

Cultivating a Joyful Workplace: The Power of Supportive Management, Competitive Rewards, Emotional Well-being, and Self-Esteem

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Abstract

Nurturing employee happiness in the workplace is of paramount importance for fostering employee well-being and driving organisational success. This research focused on the significance of employee happiness in the workplace and its impact on both employee well-being and organisational success. The research investigated the relationships between various factors with employee's happiness. This research involved distributing 350 questionnaires to full-time employees in the Klang Valley area. The results indicated positive connections between management support, salary and benefits, and self-esteem, all contributing to employee happiness. Conversely, a negative correlation was identified between emotion and employee happiness. The research emphasised the importance of employee happiness, as it directly influenced an organisation's overall performance. Happy employees contributed up to twenty percent more, in terms of productivity, compared to their less happy counterparts. To foster employee happiness, management needs to prioritise employee support and provide competitive salary and benefits packages. In conclusion, this research highlighted the influence of employee happiness and how happiness affects the overall success of an organisation.

Keywords: Employee Happiness, Management Support, Salary, Benefits, Klang Valley

Introduction

Being happy in the workplace is not just nice but a critical component of a thriving and productive environment. The vital reason for having higher productivity for happy employees is because they enjoy their work and where they do it, hence, more effort is inclined to be put in naturally, leading to better productivity and results. Additionally, happy workers are more inclined to work well with others, which fosters creativity and problem-solving. Because of

the direct financial benefit that this increase in productivity brings, organisations can now use happiness as a strategic advantage rather than merely a feel-good idea.

Moreover, there is a strong correlation between worker health and vitality and job satisfaction. Persistent stress and discontent can lead to physical health issues, burnout, and absenteeism. On the other hand, a happy and encouraging work environment encourages mental well-being, lowers stress levels, and improves general health. Employers that put employee happiness primarily show that they care about their team's health, which builds trust and loyalty. When leaders prioritise positivity and recognise the value of their employees' happiness, it sets a tone that permeates the entire organisation. Employees feel valued and appreciated, leading to higher morale and a sense of belonging. This favourable environment not only draws in top-tier talent but also bolsters the company's reputation, positioning it as a preferred employer in the competitive job market.

In Malaysia, there are reports of employees not earning sufficient income, as the average monthly wage stands around MYR1,700 per month, while the expected minimum wages reported in the 2018 annual report were around MYR2,700 per month for single citizens and MYR6,500 per month for families with two children (Fun, 2018). Consequently, many families find themselves undertaking extra work to meet their necessities (Boushey, 2016; Howell and Kalleberg, 2019; Kalleberg and Wachter, 2017; Schultz, 2019). Moreover, some individuals are even compelled to utilise their funds to fulfil tasks, leading to significant work-related pressure. This economic challenge plays a substantial role in employee unhappiness and triggers other personal factors.

The outbreak of the COVID-19 pandemic has had far-reaching consequences, impacting and disrupting economies, businesses, and workers worldwide. As an example, the pandemic has had a significant negative effect on the world economy, with a loss of at least 2.4 percent of gross domestic product (GDP) predicted for 2020 (Duffin, 2020). This has forced many businesses to make tough choices, which have resulted in company closures, lower sales, and employee terminations. Some businesses that have persevered in this difficult environment have turned to force their workers to labour in hazardous environments while ignoring the dangers of contracting viruses (Craig and Brown, 2014; Strazdins et al., 2017). Particularly working parents struggled to balance their fears of losing their jobs and of the illness spreading to other employees. The only way for them to support their families was to keep working, even though it was not the best option (Craig and Brown, 2014; Strazdins et al., 2017). Unhappy employees stemmed from worries about potential wage reductions or terminations as well as insufficient support from management in this precarious and uncertain economic climate. Therefore, the concerns around receivables and impairment costs exacerbated the problems that employees were facing during these difficult times.

Employee happiness can be greatly impacted by events like poor pay and benefits, unjust treatment, poor communication, and stress at work that comes from the company. Uncertain circumstances have the potential to upset feelings, which can result in tiredness and damaged family ties, which might set off individual elements that fuel employee discontent. Employee satisfaction at work can also be impacted by individual characteristics like stress, insecurity, and emotional instability. The research sought to explore the impact of self-esteem, emotions, compensation and perks, and management support on employee happiness to

shed light on the intricate interactions between these variables that affect workers' well-being and job satisfaction. Knowing these elements could help businesses create an atmosphere that encourages employee happiness and output even under trying situations.

