Happiness Management: Theoretical, Practical and Impact

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Abstract
The importance of happiness management is getting attention from the organization's HR because it relates to employee needs and motivations that are not only on financial operations but focus on overall employee welfare. This literature review aims to present the concept of happiness, happiness management practices in the workplace and the effects of happiness in life on activities and conditions relevant to the organization. Research findings, a positive and healthy organization can affect the happiness of its personnel. Companies must create a positive working atmosphere for employee satisfaction, Communication and collaboration, openness is needed which must support thinking, creativity and innovation, increase engagement and emotional work, and foster valuable social relationships. The meaning and purpose of life at work, considering it important to prioritize ethics, beliefs, and values, spiritually that true happiness is about being grateful for blessings and blessings, is also very likely to be associated with certain achievements and successes that are relative among human beings.

INTRODUCTION

Every human being wants and needs happiness. We live in a society where flexibility is a necessity, and happiness is an important variable to understand the influence of various changes such as the business environment, the world of work and organizations including the influence of technology on people, both citizens, workers, and customers (Ruiz-Rodríguez et al., 2023; Sánchez-Vázquez & Sánchez-Ordóñez, 2019). Happiness is a concept that has been of concern to humans since the beginning of their culture, whoever they are independent of their position as poets, playwrights, philosophers, and even politicians, they generally experience an anxiety (Dumitrescu, 2020). It signifies that happiness is a personal and social concept to which we all aspire (Ravina Ripoll et al., 2022).

Throughout the course of life, happiness can be considered as a condition that can facilitate human development in various dimensions and collectively (Ahumada-Tello, 2019; Rando-Cueto et al., 2023; Ravina Ripoll et al., 2022), the condition of a prosperous society has become part of economic growth policies in the most developed countries. The correlation is that happiness as a key element that allows individuals to find a natural balance between work and personal, family, social, and emotional life ((Dumitrescu, 2020). In fact, the well-being index commonly used by many countries to assess economic development, has intervened in the growing importance of happiness management for organizational development (Guojuan et al., 2010; Ravina Ripoll et al., 2022).

Workplace and personal well-being is a fundamental aspect, and organizations as teams face challenges to improve their management in order to adapt to changing times (Ruiz-Rodríguez et al., 2023), even adaptive, collaborative behavior that is innovative and sustainable in the era of a continuously renewable digital economy (Firmansyah, Suryana, et al., 2022; Wahdiniwaty et al., 2022;

Firmansyah, Rifa'i, et al., 2022; Wahdiniwaty et al., 2023). Therefore, efforts to create a better workplace become a purposeful part of the practice of happiness management concepts in the pursuit of well-being (e.g., Cuesta-Valino et al., 2023; Moreno-Ortiz et al., 2022; Ravina-Ripoll et al., 2022; Ravina Ripoll et al., 2022; Ruiz-Rodríguez et al., 2023).

Happiness management as a key field in the science of happiness, establishes a more global vision and identifies this term as a transversal model that integrates political, economic, and cultural aspects (Ravina-Ripoll et al., 2019; Rando-Cueto et al., 2023). Organizational happiness is emerging as one of the elements that best represents new trends in organizations, where managers are increasingly paying attention to the condition of employees (Mendoza-Ocasal et al., 2021). On the other hand, efforts to implement happiness management strategies are justified because of their impact on improving people's quality of life (Rando-Cueto et al., 2023). In addition, workers who are increasingly cultured, specialized and educated will be ready to perform tasks with creativity and innovation, of course it can be realized if their intellectual fertility is not often neutered by organizations that still force them to follow the rules made a century ago (Kamel et al., 2017).

There is alienation among workers, when there is conflict between classes in terms of values and goals, there is a contrast between the working class and the rulers in the organization even though money remains a realistic incentive for employees (Kamel et al., 2017). However, the next higher quest is happiness to be an ideal that may have been overlooked. Instead of seeking well-being and happiness at work, in fact, often mistrust and lack of openness interfere with work behavior and damage social relationships in the work environment. Finally, it tends to be perceived as something that goes beyond real life where life is enjoyed after working hours are over thus delegitimizing the concept of happiness management in the workplace (Kamel et al., 2017).

