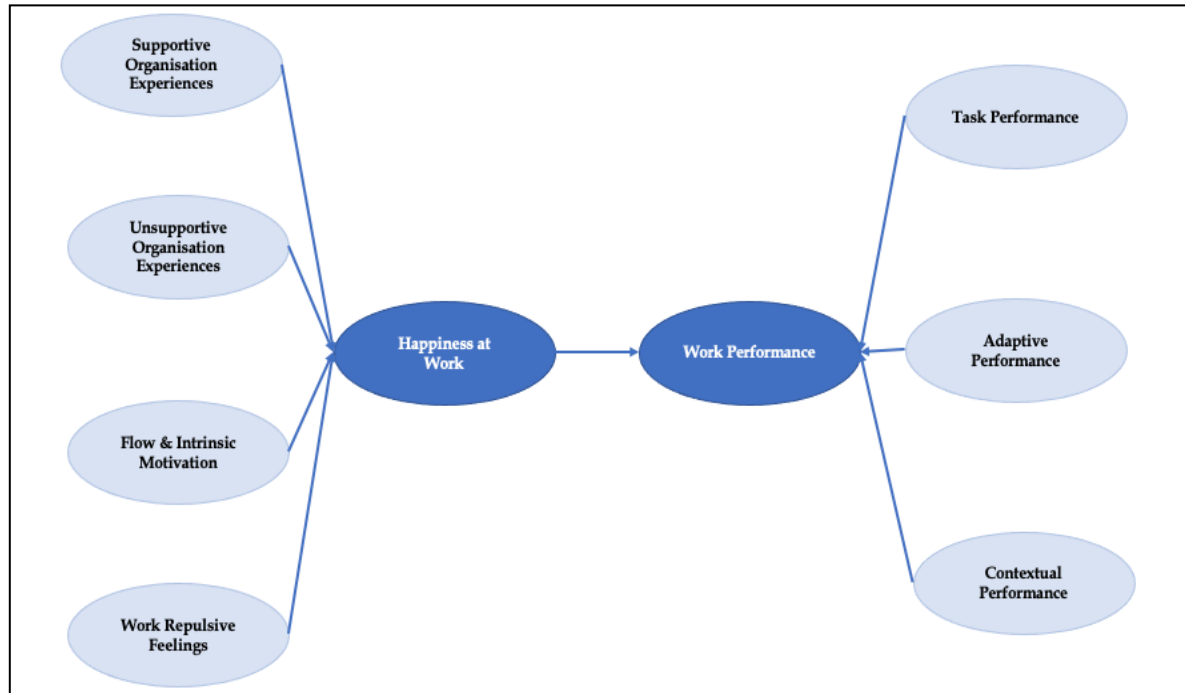
Despite the recent rise in interest in well-being and happiness, comprehensive and empirical studies on workplace happiness are still scarce. Happiness at work, or employee well-being, which is believed to be related to results in work and personal life, has recently started to be studied in the subject of human resources management and organizational behavior. Despite the fact that individuals spend a generous portion of their time at work, previous studies on life satisfaction or well-being have focused on non-work populations such as students, patients, children, and teenagers.

### 3. Conceptual Framework

Based on the goals of the current study and the research gaps, a theoretical model has been developed. This model shows how job performance relates to job satisfaction at work. From an earlier study, the dimensions of both ideas have been determined.

The proposed research framework is based on two constructs: happiness at the workplace (HAW) and job performance (WP).

$WP = f(HAW)$ , which implies that work performance is a function of happiness at the workplace



**Fig. 1:** Conceptual Framework of the Study

#### *Objectives for the Study*

**Objective 1** - To study the impact of workplace happiness on IT sector employees' job performance.

**Objective 2** - To identify workplace happiness improvement strategies for enhancing employee's job performance.

#### *Hypothesis for the Study*

**H<sub>0</sub>:** Workplace happiness has no positive impact on the job performance of IT sector employees.

**H<sub>a</sub>:** Workplace happiness positively impacts IT sector employees' job performance.

#### *Research Design*

The present study is descriptive as it tries to identify the different variables of happiness at work and its impact on job performance. Thus, the research design was appropriate for the present study as it was essential to understand the dynamics of happiness in the workplace and job performance.

