

Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture 10
Happiness at Workplace - II

So last time we have discussed in the previous session, and that is the what is what are the different definitions of the happiness in overall happiness and global happiness, and then we have talked about the workplace happiness. In continuation of that discussion, now we will see that is the, what are the key characteristic of the workplace happiness.

In the case of the key defining characteristics of the workplace happiness, it becomes the freedom, everybody wants the freedom, freedom is the basic need of the human being to be happy, so therefore, but freedom in what context? The freedom is individual's ability to make choices.

For example, whenever we talk about the Holland's model, a personality job fit and then we talk about that is the there is a conventional, there is a realistic, there is investigative, there is artistic, social and enterprising six steps of the personalities are there, personality orientations are there and then every person is having all these type of the personality orientations.

Only one personality orientation is more dominating over the others, and therefore, somebody is conventional, somebody is enterprising, because their particular personality dimension is dominating over the rest of the dimensions of the personality out of these in six. So when a job is given, and in that job there are a number of activities and person is given a choice, an ability to make a choice.

And if there is an ability to make a choice is there, then definitely in that case you will find that is the how the person is able to go for this particular the job, and then when he goes for a particular job, it means that is the, his choice is fulfilled. Whenever a freedom of choice is given to make a decision, then definitely the person will be finding the happiness, the workplace happiness is there, right?

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The slide is titled "Key defining characteristics of workplace happiness:" and is underlined. It lists two main categories: Freedom and Knowledge. Under Freedom, there are three sub-points: "Individual ability to make choices." (with "choices" circled), "Think independently", and "Substantial deal of autonomy and discretion." Under Knowledge, there is one sub-point: "Happiness requires information, knowledge and ability to reason. That is why open and transparent processes are required." The slide footer includes a logo on the left and the number "17" on the right.

Key defining characteristics of workplace happiness:

- **Freedom**
 - Individual ability to make choices.
 - Think independently
 - Substantial deal of autonomy and discretion.
- **Knowledge**
 - Happiness requires information, knowledge and ability to reason. That is why open and transparent processes are required.

Second is think independently. Whenever a person that he wants to think independently, it becomes very very important, that is this particular concept is allowed, it is given freedom to an employee to think independently. So his intellectual ability is used at the workplace, it is not so that he has not been asked to do only the job mechanically.

A manual is given, his rights and duties are explained and he cannot think beyond that, that type of the work environment is not there. So whenever you are going for these workplace happiness and therefore in that case, you are talking about this particular think independently. So, if you allow the person to think independently that freedom is given, he will do his best, he will try to find out the solutions and he will be more towards the creativity.

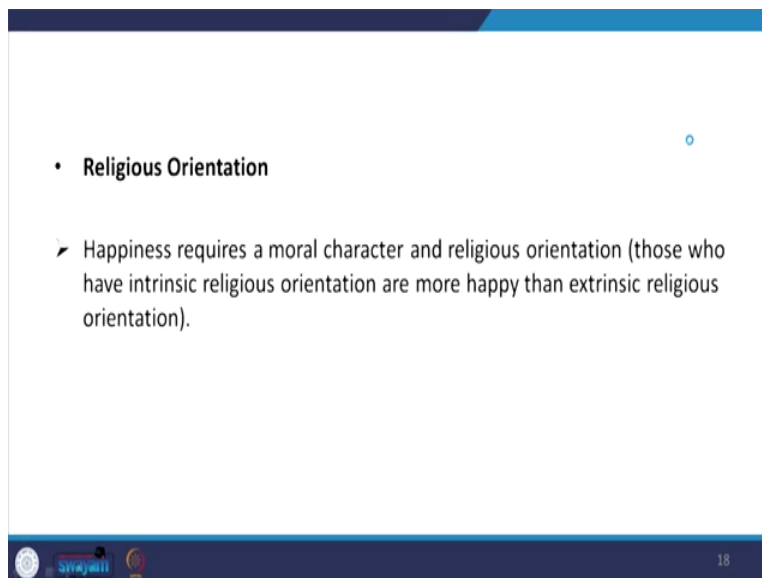
It will be design thinking, a positivity and therefore, in that case, the person will have the different thinking. Next is substantial deal of autonomy and discretion. In substantial deal of autonomy and discretion you will find that is the in a given job, how much autonomy a person has, and it is not for even this small matters, right? That he has to ask his boss, and therefore, whenever the person is given this particular job is given, a particular freedom for the substantial deal of autonomy, then definitely in that case, he will be going for these particular parameter of the autonomy and discretion.

