

Influence of Organizational Culture and its Impact on Employees' Happiness

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ABSTRACT

Organizational culture plays a very important role for empowering transformation change in any organization. Organizational culture also plays a pivotal role in shaping employee happiness, which is essential for organizational success. Organizational culture is defined as the collective values, beliefs, and norms shaping the organizational environment, comprising dimensions of achievement, affiliation, and power. Employee happiness is construed as a multifaceted construct encompassing subjective, emotional, career, and social dimensions of well-being. This quantitative study, based on data from 127 respondents via an online survey featuring 32 questions, utilizes SPSS software to analyze the correlation between organizational culture and employee happiness. Employing Karl Pearson's correlation analysis, regression analysis, independent sample t-tests, and one-way ANOVA, the study derives results and concludes. The analysis refutes assumptions about organizational power's effect on employee happiness. Achievement and affiliation correlate positively with happiness, underlining recognition of achievements and social connections. Despite finding no gender disparities, the study underscores the importance of addressing diverse needs across different generations.

Keywords: *organization culture, achievement, affiliation, power, happiness, change*

1. INTRODUCTION

In the realm of workplace dynamics, the concept of happiness has emerged as a critical factor shaping employee experiences and organizational outcomes. As the intensity of work increases, so does the significance of fostering a positive work environment conducive to employee well-being (Hughes et al., 2007). Lyubomirsky et al. (2010) highlights the transformative power of happiness within organizations, noting that companies with higher levels of employee happiness often exhibit superior financial performance and heightened customer satisfaction. Consequently, there is a growing recognition among scholars and senior executives alike that cultivating happiness in the workplace isn't just a moral imperative but a strategic necessity.

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Contrary to common misconceptions, happiness in the workplace isn't solely contingent upon material rewards or sensual pleasures. Gavin (2009) argues that while financial incentives and comfortable working conditions can influence well-being, they do not constitute the essence of happiness. Instead, research suggests that autonomy and freedom within the workplace have the most profound impact on employee happiness. Organizational culture, which represents the internal work environment and the treatment of employees by their bosses and peers, plays a crucial role in this regard. An effective organization should have a culture that takes into account employee happiness and encourages employee satisfaction (Qureshi et al., 2022). The primary aim of this dissertation is to delve into the intricate dynamics between organizational culture and employee happiness, exploring how different cultural dimensions impact various facets of employee well-being.

Organizational culture is conceptualized as the shared values, beliefs, and norms that characterize an organization, encompassing dimensions of achievement, affiliation, and power. The power dimension revolves around the distribution and utilization of authority, influence, and control within the organization, where status, competition, and rivalry are given importance. Achievement culture emphasizes goal attainment, performance excellence, and results-driven behaviors, encouraging innovation, competitiveness, and continuous improvement. Affiliation culture prioritizes relationships, teamwork, and collaboration, fostering a sense of belonging and social cohesion among employees, where trust, communication, and mutual support are fundamental principles.

Employee happiness is interpreted as a multifaceted construct, comprising subjective, emotional, career, and social dimensions of well-being as per Boniwell's (2012) research. Subjective Well-being includes cognitive and affective components reflecting overall life satisfaction and fulfillment. Social Well-being emphasizes meaningful connections, empathy, and quality interpersonal relationships. Emotional Well-being focuses on self-awareness and emotional regulation, involving the ability to recognize, understand, and manage one's emotions effectively. Career Well-being is anchored in fulfillment from meaningful work, job satisfaction, and a sense of purpose.

1.1 STATEMENT OF THE PROBLEM

This study aims to investigate the correlation between organizational culture and employee happiness, examining how factors such as interpersonal dynamics (affiliation), success recognition (achievement) and power distribution influence

overall well-being, while also exploring disparities in happiness across gender and generational line.

1.2 PURPOSE AND SCOPE OF THE STUDY

The purpose of this study is to investigate the relationship between organizational culture and employee happiness, examining how various dimensions of culture influence well-being and exploring differences across gender and generational lines.

The scope of this study includes a comprehensive examination of organizational culture's influence on employee happiness, drawing from diverse literature and empirical research. Using a combination of qualitative and quantitative methods, the research will gather data to illuminate the relationship between organizational culture and employee well-being.