The contribution of this research to the dissemination of happiness management concepts that are useful for facilitating the creation of a balance between work and subjective well-being of society and its relevance can be applied in the scope of organizations. Systematically, empirically and rationally, this study reviews happiness management seen from theoretical aspects and practices in the workplace and environment where an organization is located. But the study did not reverse happy sentiment with the word "yes" or "no" for the perceived condition, nor with the description "negative" or "positive". This research descriptively has three objectives, first trying to elaborate on the concept of happiness based on some literature regardless of the various approaches used in defining it, second trying to describe happiness management in the workplace for peaceful, strategic, innovative organizations to increase productivity and have global competitiveness in a sustainable manner, third outlining some of the effects of happiness in life on activities and health relevant for the organization. Of course, this is all done referring to how many relevant article manuscripts are published in reputable international publishers.

METHOD

This research is a systematic literature review of the concept of happiness and happiness management in the workplace. Qualitatively, the type of library research was chosen as this research method which refers to relevant literature that can be used as a reference to meet the adequacy and enrich the subject of study as a function of the theoretical basis of happiness and happiness management at work. The data sources used in literature studies are secondary data sources (Firmansyah, 2022). First, focusing on issues that raise happiness, identification and literature review are carried out to determine important factors related to happiness management. Second, it explains the components that are sources of happiness for individual and social aspects, potential happiness management practices in the workplace that need to be adopted For peaceful, strategic, innovative organizations to increase productivity and have sustainable global competitiveness, the potential effect of satisfaction and happiness on organizational activities is based on the synthesis of data from several relevant publications. Third, discussion of the findings of the study, which ends with conclusions and recommendations. In simple terms, these three stages show the basis of this research methodology. Meta-analysis of data search with a snowball approach was also chosen, in order to complete the lack of relevant data/information needed (Firmansyah & Saepuloh, 2022).
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RESULTS AND DISCUSSION

Happiness

The truest happiness among true happiness is always to be grateful for various blessings, inner richness comes from the sweetness of taking faith and not pursuing the world excessively. This ensures that happiness belongs to everyone. Nonetheless, in a relatively general perspective, there does not seem to be a consensus on the exact definition of what happiness is (Kamel et al., 2017). However, some of the literature found on this definition is quite abundant regardless of the approach to understanding it. Well-established literature that many scientists use to define happiness, for example, refers to the statement of Lyubomirsky (2008), who states that happiness as a term refers to positive experiences of joy, satisfaction, or well-being combined with a feeling that our lives are good, meaningful, and valuable. This definition refers to two aspects of happiness that can be understood as the exact experience or also the background of permanent feelings that permeate our existence (Kamel et al., 2017). According to Navarro (2004) quoted from Kamel et al., (2017), that happiness is an ability that can be learned, developed, improved and managed in all areas of life, including business life.

Seligman (2002), states that there are three main sources of happiness in his theory of authentic happiness: happiness as pleasure or hedonic pleasure based on the search for comfort, happiness as involvement or a state of focus on a particular task, and happiness as a meaning or relationship with something that transcends oneself through the use of one's abilities (Moreno-Ortiz et al., 2022). Personal and social aspects become part of happiness which has implications for the investigation of individual satisfaction in the context of interaction with others (Al Maktoum, 2017; Awada & Ismail, 2019).

Happiness in Corporation

In much of the literature, various approaches are used to define happiness in the workplace. For example, Seligman (2011) mentions true happiness comes from the identification and development of one's most important psychological strengths physically as well as non-physically and their daily use in work, love, leisure, and children's education (Mendoza-Ocasal et al., 2021). To maintain and develop a close relationship between work and well-being with work life, referring to his theory of well-being, Seligman (2011) then analyzed and completed the definition of happiness by establishing the construction of well-being defined through five elements abbreviated in the acronym PERMA: positive emotions, engagement, positive relationships, meaning, and achievement (Mendoza-Ocasal et al., 2021). The existence of space given for the workforce to maintain welfare, means that organizations tend to increase the involvement of team members in work operations (Awada & Ismail, 2019). As for the role of social interaction, work and leisure time can be variables that affect happiness, this is as confirmed by Myers (2000). Also Myers (2000), mentions several scientific searches have verified that happiness may be related to 1] economic growth and personal income, 2] close relationships, 3] religious beliefs (Mendoza-Ocasal et al., 2021). It is recognized that work can positively affect a person's self-esteem, and leisure activities can provide a sense of identity and relaxation or relief from stress, although social relationships are considered to provide happiness as a source of joy (Crossley & Langdridge, 2005; Mendoza-Ocasal et al., 2021).