The present study is primary and exploratory. The responses have been collected through structured questionnaires from IT professionals.

#### *Questionnaire Used for the Study:*

For understanding HAW, the variables under examination were supportive organizational experiences, unsupportive organizational experiences, flow and intrinsic motivation, and repulsive work feelings. A total of 15 questions were asked to analyze these four variables of HAW. The scale was developed by Singh and Aggarwal (2018).

For analyzing Work Performance (WP), the scale developed by Koopmans et al. (2014) was used to analyze three main work performance types: task, adaptive, and contextual performance.

**Table 1:** Variables Used for this Study

Name of Researchers	Year of Research	Title	Construct	Total Variables	Variables Used for Study
Singh, S., & Aggarwal, Y.	2018	Happiness at work scale: Construction and psychometric validation of a measure using a mixed method approach	Happiness at Work	4	4
Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., van Buuren, S., van der Beek, A. J., & de Vet, H. C. W.	2014	Improving the individual work performance questionnaire using Rasch analysis	Work Performance	3	3

A total of 200 questionnaires have been shared in person and electronically using a stratified random sampling technique. A total of 192 responses were received, but some of them were incomplete and had missing responses, making them inappropriate for the final data analysis. The number of total acceptable responses dropped to 179 after incomplete responses were eliminated; these 179 responses, which were complete in every component, were employed in this study for further analysis. The response rate for receiving the completed questionnaires was approximately 89.5%. The quantitative tools of moderation analysis using SPSS 23.0 were utilized.

#### 4. Data Analysis and Interpretation

**Objective 1** - To study the impact of workplace happiness on IT sector employees' job performance.

**H<sub>0</sub>:** Workplace happiness has no positive impact on the job performance of IT sector employees.

Any organization's effectiveness is dependent on its workforce. Despite the incredible effort to improve employee happiness and well-being at work, there are still many issues with the quality of the work-life balance offered to employees, which ultimately affects how effectively they perform their jobs. This research study makes an effort to evaluate how happy employees are at work and how it affects their performance. It primarily investigates the elements that affect workers' pleasure at work and how it affects how well they do their jobs.

The current level of HAW was assessed using a five-point Likert scale. The scale includes four components: unattractive work feelings, flow and intrinsic motivation, unsupportive organizational experiences, and organizational experiences that were supportive.

Positive evaluations of the organization and fair decision-making processes are examples of supportive organizational experiences. In contrast, negative evaluations of team behavior, plagiarism, stealing credit, and lack of opportunities for working on social causes are examples of unsupportive organizational experiences. Unattractive work feelings can include inhibition to approach superiors, dysfunctional behavior, work stress, and intention to quit, whereas flow and intrinsic motivation include inspiration, perfection in completing tasks, internal drive and motivation, absorption, and happiness at work.

##### *Descriptive Statistics*

The scale uses a minimum value of 1 (strongly disagree) and a maximum value of 5 (strongly agree) to measure the statements. The mean values of the workplace happiness dimensions comprise the descriptive statistics. The following table summarizes the major conclusions on numerous causes of HAW.

**Table 2:** Descriptive Statistics of Factors of HAW

	N	Minimum	Maximum	Mean	Std. Deviation
HAW1	179	1.00	5.00	4.4804	.92007
HAW2	179	1.00	5.00	4.3966	.90826
HAW3	179	1.00	5.00	4.3575	1.00313
HAW4	179	1.00	5.00	4.2793	1.04943
HAW5	179	1.00	5.00	4.3296	1.02648
HAW6	179	1.00	5.00	4.3743	.98278
HAW7	179	1.00	5.00	4.2514	1.05917

HAW8	179	1.00	5.00	4.3575	.93951
HAW9	179	1.00	5.00	4.3799	.99484
HAW10	179	1.00	5.00	4.4525	.90674
HAW11	179	1.00	5.00	2.9385	1.23690
HAW12	179	1.00	5.00	3.0056	1.23842
HAW13	179	1.00	5.00	3.1788	1.26375
HAW14	179	1.00	5.00	3.1453	1.28129
HAW15	179	1.00	5.00	3.0223	1.22683
Total				3.92	1.069

The above descriptive statistics clearly infer that the respondents are content with the overall state of HAW ( $M= 3.92$ ;  $SD= 1.069$ ).