1.3 RESEARCH QUESTIONS

1. How does the level of power within an organization relate to employee happiness?
2. Is there a difference in employee happiness based on perceived levels of achievement within the workplace?
3. What impact does affiliation with colleagues or groups have on employee happiness?
4. Are there differences in employee happiness among different gender and generational groups within the organization?

2. LITERATURE REVIEW

2.1 ORGANIZATIONAL CULTURE

The terminology surrounding organizational culture has seen significant evolution in academia. Scholars, including Deshpande & Farley (2004), Ravasi and Schultz (2006), and Xiaoming and Junchen (2012), generally agree that it encompasses a system of shared values, beliefs, and behaviors among employees.

Tharp (2009) observed common themes in definitions of organizational culture. They universally highlight sharing within groups as fundamental, emphasize its social construction based on organizational context and events, and suggest its multidimensional nature, encompassing cognitive and symbolic elements.

Culture, a core aspect of human existence, encompasses diverse ways of life entrenched in tradition and transmitted across generations. Within organizations, culture manifests as a system of shared values, norms, and behaviors, shaping interactions and influencing functioning (Schein, 2010). Schein defines organizational culture as a pattern of shared basic assumptions learned by groups to address challenges and ensure cohesion, encompassing artifacts, values, and assumptions emerging from member interactions.

Organizational culture's significance lies in its role as a stabilizing force, shaping employee behavior and influencing management decisions (Shah, 2015). Schein emphasizes its role in mergers and acquisitions, advocating for cultural analysis as central to decision-making to ensure compatibility and facilitate successful integration (Schein, 2010). Understanding and managing organizational culture are crucial for fostering employee engagement, satisfaction, and overall organizational performance (Schein, 2010).

2.2 EMPLOYEE HAPPINESS

While the concept of "happiness" may not immediately align with "work" for many, there's a long-standing belief that happiness at work is integral to overall happiness. Visionaries like Confucius, Thomas Edison, and Steve Jobs have all emphasized the connection between loving one's work and life satisfaction (Klein, 2015). With workplace happiness influencing overall well-being (Wang & Yang, 2016), understanding its dynamics becomes essential. Employee happiness has gained prominence as a critical concern in organizational management, highlighting its pivotal role in organizational success (Awada, Johar, & Ismail, 2019; Suwaidi 2019).

In organizations, factors at the organizational, job, and event levels contribute to employee happiness. This includes aspects such as organizational culture, HR practices, and the overall psychological climate, all of which play significant roles in shaping employees' sense of happiness and satisfaction. (Carr et al., 2003; Othman et al., 2018).

Various research shows a strong relationship between employee happiness and factors like organizational commitment and employee engagement as well. Affective commitment, reflecting emotional attachment to the organization, and engagement, characterized by vigor, dedication, and absorption in work, are both closely aligned with employee happiness (Meyer & Allen, 1991; Mowday et al., 1979; Kahn, 1990; Macey & Schneider, 2008; Ficarra et.al., 2021).

3. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This study adopts a quantitative research design to provide empirical evidence regarding the impact of organizational culture on employee happiness. The primary objective of quantitative research is to develop and test mathematical theories, models, and hypotheses related to phenomena.

3.2 RESEARCH VARIABLES

In this study, organizational culture, characterized by power, achievement, and affiliation, serves as the independent variable, while employee happiness, measured across subjective, emotional, career, and social well-being dimensions, acts as the dependent variable.

3.3 HYPOTHESIS

A hypothesis is a statement that can be verified through scientific investigation. The goal of this study is to determine how organizational culture impacts Employee happiness. To achieve this, the following hypotheses were proposed:

H01a: There is no significant difference between Power and Employee happiness.

H01b: There is no significant difference between Achievement and Employee happiness.

H01c: There is no significant difference between Affiliation and Employee happiness.

H01d: There is no significant difference between Employee happiness among genders

H01e: There is no significant difference between Employee happiness among generations

3.4 RESEARCH METHOD

3.4.1 INSTRUMENTS

Organizational Culture

Organizational culture was assessed using the Organizational Culture Questionnaire (OCQ), consisting of 12 items derived from McClelland's Motivation Theory.

The items were categorized as follows:

Power: Items 3, 6, 9, 12

Affiliation: Items 2, 5, 8, 11

Achievement: Items 1, 4, 7, 10

Participants used a five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) to indicate their agreement with each statement.