If more autonomy, more discretion is allowed, then definitely at workplace happiness there will be a different aspect. So what is important? Important is this, to make workplaces as a happy place, work freedom is required? Freedom to make choices, freedom to think independently and freedom for the autonomy and discretion for the employees, so that he can be having this particular workplace and will feel he will feel that is a workplace is a happy workplace is there.

Another important aspect characteristic of the workplace happiness and that is the knowledge. Happiness requires information, knowledge and ability to reason, that is why open and transparent processes are required. We know the knowledge management of pyramid, in knowledge management it is the data, data into information, information into knowledge, knowledge into wisdom and wisdom into truth.

So if you go by that particular parameter and pyramid, then definitely in that case it becomes very very important, you allow a person to have the information, information, how to gain (())(5:58) the knowledge and then how to convert that knowledge into the decision making process that is of wisdom and how this wisdom he can implement at the workplace, that is the truth. And if you have this step of these knowledge practices in the organization, then definitely in that case that workplace will be the happy workplace.

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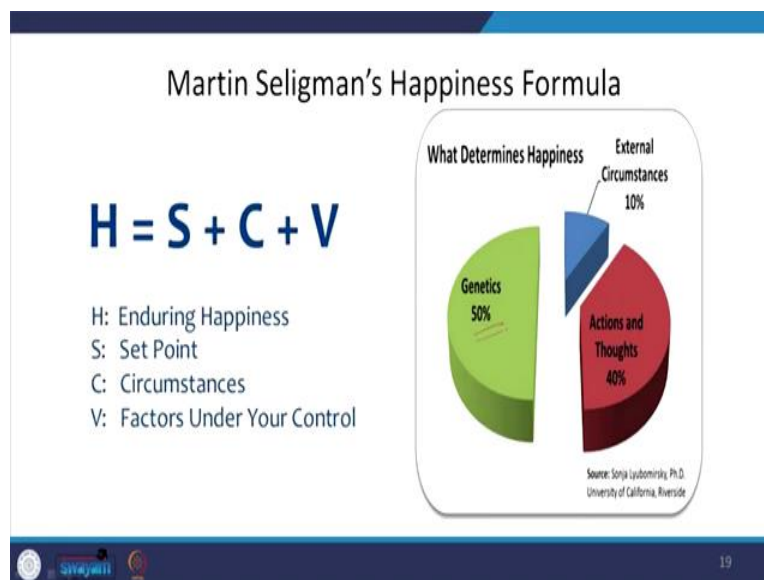
- **Religious Orientation**
 - Happiness requires a moral character and religious orientation (those who have intrinsic religious orientation are more happy than extrinsic religious orientation).

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Third is religious orientation, happiness requires a moral character and religious orientation. Those who have intrinsic religious orientation are more happy than extrinsic religious orientation. So every person is having a moral character and then there is having that particular religious orientation, and that orientation is to be allowed to make by the employer to the employee at the workplace.

Now, is the happiness is heredity or environment, right? Or it is because of the individuals thought process.

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Now here, a very you see on this slide, very very interesting output is there. Martin Seligman's happiness formula is H is equal to S plus C plus V. So H is enduring happiness, S is the set point, C is the circumstances and V is the factors under your control.

So here, it is a set point plus circumstances and when factors under your control is there, then the person will be happy. Now here, you will find the is it the heredity? Why some people they feel happy more happy in the same circumstances and while some people even the all circumstances are favorable, they do not find happy, so on what factors does the happiness depend? So is it the heredity? Yes.