An instrument from Koopmans et al. (2014) was utilized to examine the job performance of the employees under investigation. Task, adaptive, and contextual performance are all included in the instrument. *Task performance* involves the quality of the job, the capacity to work independently, the drive to work, the capacity to multitask, and the ability to fulfill deadlines. *Adaptive performance* includes the capacity for problem-solving, handling criticism, managing organizational change, and teamwork. Helping coworkers, managing extra work, compassion for peers, information sharing, efficient communication to address difficulties, and guiding, nurturing, and cooperating with others are all examples of *contextual performance*. A five-point Likert scale was employed to evaluate the employee's job performance (JP) as it stood at the time.

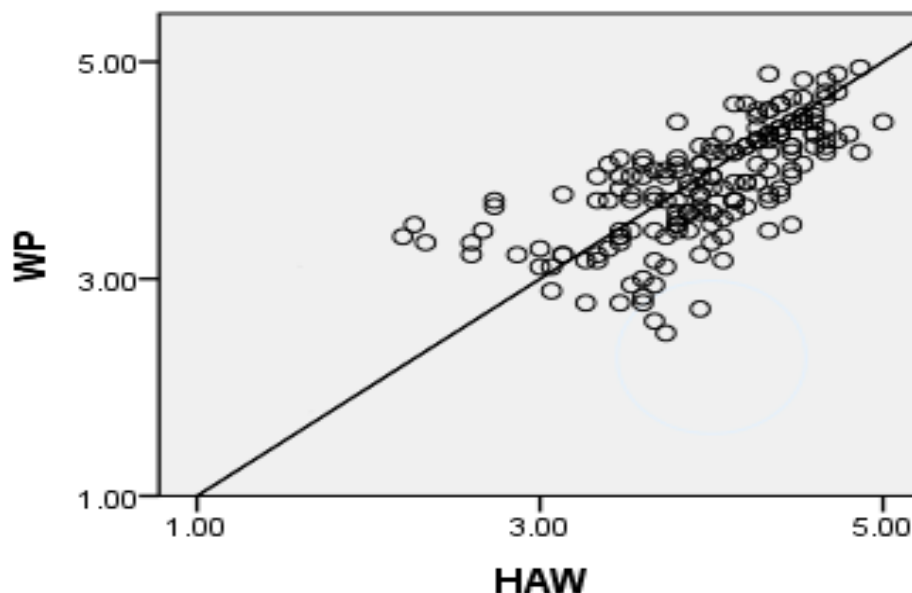
The responses were measured using a scale with a minimum value of 1 (strongly disagree) and a maximum value of 5 (strongly agree). The mean values of the job performance items were used as descriptive statistics. The following table presents the key findings relating to several aspects of job performance.

**Table 3:** Descriptive Statistics of Factors of WP

	N	Minimum	Maximum	Mean	Std. Deviation
WP1	179	1.00	5.00	2.9832	1.16828
WP2	179	1.00	5.00	3.1453	1.25471
WP3	179	1.00	5.00	3.0726	1.22258
WP4	179	1.00	5.00	4.3911	.93804
WP5	179	1.00	5.00	4.4022	.93328
WP6	179	1.00	5.00	4.3631	.96395
WP7	179	1.00	5.00	4.3575	.96313
WP8	179	1.00	5.00	4.4302	.89905
WP9	179	1.00	5.00	4.2179	1.05602
WP10	179	1.00	5.00	4.3352	.92375
WP11	179	1.00	5.00	2.9385	1.23690
WP12	179	1.00	5.00	3.1453	1.25471
WP13	179	1.00	5.00	3.0726	1.22258
WP14	179	1.00	5.00	4.3911	.93804
WP15	179	1.00	5.00	4.3743	.98278
WP16	179	1.00	5.00	4.2514	1.05917
WP17	179	1.00	5.00	3.1453	1.28129
WP18	179	1.00	5.00	4.3575	1.00313
Total				7.30	1.072

The above descriptive statistics clearly infer that the employees should be fairly equipped to deal with the varied requirements of their roles, any volatile situations (such as technological changes, changes in the core job assignments, and organization restructuring), and changed circumstances with a wide range of peers and subordinates. ( $M= 7.30$ ;  $SD= 1.072$ ).