Employee Happiness

Employee Happiness was assessed using The Happiness Scale (HS–RHMJ) developed by Himanshi Rastogi and Janki Moorjani (2017). This scale comprises 62 items divided into five areas: Subjective Well-being, Social Well-being, Career Well-being, Emotional Well-being, and Spiritual Well-being. For this study, we focused on the first four areas, excluding spiritual well-being. Based on a face validity test, questions were selected from each area: 4 questions from Social Well-being, 4 from Subjective Well-being, 6 from Career Well-being, and 6 from Emotional Well-being. In the questionnaire provided in the annexure, the statements are arranged as follows:

Items 13-18: Career Well-being
Items 19-22: Subjective Well-being
Items 23-26: Social Well-being
Items 27-32: Emotional Well-being

Participants used a five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) to indicate their agreement with each statement.

3.4.2 PARTICIPANTS

The study sample consisted of 127 respondents: 74 females and 53 males. To analyze generational differences, participants were divided into three age groups: below 30, 30-40, and above 40. Additionally, work experience was categorized into five groups: less than 1 year, 1-3 years, 3-5 years, 5-7 years, and more than 7 years.

3.4.3 DATA COLLECTION

A questionnaire was developed and transformed into a Google form for online distribution. The survey link was shared via WhatsApp with family, friends, acquaintances, and colleagues. Responses were digitally recorded during data collection. Both primary and secondary data sources were used. The questionnaire, containing 32 items, was the primary data collection tool and was distributed digitally to gather quantitative data from 127 participants. Secondary data included research papers and relevant internet publications.

4. RESULTS AND DISCUSSIONS

4.1 ANALYSIS OF DATA

Table 1 shows that out of 127 respondents, 58.3% were women and 41.7% were men. Age-wise, 17.3% were 30-40 years old, 33.1% were above 40, and 49.6% were below 30. Experience-wise, 24.4% had less than 1 year, 22% had 1-3 years, 3.9% had 3-5 years, 4.7% had 5-7 years, and 44.9% had more than 7 years of experience. Data analysis was conducted using SPSS. Initially, a reliability test was performed, followed by correlation, ANOVA, and Independent T-tests to verify the hypotheses.

Reliability analysis

Data reliability was tested using the reliability test as shown in Table 3. Cronbach's

The alpha reliability index was used to evaluate the internal consistency of each construct. The Reliability for the sample was found to be 0.925.

Correlation and regression analysis

H01a: There is no significant relationship between Power and Employee Happiness.

To investigate the hypothesis that there is no significant relationship between Power and Employee Happiness, we utilized the Pearson correlation coefficient and R^2 . The Pearson correlation coefficient between Power and Employee Happiness was found to be 0.104 with a corresponding p-value of 0.242, based on a sample size of 127. This indicates that Power and Employee Happiness may have a weak positive correlation, but the relationship is not statistically significant at the traditional significance threshold of 0.05. The R-squared value, which measures the proportion of variance in Employee Happiness explained by Power, was calculated to be 0.0109. This indicates that only approximately 1.09% of the variability in Employee Happiness can be accounted for by variations in Power. (Refer to Table 4)

Therefore, based on these findings, we fail to reject the null hypothesis, suggesting that there is no significant relationship between Power and Employee Happiness.

H01b: There is no significant relationship between Achievement and Employee Happiness

The Pearson correlation coefficient between Achievement and Employee Happiness was determined to be 0.561, with a corresponding p-value of which is less 0.001, based

on a sample size of 127. This indicates a strong positive correlation between Achievement and Employee Happiness, which is statistically significant. Furthermore, the calculated R-squared value of 0.314 suggests that approximately 31.4% of the variability in Employee Happiness can be explained by variations in Achievement. (Refer to Table 4)

Therefore, considering these results, we reject the null hypothesis and conclude that there is a significant relationship between Achievement and Employee Happiness.

H01c: There is no significant relationship between Affiliation and Employee Happiness.

The Pearson correlation coefficient between Affiliation and Employee Happiness was calculated to be 0.593, with a corresponding p-value less than 0.001, based on a sample size of 127. This strong positive correlation suggests a significant relationship between Affiliation and Employee Happiness. Furthermore, the obtained R-squared value of 0.35 indicates that approximately 35.1% of the variability in Employee Happiness can be attributed to Affiliation. This substantial proportion underscores the influence of Affiliation on Employee Happiness. (Refer to Table 4)

Given these findings, we reject the null hypothesis, indicating that there is indeed a significant relationship between Affiliation and Employee Happiness.