The genetics is 50 percent. So here you will find that is whenever we talk about this heredity environment and therefore in that case, you will find that genetics is the 50 percent is there. So if

the genetics is 50 percent, it means that it is going to be the find out that is the heredity of the individual and that will depend.

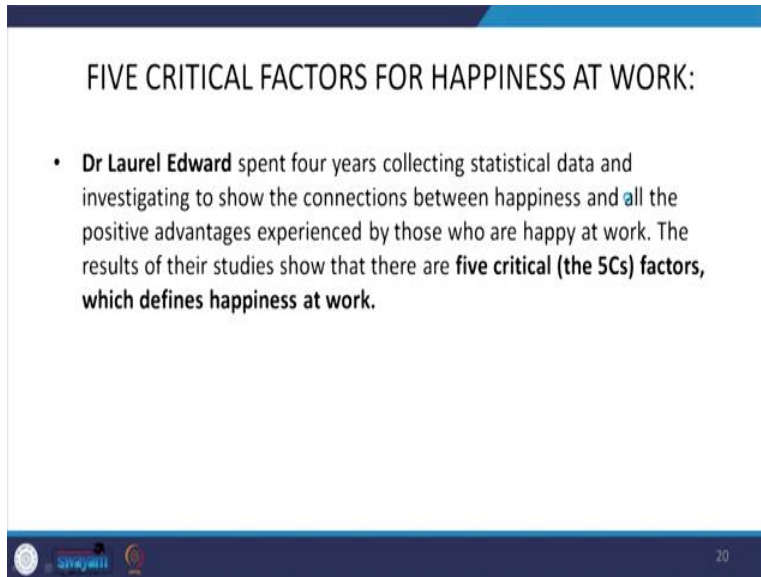
How this genetics are playing the role that I will discuss in the further slides? But it is 50 percent. So genetics, of an employee to be happy or not to be happy person will be smiling, I will not be smiling, It 50 percent depends on his genetics. Can we change? Yes, but 10 percent, that is the happiness we can change by providing externals circumstances.

If you provide the external circumstance 10 percent, then definitely in that case the person will be feeling happy. So if external circumstances are not favorable or not according to the expectation of the employee, then definitely in that case, what we can do? We can understand his expectations, and then we should try to making the externals circumstances to be changed so he feels happy.

The third and very important factor because it is a 40 percent that is the actions and thoughts. So actions and thoughts that decide about the, they determines the happiness and it is up to the extent of the 40 percent is there. So can we change the actions and thought process of the individual, that we will see further and therefore if you are able to change actions and thought process, then definitely the happiness that will be better because it is the S plus C plus V, so therefore it is the set point plus circumstances, right? And the factors under your control.

So therefore, if you are making the changes into the any one of them, then definitely you will be increasing the happiness.

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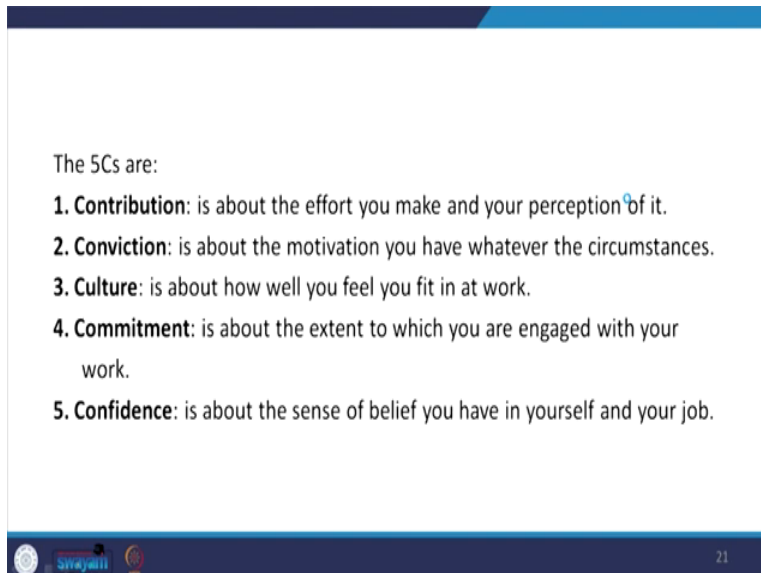
FIVE CRITICAL FACTORS FOR HAPPINESS AT WORK:

- **Dr Laurel Edward** spent four years collecting statistical data and investigating to show the connections between happiness and all the positive advantages experienced by those who are happy at work. The results of their studies show that there are **five critical (the 5Cs) factors, which defines happiness at work.**

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Now I will talk about the five critical factors for happiness at work. Dr. Laurel Edward spent 4 years collecting statistical data and investigating to show the connections between the happiness and all the positive advantages experienced by those who are happy at work. The result of their studies shows that there are five critical factors which defines happiness at workplace.

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The 5Cs are:

1. **Contribution:** is about the effort you make and your perception of it.
2. **Conviction:** is about the motivation you have whatever the circumstances.
3. **Culture:** is about how well you feel you fit in at work.
4. **Commitment:** is about the extent to which you are engaged with your work.
5. **Confidence:** is about the sense of belief you have in yourself and your job.

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These five factors are first, the contribution is about the effort you make and your perception of it. So if you are making the whatever efforts you are making, everybody does a very hard work at the workplace, and then he makes us that way whether he has done, they go to efforts or not.

And if he finds that he has met the high level of efforts, right? And then he will find the satisfaction and happiness. So therefore, it is the contribution which a person makes in the organization at the workplace and if his contribution level is very high, then level of happiness will be also higher. The second point is conviction, conviction is about the motivation you have whatever the circumstances are there.

For example, if the motivation is there to achieve the goal, and therefore he will search for the path, he will look for the leader and then he would go by that particular path and then he will achieve that particular goal and that is all about his motivation. So in spite of barriers in the path, he is crossing every barrier and reaching to the goal, so that means that it is the motivation of the individual.

If the motivation of individual is so high, then definitely with the circumstances we have given the unfavorable circumstances that person will feel happy because his motivation is very high. The third is about the culture. This is very very important, that is the work, culture and individuals culture that is required to be match.

If there is no match between the individual culture and work culture, then definitely he will not feel fit in the workplace, because what is the culture? Culture is about how well you feel you are fit in to workplace. So therefore, in that case, if it is a culture of the organization is not matching with the culture of the individual, then definitely it will be it is the misfit, misfit of the culture, and if the misfit of the culture is there person will not be happy.

Commitment is about the extent to which you are engaged with your work. I have mentioned earlier also, that is the whenever we are talking about the employee commitment, and if we are highly engaged in his work, he will feel highly happy but if he is not committed, he will not be engaged, and if he is not engaged, then definitely he will not be happy.

So therefore, what is required is that is the you have to get engaged with your work as much as possible, more you will engage with your work at the workplace, better will be the status of

happiness is there. And fifth is that is the confidence is about the sense of belief you have in yourself and your job, that becomes very very important that is the whenever you are doing your particular job, so your happiness at workplace will they depend on that is the how much you are believing yourself, that is the you are fit for this particular job, how much you believe in yourself, that is, you wanted to do this particular job and therefore, in that case, it becomes very very important, that is the confidence level of the employee, what is the confidence level of employee at the workplace?

If he is not able to connect his belief between himself and his job, then definitely in that case, one will not be successful. So therefore, when we talk about the five C's, it is a contribution, conviction, culture, commitment and confidence, and whenever these five C's are fulfilled, then definitely in that case, the employee will feel more happy at his workplaces is there. Now, I would talk certain theories of the happiness, the zero sum theory.

