

Workplace Happiness: Exploring the Factors Shaping Academics' Subjective Well-being

Nishath Anjum

Assistant Professor
Department of Business Administration
Metropolitan University, Sylhet, Bangladesh

Md. Afsarul Islam

Senior Lecturer
Department of Business Administration
Metropolitan University, Sylhet, Bangladesh

Abstract

Workplace happiness plays an indispensable role to improve employees' well-being as well as the productivity of the organization. Thus, most organizations today are very concerned about issues related to the happiness of their employees and focus on the factors that affect the happiness of employees on the job. This study attempts to explore the factors which determine the work happiness of academics. A self-administered questionnaire was developed and circulated to academics at four private universities in Sylhet City, Bangladesh. A total of 141 respondents have participated in this study and the workplace happiness of academics was estimated based upon six constructs (Organizational Culture, Remuneration, Job Security & Career Advancement, Interpersonal Relationships, The Work itself, Autonomy & Feedback). This study used the reliability test of the survey questions together with descriptive statistics, correlation, and multiple regression analysis to measure the impact of variables on happiness at work. The results showed that three of the variables studied (relationships, autonomy and feedback and compensation) had the most significant impact on academic workplace happiness than other constructs. However, this study also revealed the importance of other constructs in shaping academic work happiness. The findings of the study will surely help the private university owners or policymakers as well as the other service industries to better understand the factors influencing employees' workplace happiness and designing appropriate policies to ensure the subjective well-being of their workers.

Keywords- Workplace happiness, Happiness at work, Subjective well-being, Academics

1. Introduction

Happiness is generally defined as an emotional state where human beings live and assess their lives, considering positive feelings or outcomes (Aydin, 2012; Fisher, 2010). On the other hand, happiness is defined in almost the same way universally and every culture emphasizes it as a precious goal of its life (Diener, 2000). Consequently, happiness is related to an individual's subjective well-being (Angner et al., 2011) which refers to a person's evaluation of the important domains of one's life such as work, health, and relationships etc. (Diener and Biswas-Diener, 2008). Workplace happiness reflects the pleasant judgments or positive evaluation as well as pleasurable experiences an individual expect from the workplace such as positive feelings, moods, emotions, or flow states (Fisher, 2010). Happiness at work measures how well employees feel about their work (Van Praag et al., 2010). On the other hand, job satisfaction is strongly related to life satisfaction (Saari and Judge, 2004). Thus, happiness at work could be defined as an individual's job and life satisfaction or subjective well-being at work (Bhattacharjee and Bhattacharjee, 2010). Importantly, workplace happiness is a key contributor to an organization's success (Carleton, 2009; Aydin, 2012). However, the overall work environment affects the happiness of the workforce (McNulty, 2012). Numerous studies have confirmed that various factors act as determinants of work happiness (Diener and Biswas-Diener, 2008). At the workplace, happiness is influenced by short- and long-term events, the job itself, working conditions, compensation, job security, career growth, freedom, work-life balance as well as the overall culture of the organization (Jiang, Lu and Sato, 2012).

Over the decade, the concept of workplace happiness has become significantly important (Slemp & Vella-Brodrick, 2014). However, there are few studies on employee happiness and most existing studies are based on a developed cultural context. Importantly, no study has been found of workplace happiness among private academics in developing countries such as Bangladesh. This paper looks forward to exploring the factors that shape the happiness of the university workforce. The study attempts to assess the impact of organizational culture, compensation, job security and career advancement, interpersonal relations, work itself, autonomy, and feedback on university work happiness. So there is no question that this study is of particular importance to all modern businesses. This study will help academic institutions and other service agencies understand what makes employees happy at work. Besides, the results of this study will help

policymakers to take necessary policies in order to develop and maintain employees' workplace happiness which afterwards could bring positive outcomes for the organization.

2. Literature Review

2.1. Happiness and Workplace Happiness

Happiness is a positive inner feeling of an individual (Diener, 2000) that includes pleasant emotions, pleasurable feelings, life satisfaction, personal fulfilment, and personal growth (Johnston et al., 2013). It is a very subjective sense of well-being felt by individuals with positive emotions and no negative emotions (Angner et al., 2011). Happiness seems subjective issue(s) in a sense that the person can report whether or not he or she is happy, but an outside observer will not be able to make the same judgment (Van Praag et al., 2010). Happiness at work is a form of happiness or positive affective experience for employees at work (Carleton, 2009). Happiness at work is a situation in which employees experience pleasure at work and are not dissatisfied with their work environment. Happiness in the workplace stimulates employees to maximize their performance and leads them to realize their potential which permeates the prosperity of the organisation. Furthermore, happy workers are emotionally involved and engaged in business activities and these workers have a positive attitude or strong motivation towards their work (Baker et al., 2006). On the other hand, unhappy workers are less productive and time consuming than happy workers who lead a company to a dangerous position (Björke, 2012).

2.2. Organizational Culture

Organizational culture reflects workplace beliefs, values, norms, ethics and behaviours. Simply put, organizational culture is how things work within the organization (Deal & Kennedy, 2000). Besides that, organizational culture consists of a variety of elements such as organization's expectations, experiences, philosophy, assumptions, habits, systems etc. which works as an intangible ecosystem and guides the behavior of the members or employees; of that organization (Needle, 2004). Firms with a receptive and innovative business culture reduce the risk of stress or depression among employees. Positive work culture makes employees happy and satisfied (Aydin, 2012), which increases their overall performance at work (Lok & Crawford, 2004).