H01d: There is no significant difference between Employee Happiness among Genders.

The hypothesis was tested using an Independent Samples Test, comparing the mean happiness scores between male and female employees. The mean happiness score for Male employees was 3.88 with a standard deviation of 0.64, while for Female employees, it was 3.90 with a standard deviation of 0.65, suggesting slightly less variability in male scores and indicating a slightly higher average happiness score among Females compared to Males. The Levene's Test for Equality of Variances, which assesses whether the variances of happiness scores are equal between genders, yielded a p-value of 0.845. Since this value is greater than 0.05. This suggests that there is no significant difference in the variances of happiness scores between male and female employees, and the assumption of equal variances is upheld for further analysis. The t-test for Equality of Means was then conducted assuming equal variances, yielding a t-value of -0.231 and a p-value of 0.818. Additionally, the test was conducted without assuming equal variances, resulting in a t-value of -0.232 and a p-value of 0.817. In both cases, the p-values are greater than 0.05, indicating that

there is no significant difference in the mean happiness scores between male and female employees. (Refer to Table 5)

Therefore, based on the results of the Independent Samples Test and the Levene's Test, we fail to reject the null hypothesis. This suggests that there is no significant difference in Employee Happiness between genders in the studied population.

H01e: There is no significant difference between Employee Happiness among Generation.

The ANOVA test revealed a significant difference in Employee Happiness among generations, with an F-value of 5.512 and a significance level of 0.005. Post hoc Tukey HSD tests were then conducted to identify specific differences between generations. The mean differences were calculated as follows:

- Between Generation Z and Generation Y: -0.2693302
- Between Generation Y and Generation X: -0.1321248
- Between Generation Z and Generation X: -0.4014550

The corresponding p-values for these mean differences are:

- Generation Z and Generation Y: 0.192
- Generation Y and Generation X: 0.700
- Generation Z and Generation X: 0.004

The results show that there is no statistically significant difference in Employee Happiness between Generation Z and Generation Y ($p = 0.192$), or between Generation Y and Generation X ($p = 0.700$). However, a significant difference was found between Generation Z and Generation X ($p = 0.004$). (Refer table 6 and 7)

Therefore, based on these findings, the null hypothesis, which states that there is no significant difference between Employee Happiness among different generations, is rejected.

4.2 DISCUSSIONS AND INTERPRETATIONS

Power and Employee Happiness:

Despite common beliefs, the analysis shows that having power in an organization doesn't necessarily equate to greater happiness among individuals. The weak correlation between power and happiness suggests that factors beyond hierarchical

structures influence workplace contentment. Moreover, happiness in the workplace is influenced by a multitude of factors beyond just one's position or level of authority. Elements such as job satisfaction, work-life balance, supportive work environments, and opportunities for personal and professional growth can all significantly impact an individual's overall happiness at work. Thus, while power may offer authority, it doesn't guarantee happiness.

Achievement and Employee Happiness:

The findings reveal a substantial correlation between Achievement and Employee Happiness, indicating a noteworthy relationship between these variables.

Feeling accomplished at work corresponds with higher happiness levels, indicating the importance of recognizing and rewarding employees' successes. This correlation suggests that individuals who feel a sense of accomplishment and success in their professional endeavors are more likely to experience greater overall satisfaction and happiness in their roles. The strong correlation underscores the importance of recognizing and rewarding employees' achievements as a means of fostering positive emotions and well-being in the workplace.

Affiliation and Employee Happiness:

The findings depict a substantial correlation between these variables, indicating a significant relationship. Employees who perceive a strong sense of affiliation, such as belongingness and camaraderie in their work environment, tend to report higher levels of happiness. This suggests that fostering a supportive and inclusive workplace culture can positively impact employees' overall satisfaction and happiness levels.

Gender and Employee Happiness:

Contrary to initial expectations, the results indicate that there is no significant difference in happiness levels between male and female employees. This suggests that factors influencing happiness in the workplace might be distributed evenly across genders, leading to similar levels of satisfaction and contentment among both male and female employees. While gender-based differences in workplace experiences have been widely discussed, this analysis suggests that, in terms of happiness, male and female employees may experience similar levels of satisfaction and contentment within the studied population.