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THEORIES OF HAPPINESS

- Zero Sum Theory-

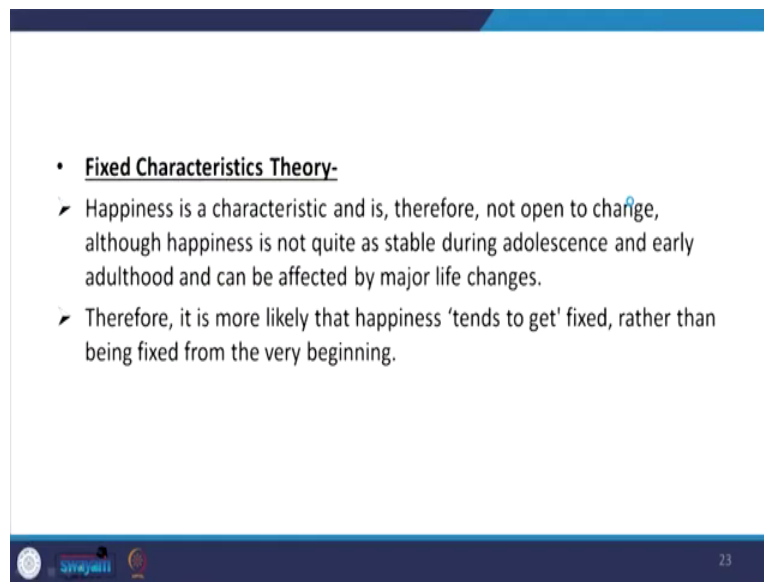
Happiness is cyclical and that happy and unhappy periods follow each other. Any attempt to increase happiness will be nullified by a consequent unhappy period.

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Happiness is cyclical and that happy and unhappy periods follow each other, any attempt to increase happiness will be nullified by a consequent unhappy period. So therefore it goes by hand by hand, happiness and unhappiness and if you want to be happy, then in that case, definitely your unhappiness is to be also low, because if unhappiness incidences, unhappiness, events are more, the person will not feel happy.

And then in that case, that then there will be the zero sum theory will be there and person will be remaining unhappy.

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Second theory is fixed characteristic theory, what is fixed characteristic theory? Happiness is a characteristic and is therefore not open to change, although happiness is about make to ensure that is not quite as stable during adolescence and early adulthood and can be affected by major life changes.

So it may happen, that is, the happiness is not quite as stable during adolescence. So a person like in Indian culture, I would like to take the example, during their adolescence the person is making his career guidelines, he is appearing in different competitive exams and therefore those competitive exams will decide his quality of life and this is a normal perception.

And therefore, in that case, whatever the quality of life he decides and he goes about that, then definitely in that case his happiness at the adolescence is high because he has decided to go either for engineering or for the medical or for the science or for the arts or for the commerce and he is preparing for that and he has scored well and now his career life is into that particular discipline which he wanted, which he wanted for.

And then in the decades and during adolescence, one will feel happy because that is a matching with his requirements. And if in the adolescence or the early adulthood, like everyone wants to

be the engineer and one and he does not get success in the examination, he is not able to go into the IITs and like this, the premium institutes which you wanted to go and if it does not turn up, then in that case definitely the child will be unhappy.

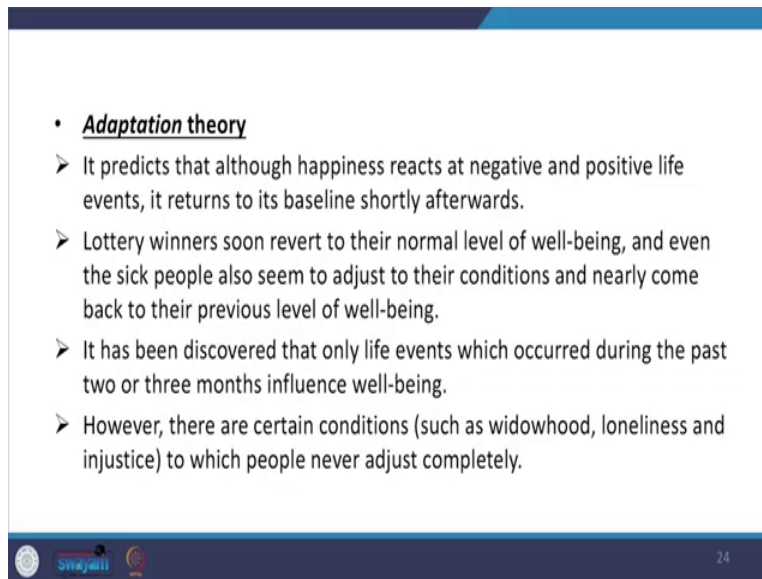
Therefore, the happiness that starts in the adulthood are the early adult stage only and therefore, please we have to be very careful, that is the if we are making fixed characteristics and we do not achieve them, then it will be difficult to remain happy, then what to do? The solution is that is the it has to be seen, that is the whatever characteristics you decide in your adulthood or in your early adult stage, adolescent stage, then in that case, we have to keep the number of choices and then the if one choice is not fulfilled the person can go to another choice.