2.3. Remuneration

Remuneration is compensation and other complementary benefits or financial gains that employees receive in exchange for their service or work (Bakker, 2001). Perceive income equality leads to work happiness while individuals' who experience income inequality are less happy at work (Lembregts and Pandelaere, 2014; De Prycker, 2010). In contrast, competitive people try to make the difference between their own and others' income (Brody, 2010) and often feel happy with higher income even if it is unequal to others (Hopkins, 2008). In addition to financial benefits, many non-financial rewards such as recognition, participation, development, etc. also stimulate employees' morality at work (Csikszentmihalyi et al. 2005; Salanova et al. 2006).

2.4. Job safety and career progression.

Employees usually seek job security (Silla et al., 2009) which includes work happiness (Ha and Kim, 2013; Frey and Stutzer, 2000b). However, the level of happiness differs among employees with different employment status (Sora et al., 2010). Temporary workers seem less happy than permanent workers due to high levels of job insecurity (Ong and Shah, 2012; Scherer, 2009). Additionally, full-time workers are more satisfied with their job than part-time workers but voluntary part-time employees who choose not to work full-time are happier than those full-time employees (Nikolova and Graham, 2014). On the other hand, career advancement is the increase in one's career at work. An individual can advance by moving upward within the same field or from one occupation to another (Jiang et al., 2012; Berger, 2009). These advancements allow employees to play a vital role in the organization (Foroutan, 2011) that influences their level of happiness (Sora et al., 2010).

2.5. Interpersonal Relationships

Interpersonal relationships are important sources of happiness and energy for employees (Dutton, 2003; Dutton and Ragins, 2007; Demir and Davidson, 2013). Friendships with peers, subordinates and superiors have a positive impact on employees' attitudes towards their jobs (Austin, 2009; Lee, 2005; Song, 2005). People who have pleasant and friendly relationships among colleagues are much happier than others because good friends are willing to behave positively to each other (Simon et al., 2010; Westaway et al., 2007). Positive friendships at work influence not only employee happiness, but also employee productivity and turnover intent (Dike,

2011; Søraker, 2012). However, employees at different work levels may have different expectations of friendship and happiness in the workplace (Mao & Hsieh, 2012).

2.6. The Work Itself

Activities or duties performed by workers have a significant impact on happiness in the workplace (Siccama, 2006; Grady & McCarthy, 2008). People always seek employment that best suits their interests and desires (Porfeli & Mortimer, 2010). Consequently, the content of the job is directly linked to stress and unhappiness (Vasconcelos, 2008; Michaelson et al., 2014). Although some employees are satisfied with their work activities, others may have negative work experience (Siegall & McDonald, 2004). Furthermore, the level of happiness at work also varies when performing various tasks at work (Tadic et al., 2013; Waryszak and King, 2001). However, if employees see the meaning of the work, they may be happy to perform the work (Dimitrov, 2012; MacMillan, 2009; Martin, 2008; Cleavenger & Munyon, 2013).

2.7. Autonomy and Feedback

Autonomy in the workplace refers to the freedom employees have over their work (Carver and Scheier, 1990). Employees become happier when they are independent in performing their tasks and free to make their own choices on the job (Fisher & Noble, 2004; Michaelson, 2011). Many organizations offer flexible work options such as flexible work hours, job sharing, virtual work, etc. as part of autonomy to improve work happiness (Fisher, 2008; Bader et al., 2013). On the other hand, feedback is simply a process of giving constructive suggestions to workers aimed at increasing performance and reinforcing good behavior (Kluger and DeNisi, 1996). Employee response to work is an important driver of positive emotions for employees (Bader et al., 2013). Positive and negative feedback enhances employee morale and influences happiness in the workplace (Fisher, 2008).

2.8. Relationship among Research Variables

Constructs	Findings	References
------------	----------	------------

<p>Organizational Culture</p>	<ul style="list-style-type: none"> - Organizational culture has an impact on employee happiness in the workplace. - A strong organizational culture reduces stress-related problems and enhances subjective wellbeing. - A positive work culture significantly enhances work happiness. 	<p>Lok and Crawford, 2004; Fisher 2010; Needle 2004; Aydin, 2012</p>
<p>Remuneration</p>	<ul style="list-style-type: none"> - Monetary and non-monetary rewards are closely linked to the happiness of workers at work. - Equal income has a positive impact on happy workplaces. - Those who have higher incomes are happier than those who have lower incomes. 	<p>Wang and Liu, 2007; Oshio and Kobayashi, 2011; Caporale et al., 2009; Gagné and Deci, 2005; Ryan and Deci, 2000; Shlay et al., 2004; Zuvekas and Hill, 2000</p>
<p>Job Security & Career Advancement</p>	<ul style="list-style-type: none"> - Stable employment creates happiness for employees, while job insecurity reduces happiness at work. - Permanent, full-time and part-time volunteer employment contributes to happiness on the job. - Career advancement opportunities significantly affect employee happiness. 	<p>Scherer, 2009; Escott and Buckner, 2013; Ong and Shah, 2012; Nikolova and Graham, 2014; Sora, 2010; De Prycker, 2010; Dike, 2011</p>

<p>Interpersonal Relationships</p>	<ul style="list-style-type: none"> - Interpersonal relationships are important to workplace happiness and well-being. - Positive friendship in the workplace enhances employees' happiness. - Employees with meaningful friendships in the workplace are happier than those who are alone. 	<p>Baumeister and Leary 1995; Song, 2005; Snow, 2013; Wright, 2005; Dutton 2003; Dutton and Ragins, 2007; Chang, 2013; D’Cruz and Noronha, 2011; Lin, 2010</p>
<p>The Work Itself</p>	<ul style="list-style-type: none"> - Job duties and responsibilities are important to workplace happiness. - Individuals can experience different levels of happiness in different work activities. - People feel happy when they are engaged in meaningful and significant work activities. 	<p>Tadic, 2013; Martin, 2008; MacMillan, 2009; Grady and McCarthy, 2008; Michaelson et al., 2014; Dimitrov, 2012; Siccama, 2006</p>
<p>Autonomy and Feedback</p>	<ul style="list-style-type: none"> - Employees who are independent in making their own workplace choices are happier than those associated with routine activities. - Feedback is an essential driver of positive mood and emotions in the workplace. - Positive feedback enhances happiness in the workplace. 	<p>Fisher, 2008; Michaelson, 2011; Kluger, 1994; Fisher and Noble, 2004; Bader et al., 2013</p>