**Scatter Plot Graph**



**Fig. 2:** Scatter Plot of HAW and WP

The data points form a straight line beginning near the origin and continuing to high y-values. The variables are positively correlated, meaning that an employee's HAW has a positive and strong correlation with their work performance. The association of variables is linear, as per the visualization of data points in the above figure, as a straight line represents the relationship between variables.

**Correlation Analysis**

For performing correlation analysis, transform variables were computed, which were the averages of all the factors under HAW and WP, respectively. They are labeled as HAW and WP.

**Table 4:** Descriptive Statistics of HAW and WP

	Mean	Std. Deviation	N
HAW	3.9300	.59571	179
WP	3.8541	.55755	179

For HAW, the mean was 3.9300, and the standard deviation was 0.59571. Whereas for WP, the mean was 3.8541, and the standard deviation was 0.55755, as evident in the table above.

**Table 5:** Pearson Correlation Matrix of HAW and WP

		HAW	WP
HAW	Pearson Correlation	1	.684**
	Sig. (2-tailed)		.000
	N	179	179
WP	Pearson Correlation	.684**	1
	Sig. (2-tailed)	.000	
	N	179	179

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

The correlation coefficients provide the numerical summary of the direction and strength of the linear relationship between two variables. As the sign of the Pearson correlation is positive in the above table, i.e., 0.684 at a significant value < 0.05 (which is 0.00), it indicates that as one variable increases, another variable also increases.

It simply indicates that HAW and WP are positively correlated, and if HAW increases, then the WP also rises.

**Table 6:** Spearman's Correlation Matrix of HAW and WP

Correlations				
		HAW		WP
Spearman's rho	HAW	Correlation Coefficient	1.000	.751**

		Sig. (2-tailed)	.	.000
		N	179	179
	WP	Correlation Coefficient	.751**	1.000
		Sig. (2-tailed)	.000	.
		N	179	179

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

The correlation coefficients provide the numerical summary of the direction and strength of the linear relationship between two variables.

As the sign of Spearman's rho is positive in the above table, i.e., 0.751 at a significant value  $< 0.05$  (which is 0.00), it indicates that as one variable increases, so does another variable.

It indicates that HAW and WP are positively correlated, and if HAW increases, then the WP rises.

### Regression Analysis

The numerical indicator represented by R square explains how much of the difference in one variable is associated with another. The model summary table shows that the value of R square is 0.465, which is in the range of 0.00 to 1.00, meaning that HAW is moderately associated with WP.

**Table 7: Model Summary**

Model	R	R Square Change	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.684 <sup>a</sup>	.468	.465	.40774	1.753

a. Predictors: (Constant), HAW

b. Dependent Variable: WP

In the model summary table above, R Square Change shows the increase in variation explained by the addition of the interaction term. The change in R<sup>2</sup> is 0.468, which is proportional. This measure is reported as a percentage, so the change in R<sup>2</sup> is 4.68%, which is the percentage increase in variation explained by the addition of the interaction term.

**Table 8: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.907	1	25.907	155.832	.000 <sup>b</sup>
	Residual	29.426	177	.166		
	Total	55.333	178			

a. Dependent Variable: WP

b. Predictors: (Constant), HAW

This increase is statistically significant ( $p < .0005$ ), and a result is clearly obtained from the Sig. F Change column. In SPSS, a statistical significance value of 0.000 does not mean zero, but  $p < .0005$ ). As per the ANOVA table above, the model R<sup>2</sup> is statistically significant as well at 155.832 F value with 1 and 177 degrees of freedom at p-value 0.000. The high F value and very low p-value indicate that the model's performance is not likely the result of random fluctuations, and it appears to have a substantial impact on explaining the observed data.