Therefore, it is more likely that happiness tends to get fixed rather than being fixed from the very beginning. So therefore, but this is to be avoided that is the we have to be very careful that is the we have to ensure that we are having that particular style where we can have the freedom and flexibility. If there is no freedom and flexibility, then in that case it is possible that is you are making your fixed state characteristic theory like which has been given here during the early age of adolescence and early adulthood.

And then if it is so, then definitely during adolescence and the early adulthood, if the person is not able to do achieve his goal, then definitely these situations and this very fixed characteristics that will bound him to not to be happy rather than to be unhappy. So what is required is that is the one should avoid the fixed characteristics theory, guidelines are to be there and framework is to be there.

But within framework there should be the scope to go on the beyond the framework also if required. So therefore, emergency plan one, emergency plan two, emergency plan three that one can make ready to remain happy. Next theory is adaptation theory is there.

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The slide contains the following text:

- **Adaptation theory**
 - It predicts that although happiness reacts at negative and positive life events, it returns to its baseline shortly afterwards.
 - Lottery winners soon revert to their normal level of well-being, and even the sick people also seem to adjust to their conditions and nearly come back to their previous level of well-being.
 - It has been discovered that only life events which occurred during the past two or three months influence well-being.
 - However, there are certain conditions (such as widowhood, loneliness and injustice) to which people never adjust completely.

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In adaptation theory, it predicts that although happiness reacts at negative and positive life events, it returns to its baseline shortly afterwards. So therefore, in that case, the person may make an efforts and if you achieve the efforts he will feel happy but if it does not achieve the efforts he will feel unhappy and if it is so, then in that case, what happens then he will again come back to his baseline after some period of time, that hangover is over. Then in that case, the person will like to come to his baseline and therefore, in that case, and that baseline is that whatever he is doing, he is whether happy as it is fine or not in doing that thing.

Lottery winners soon revert to their normal level of well-being, is a very good example has been given, that is if somebody gets a lottery, what happens? That is, the person tries to feel very happy as soon as but after some time he realized, that is okay, this money has to settled and to be invested in a proper way and even this, so therefore, in that case, the normal level up, then he will become the normal person, because okay, he is has achieved and got that much of money and now he is it has become history.

Even the sick people also seem to adjust to their conditions and nearly come back to their previous level of well-being. So therefore, many times the sick people are there, and therefore those sick people then they try to adjust just their conditions and want to come back to their previous level of well-being in the sense that is the they want to be to be satisfied with their the previous conditions.

It has been discovered that only life events which occurred during the past two or three months influence well-being, then therefore this is also a part of your research that one has to see, that is in adaptation theory that is, the person is majorly influenced by last two or three months experiences. If it is so, then many times the relationships are based on these two three months experience last two three months experience.