3. Methodology

3.1. Sample, Sampling Technique and Data Source

The survey sample includes scholars from four private universities in Sylhet City, Bangladesh. A self-administered survey questionnaire with five questions across Likert was used to collect data using convenience sampling. University faculties of various titles such as lecturer, lecturer, assistant professor, associate professor and professor participated in the survey. The questionnaire was distributed to 167 academics, while 141 (84.4%) of the data were found to be valid for analysis and used to draw conclusions from the study. However, secondary data from various sources, such as published research articles, peer-reviewed papers, authentic blogs, etc., were used to select the research variables and to construct the literature portion.

3.2. Research Model

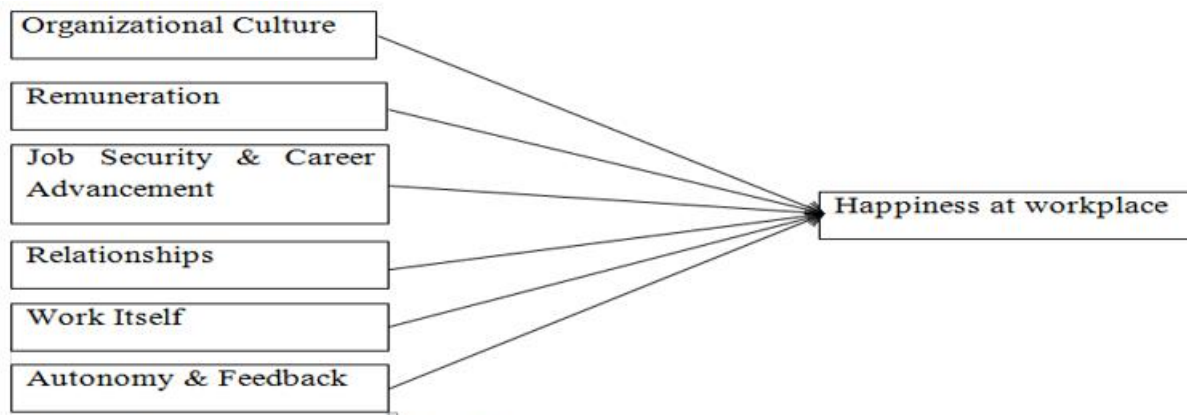


Figure: Proposed Research Model

3.3. Analysis

The data was analysed using the SPSS 25 software. A reliability test was done to measure the acceptability of the survey questions. Descriptive statistics were subsequently calculated for all demographic questions and a correlation was performed to measure the internal relationships among the variables studied. Finally, multiple regression was employed for measuring the effect of independent variables (Organizational Culture, Remuneration, Job security & Career Advancement, Interpersonal Relationships, The Work Itself, Autonomy & Feedback) on the dependent variable (Workplace Happiness).

3.4. Research Hypothesis

H1: There is a significant relationship between Organizational Culture and Workplace Happiness

H2: There is a significant relationship between Remuneration and Workplace Happiness

H3: There is a significant relationship between Job Security & Career Advancement and Workplace Happiness

H4: There is a significant relationship between Interpersonal Relationships and Workplace Happiness

H5: There is a significant relationship between The Work Itself and Workplace Happiness

H6: There is a significant relationship between Autonomy & Feedback and Workplace Happiness

4. Data Analysis and Findings

Table 1: Descriptive Statistics

Demographics	Categories	Frequency	Percent
Gender	Male	118	83.69
	Female	23	16.31
Age	Less than 25 Years	21	14.89
	26- 30 Years	43	30.49
	31- 35 Years	46	32.62
	36-40 Years	18	12.76
	41 Years or more	13	9.21
Level of Education	PhD or More	14	9.92
	Post-Graduation	103	73.05
	Graduation	24	17.03
Faculty Designation	Lecturer	29	20.56
	Senior Lecturer	23	16.31
	Assistant Professor	44	31.21
	Associate Professor	31	21.98
Monthly Income	Professor	14	9.92
	Less than 35 Thousands TK	21	14.89

	36-45 Thousands TK	30	21.27
	46-55 Thousands TK	37	26.24
	56-65 Thousands TK	36	25.53
	66 Thousands TK or More	17	12.05
Marital Status	Single	34	24.11
	Widow/ Divorced	4	2.84
	Married without children	42	29.78
	Married with children	61	43.26
Job experience	Less than 5 Years	43	30.49
	6-10 Years	42	29.78
	11-15 Years	33	23.40
	16 Years or More	23	16.31