**Table 9: Residuals Statistics**

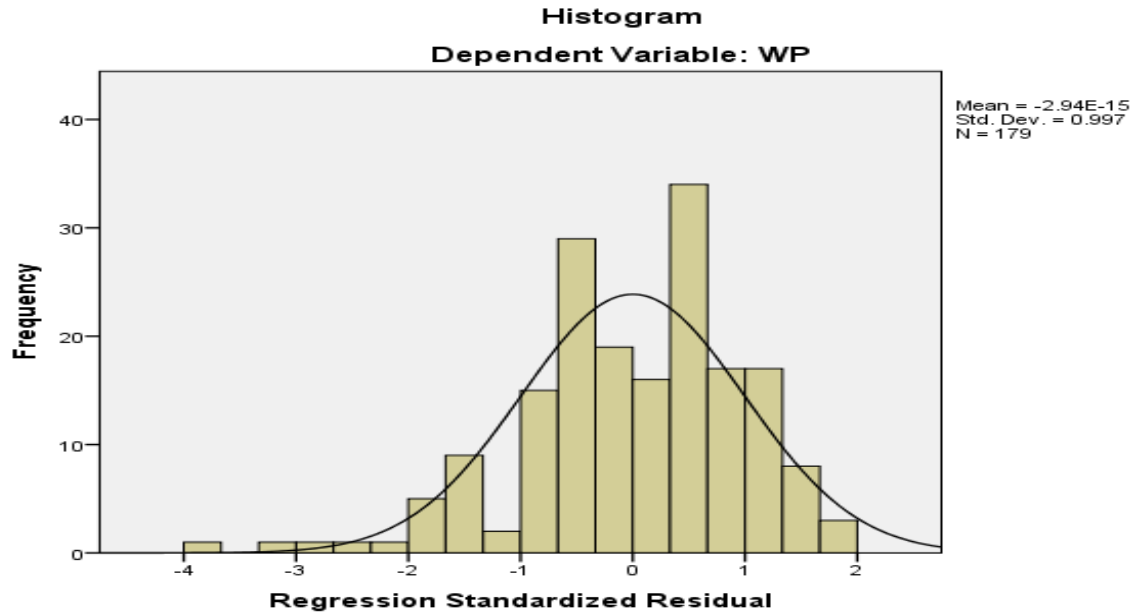
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3620	4.5394	3.8541	.38150	179
Residual	-1.62119	.77645	.00000	.40659	179
Std. Predicted Value	-3.911	1.796	.000	1.000	179
Std. Residual	-3.976	1.904	.000	.997	179