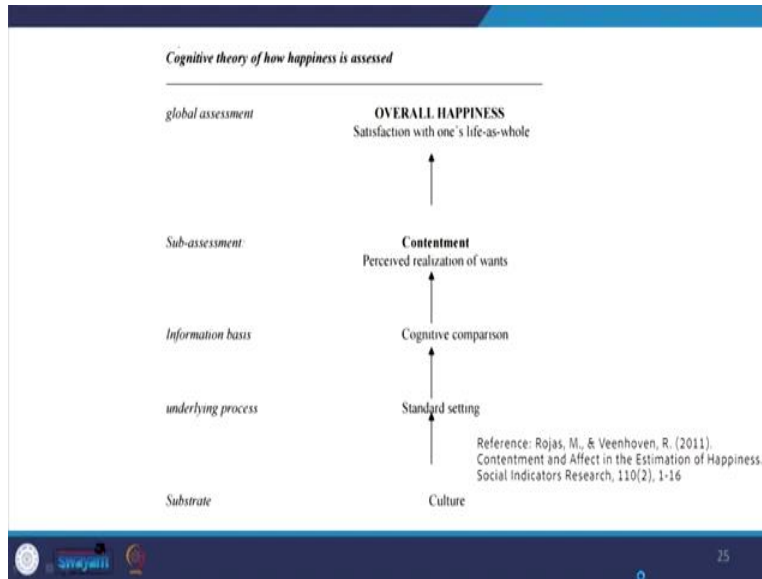
The last two, three months continuously maybe but the person is having a good relationship, then that relationship will continue for a longer period of time but in the last two three months, the person is not able to perform in a better way, then he will not be able to going for these two three months influence is not as satisfactory or good, he will not have the good relationship with others.

However, there are certain conditions such as widowhood, loneliness and injustice. Naturally, if this type of the challenges are there in the life, then to which people never at just completely. Then they find difficulty to adjust with this, if somebody is alone and is feeling the loneliness, now the question will arise how to make that person happy.

So therefore to make this person happy, he it is to be tried by the either by the positive life experiences, right? In the future are to which people or he has to adjust to the current conditions understanding that this is the reality. So therefore, if he understands the reality, he may come back to the baseline.

But if it is the difficult for him to come to these particular baseline, then they will never adjust completely any time, and the life will go with the rest of the issues and challenges.

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So final slide I would like to take is that is the cognitive theory of how happiness is assessed so global assessment is there. In the global assessment, you will find overall happiness is there satisfaction with one's life as a whole. In the case of the overall happiness, the satisfaction, it is becoming very very important. So one wants to achieve the state, the state he will like to take from for this particular global achievement, and that is a satisfaction with one's life as a whole.

So like in my earlier definitions, discussion also I have talked about that is there should be the satisfaction with one's life as a whole that will make a person do more, more overall happiness is there. So but this depends on what? It depends from the whatever the culture is there. This particular culture, which he has developed then that has whether it is from the workplace culture especially, then that will play a very important role to begin with.

If they begin with it has become the culture is becoming very positive and supportive, then definitely in that case, it will be done. The person will be happy towards the overall happiness. Second is, that is the in that case, if the person is going to be this standard living setting underlying the process, if in the underlying the process, if the senator said things are there, whatever culture is there and the person is able to develop those standard-setting, then definitely he will be he will be one step ahead towards the overall happiness.

In the standard-setting, he will have the cognitive comparison with the whatever information he has. So he will have the information, what is his colleague is doing? What is his friend is doing? What is his brother is doing? And therefore we will make the cognitive comparison whether I am better condition, I am not if he feel that I am in better condition whatever the information he receives and he feels that he is in a better condition, then he will pursue the realization of once.

So therefore, in that case, he will pursue that whatever he wanted he is getting that. If this is so, then definitely in that case it becomes very very important that is the person because he is perceived from the culture, from the practices, from the comparison himself, with the others. And therefore he perceived that is the, yes he has having that is whatever wants he had they going to be fulfilled, so here are the contentment.

And as soon as he get the contentment, definitely he will be able to satisfy with one's life as a whole. So, to make the overall happiness at the workplace, these particular dimensions, the culture, standard-setting, cognitive comparison, perceive realization of ones and satisfaction with one's life as a whole that is becoming very very important factors and if it is aligned like this, I am sure that there will be the overall happiness.

In the case of the overall happiness the person with the ultimately satisfaction with life, that will lead for him happiness. What are the other research work that I will discuss on happiness later on. Thank you, thank you very much.