Table 1 shows the demographics of the respondents in this study. In terms of gender, there were 118 male respondents (83.69%) versus 23 female respondents (16.31%). On the basis of age, the majority respondents were from 31- 35 years 46 (32.62%) whereas less than 25 years were 21 (14.89%), 26- 30 years were 43 (30.49%), 36-40 years were 18 (12.76%) and 41 years or more were 13 (9.21%). Moreover, the greatest number of respondents came from graduate level 103 (73.05%), while graduates were 24 (17.03%) and doctoral-level academics were 14 (9.92%). With respect to faculty designation, most respondents were assistant teachers 44 (31.21%). Respondents with lecturer designations were 29 (20.56%), senior lecturer designation were 23 (16.31%), associate professor designation were 31 (21.98%) and professor designation were 14 (9.92%). In terms of the respondents' monthly income, most of the survey participants were from 46-55 thousands TK 37 (26.24%), whereas less than 35 thousands TK were 21 (14.89%), 36-45 thousands TK were 30 (21.27%), 56-65 thousands were 36 (25.53%) and 66 thousands or more were 17 (12.05%). Moreover, in context of the marital status of the respondents, single were 34 (24.11%), widow/ divorced were 4 (2.84%), married without children 42 (29.78%) and married with children were 61 (43.26%). Finally, in aspect of faculties working experience majority of the respondents' were from less than 5 years 43 (30.49%), in between 6-10 years were 42 (29.78%), 11-15 years were 33 (23.40%) and 16 years or more were 23 (16.31%)899.

Table 2: Reliability Test (Summary of the Cronbach's Alpha)

Variables	Number of Items	Cronbach Alpha (α)
Organizational Culture	8	.922
Remuneration	6	.936
Job security & Career Advancement	5	.791
Interpersonal Relationships	6	.860
The Work Itself	5	.702
Autonomy and Feedback	7	.823
Workplace Happiness	5	.873

Table 2, shows the reliability test of this study. Particularly, seven sets of reliability test were run separately and estimated the Cronbach Alpha value of each construct as well as the number of items used for each construct to get the standard Alpha value (> 0.70). Table 2 depicts Cronbach Alpha (α) value for each construct as Organizational Culture ($\alpha=.922$), Remuneration ($\alpha=.936$), Job security & Career Advancement ($\alpha=.791$), Interpersonal Relationships ($\alpha=.860$), The Work Itself ($\alpha=.702$), Autonomy and Feedback ($\alpha=.823$) and Workplace Happiness ($\alpha=.873$). All alpha values in this study are above 0.70 (0.702 to 0.936). It is a satisfactory or acceptable reliability test for the study.

Table 3: Pearson Correlation Analysis

	WPH	ORC	REM	JSCA	INR	WOI	AUF
WPH	1						
ORC	.622**	1					
REM	.623**	.844**	1				
JSCA	.608**	.658**	.680**	1			
INR	.664**	.539**	.417**	.468**	1		
WOI	.457**	.529**	.522**	.559**	.228**	1	
AUF	.687**	.758**	.746**	.681**	.528**	.653**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 3, demonstrates the correlations among all the variables (dependent and independent) of this study and revealed that workplace happiness positively correlated with organizational culture (.622**) or 62.2% at 99 percent confident interval and significant at the 0.01 level (.000).

Similarly, workplace happiness has found positive correlation with other constructs respectively as remuneration (.623** or 62.3%, .000), job security and career advancement (.608** or 60.8%, .000), interpersonal relationships (.664** or 66.4%, .000), the work itself (.457** or 45.7%, .000) and autonomy and feedback (.687** or 68.7%, .000). Besides that, organizational culture has found a positive correlation with other independent constructs respectively as remuneration (.844** or 84.4%, .000), job security and career advancement (.658** or 65.8%, .000), interpersonal relationships (.539** or 53.9%, .000), the work itself (.529** or 52.9%, .000) and autonomy and feedback (.758** or 75.8%, .000). Additionally, remuneration has found positive association with job security and career advancement (.680** or 68.0%, .000), interpersonal relationships (.417** or 41.7%, .000), the work itself (.522** or 52.2%, .000) and autonomy and feedback (.746** or 74.6%, .000). Furthermore, job security and career advancement has positive relationships respectively with interpersonal relationship (.468** or 46.8%, .000), the work itself (.559** or 55.9%, .000) and autonomy and feedback (.681** or 68.1%, .000). As a result, interpersonal relationships showed a significant positive association with the work itself (.228** or 22.8%, .000) and autonomy and feedback (.528** or 52.8%, .000). Finally, the work itself has a positive correlation with autonomy and feedback (.653** or 65.3%, .000).

Table 4: Regression Analysis

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.79	.630	.614	.513	.630	38.058	6	134	.000	1.789
Predictors: (Constant) Organizational Culture, Remuneration, Job security and Career Advancement, The Work itself, Interpersonal Relationships, Autonomy and Feedback										
Dependent Variable: Workplace Happiness										

Table 4, indicates the model summary, whereas the regression model shows a good fit with F value 38.058 ($p < .05$) and R Square value of .630 indicating 63.0% of the variation in the workplace happiness by the independent variables (organizational culture, remuneration, job

security and career advancement, interpersonal relationships, the work itself and autonomy and feedback).

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.132	6	10.022	38.058	.000
	Residual	35.287	134	.263		
	Total	95.419	140			

Table 5, illustrates the Analysis of Variance (ANOVA) test for this study. It indicates the general significance of the studied model. In this regard, the p-value of the model studied is (0.000), which is much smaller than 0.05 or 5% level of significance. As a result, we can conclude that the proposed research model passed the fit test of the model or the level of significance.