Overall, these results underscore the importance of recognizing and addressing factors that contribute to overall workplace happiness, irrespective of gender. Organizations can use these insights to develop strategies aimed at fostering a positive work

environment that caters to the diverse needs of all employees, ultimately enhancing overall employee well-being and productivity.

Generations and Employee Happiness:

The analysis shows a significant correlation between generation and employee happiness, indicating different levels of happiness among various age groups. ANOVA results reveal a statistically significant difference in happiness across generations ($F\text{-value} = 5.512, p = 0.005$), suggesting these variations are not due to chance. Younger employees often value career growth, work-life balance, and purpose, while older employees prioritize job security, recognition, and leadership opportunities. Understanding these generational differences is crucial for organizations to create inclusive and supportive environments, enhancing overall employee happiness and well-being. Tailored strategies can help meet the diverse needs of each generation, benefiting both employees and the organization.

5. LIMITATIONS, RECOMMENDATIONS AND DIRECTION FOR FUTURE STUDY

5.1 LIMITATION

The study faces several limitations, including a small sample size of 127 participants, potentially hindering the detection of significant relationships between variables. Moreover, gender and age imbalances exist, with an unequal distribution among male and female participants and fewer individuals in the 30-40 age group, limiting the generalizability of findings. Additionally, the exclusion of key demographics such as educational background, occupation, and income restricts the comprehensiveness of the analysis. Furthermore, the assessment of organizational culture dimensions is narrow, overlooking crucial aspects like autonomy, innovation, leadership style, and organizational structure. The scope of discussions may also be constrained due to limited research experience and dissertation format, while the accuracy of responses may be compromised due to the length of the questionnaire or other factors, potentially introducing biases into the data.

5.2 RECOMMENDATIONS AND FUTURE SCOPE OF RESEARCH

While the study offers valuable insights into the link between organizational culture and employee happiness, there are notable areas for improvement. Future research should broaden its scope by incorporating additional culture dimensions such as autonomy, innovation, and leadership style, alongside comparative studies across

industries and cultural contexts to tailor strategies effectively. Increasing the sample size and ensuring gender balance would bolster statistical power and provide clearer insights into demographic variations. Additionally, employing qualitative methods like interviews can deepen understanding, while developing and evaluating employee well-being initiatives, such as mindfulness programs or leadership development, could foster positive cultures and enhance happiness within organizations.

6. CONCLUSION

The dissertation delves into the complex interplay between organizational culture and employee happiness, employing a quantitative research approach. It reveals that while organizational power does not singularly dictate employee happiness, dimensions like achievement and affiliation do impact. The study challenges gender assumptions, finding no significant disparities in happiness levels, while generations do have different happiness levels, urging organizations to address diverse employee needs for sustained well-being.

Moreover, the dissertation underscores the pivotal role of organizational culture in shaping employee happiness, advocating for proactive measures to cultivate positive work environments. Recognizing factors like achievement and fostering inclusivity can enhance employee well-being, contributing to organizational success amidst the evolving landscape of modern workplaces. As literature suggests, employee happiness serves as a linchpin connecting job satisfaction, commitment, and engagement, reinforcing the critical importance of fostering a positive organizational culture.

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ANNEXURE A

Figure 1: Employee Happiness – Conceptual Framework

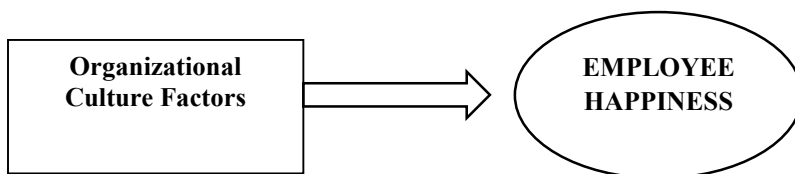


Table 1: Demographic Profile of Respondents

| Sr. No | Demographic Factors | | | | | |
|--------|---------------------|----------|-------------|-------------|-------------|-----------|
| 1 | Age | Below 30 | 30-40 | | Above 40 | |
| | | 63 | 22 | | 42 | |
| 2 | Gender | Male | | | Female | |
| | | 53 | | | 74 | |
| 3 | Work Experience | < 1 Year | 1 - 3 Years | 3 - 5 Years | 5 - 7 Years | > 7 Years |
| | | 31 | 28 | 5 | 6 | 57 |