On the other hand, happiness is not merely instrumental to organizational progress which is negligent and flies above the true happiness of employees (Frey, 2018). Happiness is not just partial, not just smiling, persuaded and forced or shown with other positive expressions. Although, the impartial and unconstrained feeling of representative individual selection even goes beyond the reflection of subjective well-being (Frey, 2018). It does not reflect the true feelings and may only be part of the marketing strategy. However, a conducive work atmosphere, the existence of authority and support for employee creativity, as well as valuable social interactions created in the company environment can give birth to awareness, comfort and happiness, as well as work passion. It can be said that happiness as a concept refers to a state in which individuals or workers feel comfortable, safe, and serene (Awada & Ismail, 2019). High intrinsic motivation will appear to work more vigorously full of passion for maximum work productivity, if a person is in a happy state (Frey, 2018). According to Cummings (1965), the organizational environment together with the ability to observe and indicate factors in the product production cycle, as well as the basics of work processes and assessment, such as increased knowledge, clarification pauses, deserved gratitude and recognition of the results achieved create a positive experience of cooperation in the work team (Lyubomirsky, 2008; Kamel et al., 2017). The main mobilizer is to unify work and satisfaction, foster a positive environment and increase human resource satisfaction because it is determined that productivity increases in direct proportion to the satisfaction of the staff involved, thus bringing benefits (Kamel et al., 2017; Ravina-Ripoll et al., 2021). Where, organizational settings and climate developed by someone according to their procedures to support individual and team creativity to innovate (West & Richter, 2008; Kaufman & Sternberg, 2006; Kozbelt et al., 2010; Kamel et al., 2017), which

becomes part of the company's quest for happiness (Barbara, 2009; Kamel et al., 2017).

In addition, workplace happiness is related to spirituality in which team members want to embody transcendence, self-knowledge, and meaning toward a high level of performance and operation (Petchsawang & Duchon, 2009; Awada & Ismail, 2019). If the meaning and purpose of life and the workplace have been achieved, in the end most team members will feel better so that productivity increases which causes a trickle-down effect in the form of increased company profitability (Awada & Ismail, 2019). Therefore, happiness can ensure that individuals such as employees get motivated towards successful and effective role performance, as well as task completion at the maximum level.

Happiness Management in the Workplace

Current trends of research on happiness management will continue to evolve (Rando-Cueto et al., 2023), continuing to be in demand to improve the quality of life and well-being of organizations. Opportunities to its stakeholders to achieve happiness need to be offered, especially companies must create a work atmosphere conducive to employee satisfaction, which must support their own thinking, creativity and innovation, and foster valuable social relationships (Frey, 2018; Kamel et al., 2017; Mu et al., 2023). Also a useful procedure to support desired behavior is the provision of rewards (Frey, 2018). Good life habits by promoting a positive attitude can be an effort to achieve a model of happiness in the workplace, the implication for the organization is to maintain and create an environment that fosters that attitude (Al Maktoum, 2017), positive habits become a direction that guides interaction between employees can be changed to increase happiness by applying an appropriate happiness model (Awada & Ismail, 2019). Happiness in commercial organizations views ethics, beliefs, and values as also very important (Shankar Pawar, 2008). Meaningfulness in the workplace is the work environment and organizational specific, where work is full of meaning and purpose (Dimitrov, 2012; Mendoza-Ocasal et al., 2021), a fair financial compensation program in accordance with regulations and material standards balanced with concern for individual well-being (Hosie & Sevastos, 2009; Joo & Lee, 2017; Frey, 2018), and personal income has been shown to affect individual employee happiness (Ravina-Ripoll et al., 2019).

Following Petchsawang & Duchon (2009); and Liu & Robertson (2011), another factor that facilitates happiness at work is the contribution of the spirituality factor to feelings of happiness at work. Interpersonal communication is well established in the work environment, attention and affection, allowing one to understand the specifics of the development of the appropriate environment by creating a relationship between the organization and its employees that will give a feeling of confidence and security to its employees. Awada & Ismail (2019), his findings from several constructions to predict employee happiness including friendship, communication, and affection. Where the main content of happiness management is work involvement and emotional work (Guojuan et al., 2010).

From the organizational aspect, it is clear that positive and healthy organizations can influence happiness (e.g., Salanova et al., 2012), this is the construction of structural and social resources, positive psychological capital such as self-efficacy, hope, optimism, resilience and interconnectedness, supported by

institutional success (Sánchez-Vázquez & Sánchez-Ordóñez, 2019). Reduce excessive and burdensome workload so that employees cannot enjoy their leisure time (Frey, 2018). Also culture and emotions along with aspects of financial literacy namely financial skills and knowledge as well as economic decisions can affect economic welfare, and people's happiness (Garay Anaya, 2015). In addition, managers need tooptimize their resources and invest in profits that match the needs and expectations of employees that are aligned with the organization's vision and culture (Mendoza-Ocasal et al., 2021). The importance of happiness management is gaining attention because it relates to employee needs and motivations that are not only on financial operations but focus on overall employee well-being.