Table 6: Summary of Coefficients

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.058	.185		5.707	.000		
	Organizational Culture	-.057	.098	-.064	-.582	.561	.239	4.186
	Remuneration	.240	.081	.312	2.954	.004	.257	3.884
	Job security and Career Advancement	.132	.078	.135	1.690	.093	.448	2.233
	Interpersonal Relationships	.451	.063	.472	7.201	.000	.667	1.498
	The Work itself	.176	.082	.145	2.147	.034	.626	1.599

Autonomy and Feedback	.332	.106	.293	3.136	.002	.317	3.157
Dependent Variable: Workplace Happiness							

Table 6, depicts the summary of the coefficients and the result stated that, organizational culture has no significant effect on academics workplace happiness of ($\beta = -.064$, $t = -.582$ and $p = .561 > 0.05$). For this reason, H1 is rejected. Furthermore, this study confirmed that there is a statistically significant relationship between pay and work happiness for academics ($\beta = .312$, $t = 2.954$ and $p = .004 < 0.05$). Which means H2 is accepted. In addition, job security and career progression did not reveal any statistically significant relationship to happiness at work ($\beta = .135$, $t = 1.690$ and $p = .093 > 0.05$). For this reason, H3 is not accepted. Furthermore, the results of this study revealed that the interpersonal relationship has a positive and significant impact on the workplace happiness of academics ($\beta = .472$, $t = 7.201$ and $p = .000 < 0.05$). That is why H4 is supported. Besides that, the work itself has found a significant relationship with workplace happiness of university faculties ($\beta = .145$, $t = 2.147$ and $p = .034 < 0.05$). On that point, H5 is confirmed. Finally, autonomy and feedback have estimated a positive and significant impact on academic workplace happiness ($\beta = .293$, $t = 3.136$ and $p = .002 < 0.05$). This makes H6 supported.

5. Discussion

This study looks at the factors that influence happiness in the workplace. Specifically, this study attempts to measure the impact of six variables (Organizational Culture, Remuneration, Job Security & Career Advancement, Interpersonal Relationships, The Work itself, and Autonomy & Feedback) on workplace happiness of private university faculties in Sylhet City, Bangladesh. The result of this study makes it possible to test the established hypothesis and provide a clear idea of the relations between the six constructs and happiness at work. The results revealed that organizational culture does not have a significant impact on the workplace happiness of academics, which seems similar to the previous finding (Chaiprasit and Santidhiraku, 2011). This result also shows contradiction with some previous findings (Warr, 2007; Pepey et al., 2016, Lok and Crawford, 2004; Fisher 2010; Aydin, 2012) which identified a relationship between organizational culture and employee happiness. It can be noted that, almost all the private universities of Sylhet City, Bangladesh are still struggling to adopt the receptive and innovative organizational culture due to lack of expertise and management related issues. These universities

are only following a specific set of rules or policies to guide academics and their behaviour. This could be the reason why academics did not find much connection between organizational culture and their level of happiness at work.

The study also confirmed a statistically significant relationship between pay and work happiness for academics. A numerous studies have confirmed the same result (Zhou and Qiu, 2013; Biswas-Diener et al., 2010; Demir et al., 2013; Angner et al., 2011; Oshio and Kobayashi, 2011; Caporale, 2009; Gagné and Deci, 2005; Shlay et al., 2004). Everyone must make money to meet his needs. This relationship therefore also seems to apply to academics. However, the study found that job security and career progression do not have a significant relationship to the happiness of university workers at work. Unfortunately, this conclusion runs counter to previous findings (Escott and Buckner, 2013; Ong and Shah, 2012; Nikolova and Graham, 2014; Sora, 2010). To justify the result, it can be said that due to less career growth prospects in private universities of Sylhet City, Bangladesh most of the academics' have a propensity to switch these institutions and still focused on better career prospects at abroad or public organizations or even other private sector jobs. In this respect, academics found this factor inconsistent and irrelevant with their happiness in the workplace. On the other hand, interpersonal relationships at the workplace have found the strongest relationship with the happiness of academics. A lot of previous studies have found similar results (Warr, 2007; Dutton 2003; Dutton and Ragins 2007; Dirks and Ferrin 2002; Naff, 2012; Bader et al., 2013; Snow, 2013; Song, 2005; Wright, 2005). This factor indicates the highest level of impact on happiness in the workplace relative to all other variables investigated. This means that the influence of colleagues, superiors and others on the job has a big impact on the level of happiness of academics.

Moreover, the study found a statistically significant association between the work itself and the happiness of academics and other research work (DeGroot et al. 2000; Golparvar and Abedini, 2014; Tadic, 2013; Martin, 2008; MacMillan, 2009; Grady and McCarthy, 2008; Michaelson et al., 2014; Dimitrov, 2012). So we can say that the content of the work is very important for the happiness of the employees. Finally, the result also confirmed that there is a positive and significant relationship between autonomy and feedback and happiness at work. Many earlier works have achieved similar results (Morgeson & Humphrey, 2006; Kluger & DeNisi, 1996; Fisher, 2008; Michaelson, 2011; Fisher & Noble, 2004; Bader et al., 2013). As most of the workers today demand flexibility in workplace, freedom to make own choices, independence to design their own tasks and getting constructive suggestions about how they are progressing their

career, therefore, the university faculties are also not an exception. Based on the findings of the study, it can also be said that interpersonal relationships, autonomy & feedback and remuneration have greater significant impact on academics' workplace happiness over other constructs of this study.