Table 2: Descriptive Statistics

| Factors | N | Mean | Std. Deviation | Variance |
|---------------------------------------|-----|------|----------------|----------|
| Organizational Culture Factors | | | | |
| Achievement | 127 | 3.63 | 0.77 | 0.6 |
| Affiliation | 127 | 3.84 | 0.89 | 0.79 |
| Power | 127 | 3.05 | 0.9 | 0.82 |
| Employee Happiness Factors | | | | |
| Career Wellbeing | 127 | 3.9 | 0.73 | 0.53 |
| Subjective Wellbeing | 127 | 3.84 | 0.74 | 0.55 |
| Social Wellbeing | 127 | 3.98 | 0.73 | 0.54 |
| Emotional Wellbeing | 127 | 3.85 | 0.76 | 0.58 |
| Overall Happiness | 127 | 3.89 | 0.64 | 0.42 |

Table 3: Reliability Statistics

| Cronbach's Alpha | N of Items |
|-------------------------|-------------------|
| 0.925 | 32 |

Table 4: Correlations

| | | Achievem ent | Affiliati on | Pow er | Overall Happiness |
|------------------------------|---------------------|-------------------------|-------------------------|-------------------|------------------------------|
| Achievem ent | Pearson Correlation | 1 | .635** | 0.16 | .561** |
| | Sig. (2-tailed) | | 0 | 0.071 | 0 |
| | N | 127 | 127 | 127 | 127 |
| Affiliation | Pearson Correlation | .635** | 1 | - 0.103 | .593** |
| | Sig. (2-tailed) | 0 | | 0.25 | 0 |
| | N | 127 | 127 | 127 | 127 |
| Power | Pearson Correlation | 0.16 | -0.103 | 1 | 0.104 |
| | Sig. (2-tailed) | 0.071 | 0.25 | | 0.242 |
| | N | 127 | 127 | 127 | 127 |
| Overall Happiness | Pearson Correlation | .561** | .593** | 0.104 | 1 |
| | Sig. (2-tailed) | 0 | 0 | 0.242 | |
| | N | 127 | 127 | 127 | 127 |

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

Table 5: Independent Samples Test

| Group Statistics | | | | | |
|-------------------------|---|----|----------|----------------|-----------------|
| Gender code* | | N | Mean | Std. Deviation | Std. Error Mean |
| Overall Happiness | 0 | 53 | 3.877358 | 0.6395562 | 0.0878498 |
| | 1 | 74 | 3.904279 | 0.652605 | 0.0758638 |

*0 - Female, 1 – Male

| Independent Samples Test | | | | | | | | |
|------------------------------|-----------------------------------|------------------------------|-----|--------------------|--------------------|--------------------------|--|-------|
| | | t-test for Equality of Means | | | | | | |
| | | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | Lower | Upper |
| Over all Happ iness | Equal variances assumed | -0.231 | 125 | 0.818 | -0.027 | 0.116 | -0.257 | 0.204 |
| | Equal variances not assumed | -0.232 | 113 | 0.817 | -0.027 | 0.116 | -0.257 | 0.203 |

Table 6: ANOVA

| ANOVA | | | | | | |
|----------------------|-------------------|-------------------|-----|----------------|-------|-------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| Overall Happiness | Between Groups | 4.276 | 2 | 2.138 | 5.512 | 0.005 |
| | Within Groups | 48.106 | 124 | 0.388 | | |
| | Total | 52.382 | 126 | | | |

Table 7: POST-HOC

| Dependent Variable | | | Mean Difference (I-J) | | Std. Error | Sig. | 95% Confidence Interval | |
|----------------------|--------------|---|--------------------------|------------|---------------|------|----------------------------|----------------|
| | | | | | | | Lower Bound | Upper Bound |
| Overall Happiness | Tukey HSD | 1 | 2 | -.2693302 | .1542466 | .192 | -.635232 | .096572 |
| | | | 3 | -.4014550* | .1240759 | .004 | -.695786 | -.107124 |
| | | 2 | 1 | .2693302 | .1542466 | .192 | -.096572 | .635232 |
| | | | 3 | -.1321248 | .1639237 | .700 | -.520983 | .256733 |
| | | 3 | 1 | .4014550* | .1240759 | .004 | .107124 | .695786 |
| | | | 2 | .1321248 | .1639237 | .700 | -.256733 | .520983 |