

# Happiness Index and Job Satisfaction: A Study on Workplace Well-Being

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## Abstract

Employee happiness and job satisfaction are fundamental components of workplace well-being that directly influence productivity, engagement, and employee retention. This study investigates the relationship between the Happiness Index and Job Satisfaction among employees from various occupational backgrounds, with a particular focus on the role of psychological safety as a contributing factor. Data were collected from 43 participants using a structured questionnaire, followed by analysis through basic statistics, t-tests, and correlation methods. Results indicated a strong positive correlation between happiness and job satisfaction, suggesting that happier employees tend to be more satisfied with their jobs. No significant gender differences were found. The study underscores the importance of creating a psychologically safe, inclusive, and engaging workplace to foster employee well-being.

**Keywords:** happiness index, job satisfaction, workplace well-being, psychological safety, employee engagement

## Introduction

In modern organizations, employee happiness and job satisfaction are widely recognized as essential drivers of success. The Happiness Index measures how positive, motivated, and fulfilled employees feel at work, while Job Satisfaction reflects how well their experiences align with their expectations. A workplace that values well-being also promotes psychological safety a climate where individuals feel respected and able to express ideas freely without fear of criticism or punishment.

This study aims to explore how happiness and job satisfaction are interconnected and how psychological safety influences this relationship. Understanding these dynamics helps HR professionals, social workers and managers build healthier, more productive organizations.

## Theoretical Framework

### Happiness at Work Theory (Fisher, 2010)

This theory suggests that happiness at work has three dimensions: engagement, job satisfaction, and affective commitment. It captures how employees evaluate their work experiences both cognitively and emotionally.

### Herzberg's Two-Factor Theory (1959)

Herzberg distinguishes between motivators (intrinsic factors like achievement and recognition) that create satisfaction, and hygiene factors (extrinsic factors like pay and company policy) that prevent dissatisfaction.

### Psychological Safety (Edmondson, 1999)

Psychological safety refers to the shared belief that one can speak up or take risks at work without fear of negative consequences. It directly enhances teamwork, creativity, and emotional well-being.

### Integrative Perspective

Happiness and job satisfaction are deeply interconnected. They flourish in environments that encourage fairness, autonomy, and inclusion. When employees feel safe and supported, they are more likely to experience happiness and higher satisfaction levels, which also leads to reduced stress and better performance.

### Relationship Between Happiness Index and Job Satisfaction

- **Positive Association:** The analysis revealed a strong positive correlation ( $r = 0.76$ ) between happiness and job satisfaction.

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- **Interpretation:** Workplaces that prioritize respect, open communication, and recognition tend to enhance employee happiness, which in turn leads to higher satisfaction and productivity.

### Challenges and Research Gaps

1. The limited sample size (43 respondents) may reduce generalizability.
2. The respondents were all from one locality; organizational and cultural diversity might yield different results.
3. Self-reported data could introduce bias.
4. The mediating role of psychological safety requires further longitudinal research for deeper understanding.

### Implications for Social Work and HR Practice

- **Organizational Interventions:** HR departments can promote happiness by offering flexible work policies, recognition initiatives, and inclusive leadership.
- **Social Work Support:** On-site social workers can develop employee assistance programs and provide workplace counseling.
- **Policy Recommendations:** Organizations should integrate mental health support, work-life balance initiatives, and feedback mechanisms within their HR systems.

### Aim of the Study

To examine the relationship between the Happiness Index and job satisfaction as indicators of workplace well-being.

### Objectives

1. Assess the level of happiness among employees.
2. Measure the level of job satisfaction.
3. Identify the connection between happiness and satisfaction.
4. Examine gender-based differences in job satisfaction.
5. Analyze how psychological safety influences both happiness and satisfaction.

### Research Design

The study employed a descriptive research design, emphasizing quantitative analysis through structured questionnaires. It aimed to examine patterns of happiness, job satisfaction, and psychological safety among local employees.

### Universe of the Study

The study included 43 employees from various job roles and experience levels within the local area.

### Tools for Data Collection

1. **Demographic Questionnaire:** Captured age, gender, marital status, and years of experience.
2. **Happiness Index Scale:** Measured enthusiasm, optimism, and workplace well-being.
3. **Psychological Safety Scale:** Adapted from Edmondson (1999) to assess openness and trust.
4. **Job Satisfaction Scale:** Evaluated recognition, work-life balance, and organizational support.

TABLE 01

t-Test between Gender and Job Satisfaction

Variable	Gender	mean	Statistical inference
Job Satisfaction	Male	4.39	t-value = -0.667
	Female	4.52	p-value = 0.508 p>0.05 Not significant

The t-test result is not significant because the p-value (0.508) is greater than 0.05, indicating that there is no significant difference in job satisfaction between male and female respondents. Although the mean score for females (4.52) is slightly higher than that of males (4.39), this difference is small and likely occurred by chance. This may be due to individual differences or the small sample size, which reduces the statistical power to detect real differences.

### Hypothesis Testing:

- **Null Hypothesis ( $H_0$ ):** There is no significant difference between gender and job satisfaction.
- **Research Hypothesis ( $H_1$ ):** There is a significant difference between gender and job satisfaction.

### Result:

Since  $p > 0.05$ , there is no significant difference between gender and job satisfaction. Therefore, the null hypothesis is accepted, and the research hypothesis is rejected.

### Findings and Suggestions

1. Employees generally reported high levels of happiness and job satisfaction.
2. There is a strong positive relationship between happiness, satisfaction, and psychological safety.
3. Gender does not significantly influence job satisfaction.
4. Psychological safety contributes to happiness and satisfaction by fostering trust and openness.
5. HR policies promoting flexibility, fairness, and recognition can enhance overall well-being.

6. Social workers can play a vital role in employee counselling and wellness programs.
7. Future research should include more participants from diverse organizations and explore the role of culture and leadership style.

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