a. Dependent Variable: WP



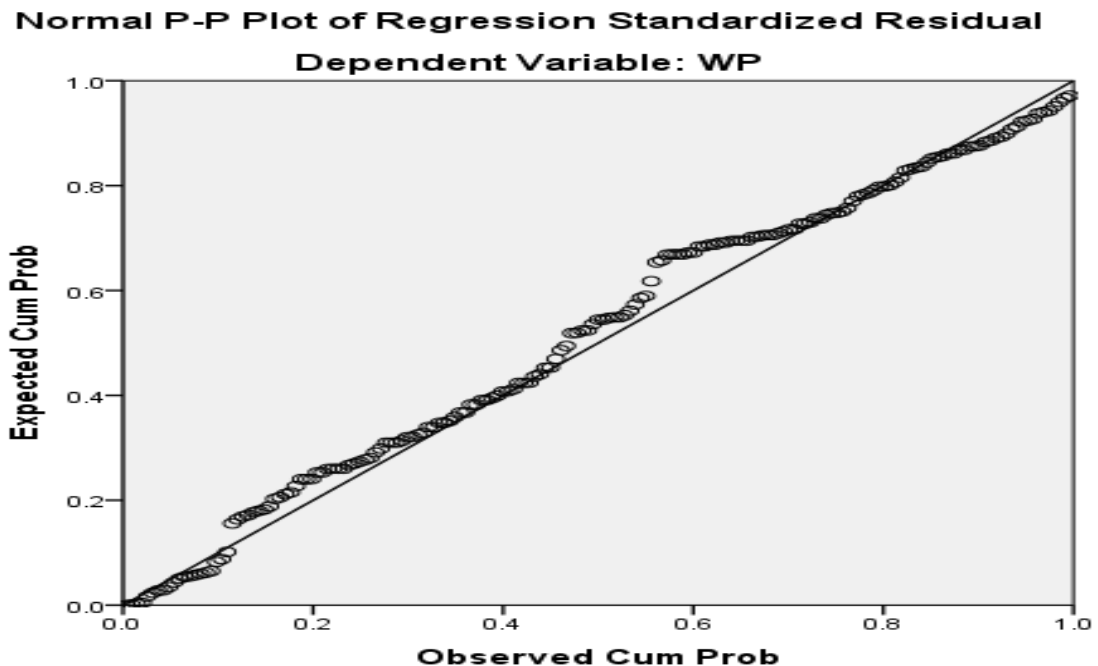
In Table 7, note that the unstandardized residuals have a mean of zero, as well as the standardized predicted values and standardized residuals. Standardized predicted values and residuals help assess the model's fit and identify outliers, ensuring data points' relative influence and allowing for meaningful comparisons across different variables and models.

**Charts**



**Fig. 3:** Histogram (Regression Standardized Residual)

Figure 3 shows that the histogram has a fitted distribution line, and the heights of the bars follow the shape of the line closely. Since the bars follow the fitted distribution line closely, this proves the data fits the distribution well. When the bars in a histogram mirror the shape of a fitted distribution line, it signifies a strong alignment between observed data and the expected distribution. This alignment implies that the statistical model fits the data well, supporting the model's reliability in describing and predicting real-world phenomena.



**Fig. 4:** Normal P-P Plot of Regression Standardized Residual

A normal probability plot of the residuals is a scatter plot with the theoretical percentiles of the standard distribution on the x-axis and the sample percentiles of the residuals on the y-axis. The normal probability plot of the residuals is approximately linear, supporting the condition that the error terms are distributed conventionally.

The above analysis deduces that HAW directly impacts the WP of an employee working in the IT sector. The results of the study provided insight into the state of HAW and the WP of employees and also investigated several factors influencing them. Based on the findings, it was established that HAW exerts a significant impact on the WP, and the two constructs share a moderately positive correlation.

## 5. Conclusions And Recommendations

Today's fierce competition has made it crucial for businesses to develop their workforce in order to obtain an aggressive edge and guarantee the delivery of superior goods and services. It is essential for employees to be happy and productive in order for an organization to succeed, and this directly relates to their health and happiness at work. The study of workplace happiness, its causes, and how it affects productivity is relatively recent. The purpose of the current study was to investigate the link between job performance and job satisfaction. The study's findings shed light on employee pleasure at work and how it affects their performance.

As the results demonstrate, work-life balance has a significantly positive impact on employee performance. This finding was also reported in the work of Helmle, Botero, and Seibold (2014). In particular, Helmle et al. (2014) reported the impact of employees feeling comfortable (both physically and mentally) about organizational success and its importance. Establishments must increase workplace transparency, provide feedback proactively, clarify goals, and promote flexibility to improve employee engagement and motivation. This will help decrease negative organizational experiences such as stealing work credit, harassment, and bullying, among other things, and increase employee happiness overall. The results of the correlating analysis point to a moderately positive link between job satisfaction and task, adaptive, and contextual performance, and overall job performance. There will be a decrease in employee productivity and performance if an organization does not think about the work-life balance of employees properly and is not managed correctly (Wiradendi Wolor, 2020).

Based on the findings of this study, the following suggestions may improve the HAW and WP of the employees. Policymakers must meet employees' aspirations to ensure that this population has rewarding job experiences. Typically, they are overworked, earn less, have unmet expectations, and are under pressure to boost production. Therefore, it is necessary to implement measures to meet their needs in terms of mentoring and creating personal and professional networks.