6. Conclusion

Happiness measures how people experience and evaluate their lives as a whole. As the majority of people spend much of their time and lives at work, the importance of happy workplaces increases simultaneously. Happiness at work results in long-term life satisfaction and subjective well-being of the employees. The way jobs are shaped have a huge impact on the sense of well-being at work. It is therefore crucial to understand the factors that shape happiness at work. This study tried to measure the impact of selected factors (Organizational Culture, Remuneration, Job Security & Career Advancement, Interpersonal Relationships, The Work itself, and Autonomy & Feedback) on the workplace happiness of academics' who are working at different private universities in Sylhet City, Bangladesh. Of all the variables studied, academics attach the greatest importance to interpersonal relations at work. However, academics also put a great deal of emphasis on independence and feedback and compensation for their work happiness index. Another factor that has drawn attention to the happiness of academics at work is work itself. However, two of the factors studied (organizational culture and job security and career advancement) show an insignificant relationship with workplace happiness. As the employment relations are changing over the years and now a days organizations are emphasizing in employees' happiness, so, the results of this study will surely be beneficial for all concerned to better understand the impact of the factors shaping workplace happiness. Improving happiness at work can result in increased productivity, satisfaction, commitment, engagement, retention and performance of the workforce. It is therefore essential for any organisation to value happiness-related policies in the same way as other human resource policies (Boehm and Lyubomirsky, 2008). Organizations should take into account the results of this study and adopt appropriate strategies or policies to ensure the availability of these factors to make their employees happy at work. However, this study focused on a limited number of variables that measure happiness in the workplace. Future research is needed to identify additional variables that may affect the well-being of employees at work. Other studies can also be done on other geographic areas with different categories of respondents.

References

1. Angner, E., Hullett, S., & Allison, J. J. (2011). "I'll die with the hammer in my hand": John Henryism as a predictor of happiness. *Journal of Economic Psychology*, 32, 357-366.
2. Aydin, N. (2012). A grand theory of human nature and happiness. *Humanomics*, 28(1), 42-63. <http://dx.doi.org/10.1108/08288661211200988>.
3. Austin, C. (2009). An investigation of workplace friendships and how it influences career advancement and job satisfaction: A qualitative case study. Unpublished PhD's thesis. Capella University, United States.
4. Bader, H. A. M., Hashim, I. H. M., & Zaharim, N. M. (2013). Workplace friendships among bank employees in Eastern Libya. *Digest of Middle East Studies*, 22(1), 94-116. <http://dx.doi.org/10.1111/dome.12020>.
5. Baker, D., Greenberg, C. y Hemingway, C. (2006). *What Happy Companies Know*, Pearson Education, New Jersey, USA.
6. Bakker, A.B. (2001). Questionnaire for the Assessment of Work-related Flow: The WOLF. Utrecht: Department of Social and Organizational Psychology, Utrecht University.
7. Baumeister, R.F. & Leary, M.R. (1995). The need to belong: desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117, pp. 497-530.
8. Berger, E. M. (2009). Maternal employment and happiness: The effect of non-participation and part-time employment on mothers' life satisfaction. http://smye2009.org/file/334_Berger.pdf.
9. Bhattacharjee, D., & Bhattacharjee, M. (2010). Measuring happiness at work place. *ASBM Journal of Management*, 3(1/2), 112-125.
10. Biswas-Diener, R., Vittersø, J., & Diener, E. (2010). The Danish effect: Beginning to explain high well-being in Denmark. *Social Indicators Research*, 97, 229-246.
11. Björke, A. (2012). Is there happiness therein? BM and HRCA for self-employed. *Journal of Human Resource Costing & Accounting*, 16(2), 95-111.
12. Boehm, J. K., & Lyubomirsky, S. (2008). Does happiness promote career success?. *Journal of career assessment*, 16(1), 101-116.
13. Brody, L. (2010). On behalf of another: Exploring social value orientation and responses to injustice. Unpublished PhD's thesis. Emory University, United States.
14. Caporale, G. M., Georgellis, Y., Tsitsianis, N., & Yin, Y. P. (2009). Income and happiness across Europe: Do reference values matter? *Journal of Economic Psychology*, 30, 42-51.

15. Chaiprasit, K., & Santidhiraku, O. (2011). Happiness at work of employees in small and medium-sized enterprises, Thailand. *Procedia-Social and Behavioral Sciences*, 25, 189-200.
16. Carleton, E. L. (2009). Happiness at work: Using positive psychology interventions to increase worker well-being. Unpublished master's thesis. Saint Mary's University, Canada.
17. Carver, C.S. & Scheier, M.F. (1990). Origins and functions of positive and negative affect: a control-process view. *Psychological Review*, 97, pp. 19–35.
18. Chang, J. (2013). Affect, trust and friendship: A case study of Chinese and Zambian relationships at the workplace. *International Journal of Business Anthropology*, 4(1), 38-61.
19. Cleavenger, D. J., & Munyon, T. P. (2013). It's how you frame it: Transformational leadership and the meaning of work. *Business Horizons*, 56, 351-360.
<http://dx.doi.org/10.1016/j.bushor.2013.01.002>.
20. Csikszentmihalyi, M., Abuhamdeh, S. & Nakamura, J. (2005). Flow. In Elliot, A.J. and Dweck, C.S. (eds), *Handbook of Competence and Motivation*. New York: The Guilford Press, pp. 598–608.
21. D'Cruz, P., & Noronha, E. (2011). The limits to workplace friendship-Managerialist HRM and bystander behaviour in the context of workplace bullying. *Employee Relations*, 33(3), 269-288.
22. Deal T. E. & Kennedy, A. A. (2000). *Corporate Cultures: The Rites and Rituals of Corporate Life*, Harmondsworth, Penguin Books, 1982; reissue Perseus Books, 2000.
23. DeGroot, T., Kiker, D.S. & Cross, T.C. (2000). A meta-analysis to review organizational outcomes related to charismatic leadership. *Canadian Journal of Administrative Sciences*, 17, pp. 356–371.
24. Demir, M., & Davidson, I. (2013). Toward a better understanding of the relationship between friendship and happiness: Perceived responses to capitalization attempts, feelings of mattering, and satisfaction of basic psychological needs in same-sex best friendships as predictors of happiness. *Journal of Happiness Studies*, 14(2), 525-550.
25. De Prycker, V. (2010). Happiness on the political agenda? PROS and CONS. *Journal of Happiness Studies*, 11, 585-603. <http://dx.doi.org/10.1007/s10902-010-9205-y>.
26. Diener, E. (2000). Subjective well-being. *American Psychologist*, 55, pp. 34–43.
27. Diener, E. & Biswas-Diener, R. (2008). *Happiness: Unlocking the Mysteries of Psychological Wealth*, Massachusetts: Blackwell Publishing.
28. Dike, D. (2011). Quantitative correlational study of organizational culture perception,