To increase happiness as suggested by Kamel et al., (2017), it can be done by building collaborator work based on communication constructed from two pillars, namely innovation and creativity, including collaboration, clarity of goals, division of decisions according to team interests, communication and openness and creating adequate conditions to ensure good relationships. Also in line with the findings of Villena Manzanares et al., (2023), to reflect it is important to establish policies to improve effective communication between work team members, which are useful to increase trust between team members and their collaborators, developing the overall satisfaction of all team members as well as other stakeholders. Ruiz-Rodríguez et al., (2023), also found that the consideration of the management of emotions and cognitive processes in the work environment proved to attract interest in developing leadership focused on creating a better workplace, into action in a new perspective focused on happiness management, how intelligent human resources are managed and developed. The considered trend in happiness management today needs to implement a culture of desire to obtain competitive and sustainable results in the company in three ways, first renewing the welfare of the company and the productivity of its workforce; second, improving organizational performance resulting in competitiveness; and third, with an innovation culture based on improving company welfare, it will improve the company's image because it is projected positively to all its stakeholders (Ripoll et al., 2017).

Finally, one's satisfaction arises due to positive emotions, as the PERMA process from Seligman (2011). Lifesatisfaction has a strong effect on activity and well-being along the way to organizational development (e.g., Frey, 2018), stating that: 1) More proactive engagement and feeling more interested in doing the full work of the person who feels happy; 2) It is possible to avoid infectious diseases for people who have life satisfaction and will feel healthier. There is a great contribution to more effective work than the presence of good health. Unwell workers impose huge costs on enterprises even in a well-developed social security system; 3) Those who are at the point of satisfaction with their lives tend to be less likely to conflict than people who feel unhappy. People who have happiness can potentially suppress crime. Can develop careers in a healthy and fair way and can help businesses to advance according to fulfilling their roles and responsibilities. Therefore, Mendoza-Ocasal et al., (2021), suggest that to manage happiness at work, organizations must encourage positive emotions at work, create programs that increase satisfaction and mental health, and teach employees to manage emotions well to achieve optimal performance with dynamism and teamwork skills, which are important elements that can strengthen the productivity and competitiveness of the company.

CONCLUSION

Happiness is a personal and social concept to which we all aspire to every human being. The truest happiness among true happiness is always to be grateful for various blessings, inner wealth is the source of the sweetness of taking faith and not pursuing the world excessively. But in a general and relative perspective, happiness as a term refers to a positive experience of joy, contentment, or well-being combined with a feeling that our lives are good, meaningful, and valuable. Happiness refers to two aspects, namely as a proper experience, and as a background of permanent feelings that permeate our existence. The three sources of happiness are happiness as pleasure or hedonic pleasure based on the search for comfort, happiness as involvement, and happiness as meaning or connection to something that transcends oneself through the use of one's abilities.

The importance of happiness management is getting attention from human resource management (HRM) in organizations because it relates to employee needs and motivations that are not only on financial operations but focus on overall employee welfare. A positive and healthy organization can affect the happiness of its personnel. To achieve happiness, companies must create a positive working atmosphere for employee satisfaction, which must support thinking, creativity and innovation, increase engagement and emotional work, and foster valuable social relationships. Communication and collaboration, openness is needed, with interpersonal communication well established in the work environment, attention and affection will grow. Spirituality, meaningfulness and purpose in life at work, consider it important to prioritize ethics, beliefs, and values, because true happiness is about being grateful for blessings and blessings, also very likely to be associated with certain achievements and successes that are relative among human beings.

Employee satisfaction and well-being can lead to diversity. Life satisfaction has a strong effect on organizational activity, which can improve: 1) More proactive engagement and feeling more interested in doing the work in the best of your power for happy people; 2) A state that avoids infectious diseases and will feel healthier. There is a great contribution to more effective work than the presence of good health; 3) Behaviors in organizations that tend to be less likely to suffer from conflict and crime than people who feel unhappy. It can also develop careers in a healthy and fair way and can help businesses to advance according to fulfilling their roles and responsibilities. *Literature reviews* conducted are limited to generic and specific keywords. Instead of searching for information and data from relevant publications/articles, other relevant publication data and even up-to-date ones are missed, this is very possible. The structured, systematic literature approach applied needs to pay attention to caution in the process and practice, so that a clearer understanding is obtained in defining, operationalizing, observing and constructing happiness and happiness management from various different sources. These can all be taken into consideration for further research.

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