Job happiness is bound to have a significantly positive effect on job performance, indicating that optimistic employees feel they have a great deal of energy and find beauty in some things. Employees will perform well because they receive recognition for their efforts and always reach the targets at work, which is consistent with previous studies (Daniels & Harris, 2000). Organizations should develop gender-sensitive policies to ensure that there is no discrimination against employees based on their gender in the workplace. It is necessary to develop alternatives such as career breaks, flexible working schedules, flexi time, telecommuting, increased leave for childcare, maternity, sabbaticals, and medical care. For these personnel, organizations should hold induction workshops so that the cultural shock they have when entering a new company is minimized and they are well-versed in the policies and procedures of the organization.

Organizations should offer employees a secure working environment that is free from stress, harassment, and discriminatory activities to lessen disagreeable sentiments at work. Senior management should ensure that the workers develop strong social bonds and that there is a suitable procedure in place for handling cases of harassment and bullying. Hygienic working conditions should be provided since distracting environments cause employees to operate less effectively overall.

## 6. Implications of the Study

The results of this study significantly advance academic and practical knowledge in the management field. The findings show that HAW is a crucial variable that affects employees' success at work. Employers should concentrate on raising the correlates of HAW if they want to increase employee performance. Employers and management professionals can adopt techniques that will appeal to these employee categories since workplace satisfaction and performance vary among age groups, family kinds, income groups, and employment experience.

The study describes the current level of happiness among workers in the IT sector and how that happiness affects their productivity. People are more engaged, driven, and productive when they are happy at work. They are more inclined to go beyond the call of duty, fostering greater innovation, creativity, and problem-solving within the company. By boosting economic growth and competitiveness, this may have favorable social effects. Occupational happiness affects

a person's general sense of well-being. Stress levels are lowered, mental health is improved, and there is a better work-life balance when people are happy and fulfilled at work. Their personal lives, relationships, and social contacts outside of work may benefit as a result.

A contented workforce helps to create a positive workplace culture. Employees are more inclined to establish a helpful and collaborative environment if they are happy and satisfied with their jobs. Employee cooperation, teamwork, and communication may all improve as a result, which will ultimately improve workplace social dynamics. Workplace happiness is vital for retaining current employees and attracting new ones. Companies that place a high priority on employee happiness are more likely to keep their best people and draw in qualified workers. The organization's reputation can be improved through positive word-of-mouth from satisfied employees, making it more appealing to potential prospects. This may have a beneficial effect on social mobility and a robust job market.

A person's happiness at work may affect other aspects of their life. When workers are content, their good feelings may affect their relationships with their loved ones, friends, and the larger community. This may have a positive knock-on impact that improves relationships with others and general well-being. Businesses that place a high priority on employee well-being and social responsibility show that they care about both. They understand that workers are people with emotional needs as well as economic resources. Organizations can promote the overarching objective of building a more sympathetic and helpful society by promoting happiness.

Increased productivity and innovation, improved employee well-being, a positive organizational culture, increased employee retention and recruitment, spillover effects into personal life and relationships, and a showing of social responsibility are just a few of the implications that can result from workplace happiness. Making pleasure a top priority at work can help people, companies, and society as a whole become better overall.

## 7. Future Research

The results of this study point to a number of potential areas for further investigation. Future academics would benefit from examining the link between job performance and job satisfaction in many contexts and industries to enable more comprehensive generalizations. Along with job performance and satisfaction at work, other factors might be investigated. Future researchers should consider employing a longitudinal research strategy to offer solid proof of the causal relationship. They should collect data from a variety of sources to lessen the issue of standard method bias. For instance, information regarding an employee's performance at work can be collected from that employee's supervisors.

Future studies should focus on the mediating and moderating effects that a range of factors have on the link between employees' HAW and WP. Additionally, studies might look at how workplace satisfaction affects other crucial outcomes, such as the intention to leave.

## Conflict of interest

The authors declare that there is no conflict regarding the publication of this paper.

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