- employment length, and employee turnover in fast-food restaurants. Unpublished doctoral dissertation. University of Phoenix, United States.
30. Dirks, K.T. & Ferrin, D.L. (2002). Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87, pp. 611–628.
 31. Dimitrov, D. (2012). Sources of meaningfulness in the workplace: A study in the US hospitality sector. *European Journal of Training and Development*, 36(2/3), 351-371.
 32. Dutton, J.E. (2003). *Energize Your Workplace: How to Create and Sustain High-Quality Connections at Work*. San Francisco, CA: Jossey-Bass.
 33. Dutton, J.E. & Ragins, B.R. (2007). *Exploring Positive Relationships at Work*. Mahwah, NJ: Lawrence Erlbaum Associates.
 34. Escott, K., & Buckner, L. (2013). Improving employment and women's well-being in regeneration programmes. *International Journal of Public Sector Management*, 26(3), 250-263.
 35. Fisher, C. D. (2010). Happiness at work. *International journal of management reviews*, 12(4), 384-412.
 36. Fisher, C.D. (2008). The thrill of victory, the agony of defeat. In Ashkanasy, N.M. and Cooper, C.L. (eds), *Research Companion to Emotion in Organizations*. Cheltenham: Edward Elgar, pp. 120–135.
 37. Fisher, C.D. & Noble, C.S. (2004). A within-person examination of correlates of performance and emotions while working. *Human Performance*, 17, pp. 145–168.
 38. Foroutan, Y. (2011). Multiculturalism and women's employment: A sociological perspective. *New Zealand Sociology*, 26(1), 122-142.
 39. Frey, B. S., & Stutzer, A. (2000b). Happiness, economy and institutions. *The Economic Journal*, 110(466), 918-938. <http://dx.doi.org/10.1111/1468-0297.00570>.
 40. Gagné, M. & Deci, E.L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26, pp. 331–362.
 41. Golparvar, M., & Abedini, H. (2014). The relationship between spirituality and meaning at work and the job happiness and psychological well-being. *International Journal of Management and Sustainability*, 3(3), 160-175.
 42. Grady, G., & McCrathy, A. M. (2008). Work-life integration: Experiences of mid-career professional working mothers. *Journal of Managerial Psychology*, 23(5), 599-622.
 43. Ha, S. E., & Kim, S. (2013). Personality and subjective well-being: Evidence from South Korea. *Social Indicators Research*, 111, 341-359. <http://dx.doi.org/10.1007/s11205-012-0009-9>.

44. Hopkins, E. (2008). Inequality, happiness and relative concerns: What actually is their relationship? *Journal of Economic Inequality*, 6, 351-372.
45. Jiang, S., Lu, M., & Sato, H. (2012). Identity, inequality, and happiness: Evidence from urban China. *World Development*, 40(6), 1190-1200.
<http://dx.doi.org/10.1016/j.worlddev.2011.11.002>.
46. Johnston, C. S., Luciano, E. C., Maggiori, C., Ruch, W., & Rossier, J. (2013). Validation of the German version of the Career Adapt-Abilities Scale and its relation to orientations to happiness and work stress. *Journal of Vocational Behavior*, 83, 295-304.
47. Kluger, A.N. & DeNisi, A. (1996). The effects of feedback interventions on performance: a historical review, a meta-analysis, and a preliminary feedback intervention theory. *Psychological Bulletin*, 119, pp. 254–284.
48. Lee, H. E. (2005). Exploration of the relationship between friendship at work and job satisfaction: An application of balance theory. Unpublished master's thesis. Michigan State University, United States.
49. Lembregts, C., & Pandelaere, M. (2014). A 20% income increase for everyone? The effect of relative increases in income on perceived income inequality. *Journal of Economic Psychology*, 43, 37-47.
50. Lin, C. (2010). Relationship between job position, job attributes, and workplace friendship: Taiwan and China. *Journal of Technology Management in China*, 5(1), 55-68.
51. Lok, P., & Crawford, J. (2004). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *Journal of Management Development*, 23(4), 321-338.
52. L. Y. Wang & H. Liu. (2007). Comparative Study of Remuneration System in Enterprises of Different Ownership. *Business Economics and Management*, No. 9, pp. 37-41.
53. MacMillan, S. (2009). Towards an existential approach to the meaning of work. Unpublished PhD's thesis. Saint Mary's University, Canada.
54. McNulty, J. K., & Fincham, F. D. (2012). Beyond positive psychology? Toward a contextual view of psychological processes and well-being. *American Psychologist*, 67(2), 101.
55. Mao, H. & Hsieh, A. (2012). Organizational level and friendship expectation at work. *Asian Business & Management*, 11(41).
56. Michaelson, C. (2011). Whose responsibility is meaningful work? *Journal of Management Development*, 30(6), 548-557.
57. Martin, M. W. (2008). Paradoxes of happiness. *Journal of Happiness Studies*, 9(2), 171-

184.

58. Michaelson, C., Pratt, M. G., Grant, A. M., & Dunn, C. P. (2014). Meaningful work: Connecting business ethics and organization studies. *Journal of Business Ethics*, 121, 77-90.
59. Morgeson, F.P. & Humphrey, S.E. (2006). The Work Design Questionnaire (WDQ): developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91, pp. 1321–1339.
60. Naff, A. (2012). Investing in happiness: An analysis of the contributing factors to the positive professional work environment. Unpublished master's thesis. Liberty University, United States.
61. Needle, David (2004). *Business in Context: An Introduction to Business and Its Environment*.
62. Nikolova, M., & Graham, C. (2014). Employment, late-life work, retirement, and well-being in Europe and the United States. *IZA Journal of European Labor Studies*, 3(5), 1-30.
63. Ong, R., & Shah, S. (2012). Job security satisfaction in Australia: Do migrant characteristics and gender matter? *Australia Journal of Labour Economics*, 15(2), 123-139.
64. Oshio, T., & Kobayashi, M. (2011). Area-level income inequality and individual happiness: Evidence from Japan. *Journal of Happiness Studies*, 12(4), 633-649.
65. Pepey, M., De Jesus, E., Rubino, M., Morote, E. S., & Perry, S. M. (2016). Happiness at Work: Organizational Culture, Job Embeddedness, and Continuance Commitment. *Job Embeddedness, and Continuance Commitment*.
66. Porfeli, E. J., & Mortimer, J. T. (2010). Intrinsic work value-reward dissonance and work satisfaction during young adulthood. *Journal of Vocational Behavior*, 76, 507-519.
67. Ryan, R.M. & Deci, E.L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55, pp. 68–78.
68. Saari, L. M., & Judge, T. A. (2004). Employee attitudes and job satisfaction. *Human Resource Management*, 43(4), 395-407.
69. Salanova, M., Bakker, A.B. & Llorens, S. (2006). Flow at work: evidence for an upward spiral of personal and organizational resources. *Journal of Happiness Studies*, 7, pp. 1–22.
70. Scherer, S. (2009). The social consequences of insecure jobs. *Social Indicators Research*, 93, 527-547. <http://dx.doi.org/10.1007/s11205-008-9431-4>.
71. Shlay, A. B., Weinraub, M., Harmon, M., & Tran, H. (2004). Barriers to subsidies: Why low-income families do not use child care subsidies. *Social Science Research*, 33, 134-157.
72. Siccama, C. J. (2006). Work activities of professionals who occupy the role of faculty

- support staff in online education programs. Unpublished doctoral dissertation. University of Massachusetts Lowell, United States.
73. Siegall, M., & McDonald, T. (2004). Person-organization value congruence, burnout and diversion of resources. *Personnel Review*, 33(3), 291-301.
 74. Silla, I., De Cuyper, N., Gracia, F. J., Peiró, J. M., & De Witte, H. (2009). Job insecurity and well-being: Moderation by employability. *Journal of Happiness Studies*, 10(6), 739-751.
 75. Simon, L. S., Judge, T. A., & Halvorsen-Ganepola, M. D. K. (2010). In good company? A multi-study, multi-level investigation of the effects of coworker relationships on employee well-being. *Journal of Vocational Behavior*, 76, 534-546.
 76. Slemp, G.R. & Vella-Brodick, D.A. (2014). Optimizing employee mental health: The relationship between intrinsic need satisfaction, job crafting, and employee well-being. *Journal of Happiness Studies*, 15(4), pp.957-977.
 77. Song, S. H. (2005). Workplace friendship and its impact on employees' positive work attitudes-A comparative study of Seoul City and New Jersey state government public officials. Unpublished PhD's thesis. The State University of New Jersey, United States.
 78. Sora, B., Caballer, A., & Peiró, J. M. (2010). The consequences of job insecurity for employees: The moderator role of job dependence. *International Labour Review*, 149, 59-72.
 79. Søraker, J. H. (2012). How shall I compare thee? Comparing the prudential value of actual and virtual friendship. *Ethics and Information Technology*, 14(3), 209-219.
 80. Tadić, M., Bakker, A. B., & Oerlemans, W. G. M. (2013). Work happiness among teachers: A day reconstruction study on the role of self-concordance. *Journal of School Psychology*, 51, 735-750.
 81. Van Praag, B. M. S., Romanov, D., & Ferrer-i-Carbonell, A. (2010). Happiness and financial satisfaction in Israel: Effects of religiosity, ethnicity, and war. *Journal of Economic Psychology*, 31, 1008-1020.
 82. Vasconcelos, A. F. (2008). Broadening even more the internal marketing concept. *European Journal of Marketing*, 42(11/12), 1246-1264.
 83. Warr, P. (2007). *Work, Happiness, and Unhappiness*. Mahwah, NJ: Lawrence Erlbaum.
 84. Waryszak, R., & King, B. (2001). Managerial attitudes towards work activities in the hospitality and service industries. *International Journal of Contemporary Hospitality Management*, 13(4), 197-203.
 85. Westaway, M. S., Olorunju, S. A. S., & Rai, L. J. (2007). Which personal quality of life

domains affect the happiness of older South Africans? *Quality of Life Research*, 16(8), 1425-1438.

86. Wright, S. L. (2005). Loneliness in the workplace. Unpublished PhD's thesis. University of Canterbury, New Zealand.
87. Zuvekas, S. H., & Hill, S. C. (2000). Income and employment among homeless people: The role of mental health, health and substance abuse. *The Journal of Mental Health Policy and Economics*, 3, 153-163.
88. Zhou, S., & Qiu, L. (2013). The differences of factors influencing employees' happiness. *American Journal of Industrial and Business Management*, 3(3), 719-724.
89. (2021). Retrieved 5 May 2021, from <https://www.scribd.com/document/352080112/A-conceptual-framework-of-happiness-at-workplace-pdf>