The Problem

The quality of life is greatly influenced by happiness. It includes many things, including career, social life, marriage, and overall health (Fisher, 2010). A workplace's ideal work-life balance is mostly influenced by positive perceptions and experiences that are shaped by its employees' happiness. According to Fisher (2010), both organisational and personal factors play a significant role in shaping employee happiness, with good management support and competitive salary and benefits being key contributors.

Organisations that prioritise employee happiness are likely to witness significant benefits. Statistics show that happy employees outperform their competitors by 20 percent and exhibit 12 percent higher productivity (Preston, 2017). A positive work environment and strong relationships within the organisation could lead to higher employee satisfaction and enhanced levels of focus and engagement. In contrast, companies that neglect employee happiness may face challenges such as increased absenteeism and decreased productivity. Additionally, workplace challenges like decreased performance, underperformance, and recklessness may arise. Diminished self-esteem can significantly influence employees, potentially leading them to disengage from their work and personal lives. Dissatisfaction with conflicting demands, extended working hours, and inadequate communication between the company and its employees can prompt employees to consider resigning from their positions (Kirby, 2017). Therefore, understanding the interplay between these factors and employee happiness can help organisations create a conducive work atmosphere, promoting overall job satisfaction and productivity.

Competitive salaries and extensive perks are also essential for promoting employee happiness and total job satisfaction. Employers with attractive salaries are more likely to motivate and retain their staff, which results in a more efficient workforce. Thus, to ensure efficient business operations and promote a healthy work environment, organisations striving for excellence must understand the elements that affect employee happiness. Despite this significance, some businesses put increased profits ahead of the satisfaction of their workers, which could have an impact on both the general profitability of the company and the wellbeing of its employees. Understanding the relationship between salary, benefits, and employee happiness can help organisations develop effective compensation strategies that contribute to long-term organisational success.

On the other hand, personal factors are triggered by emotional distractions and stress. Emotions can have a significant impact on the level of happiness employees experience within the workplace. Besides emotional intelligence, personality traits are also vital aspects influencing employee happiness in a professional setting (Choudhury, 2021). For example, employees who possess higher emotional intelligence and positive personality traits are likely to feel more comfortable and content in their work environment. However, being dismissed or having a salary reduction could lead to frustration among employees, resulting in a decrease in their level of happiness. Even so, in some instances, employees with increased focus on their work may have to spend less time with family and experience a reduction in

their family routines which also affects their emotional level despite the company's performance and increasing wages (Coley and Lombardi, 2014). Negative feelings are brought on by the strain or difficulties resulting from personal matters, and these can include a decline in one's self-worth or confidence. Employees who lack self-worth experience overload at work and home. Due to employee resignation patterns, these problems will increase personal pressure factors, result in a variety of losses for the organisation, and increase the expenditure on hiring, training, and human resources.

The primary objective of this research was to comprehensively investigate and understand the factors influencing employee happiness in the workplace. To improve employee well-being, work satisfaction, and organisational performance, the research aimed to uncover the major factors that influence employee happiness. By doing so, it hoped to offer insightful information that may guide organisational policies and practices. Furthermore, the purpose of this research was to emphasise how crucial it is to put employee happiness first as a prerequisite for attaining organisational success.

Literature Review

Happiness is defined as having a good life, yet individual interpretations of this term can differ. Various factors, including lifestyle satisfaction, financial security, pleasant emotions, independence, and adaptability can greatly influence a person's level of happiness. There are differing opinions about happiness and whether it can ever be adequately captured in words (Sharifzadeh and Almaraz, 2014). Thus, true happiness may transcend language, as acknowledged by researchers Kim and Hur (2019); Sharifzadeh and Almaraz (2014), demonstrating the complexity of this emotional experience. In psychological literature, happiness is linked to the absence of negative emotions and the presence of positive feelings, which subsequently contribute to well-being, cognitive and emotional growth, and an overall enriched life (Kim and Hur, 2019). While happiness remains a subjective and multi-faceted concept, it undeniably plays a crucial role in individuals' lives as happiness leads to a fulfilling life. This multifaceted understanding of happiness underscores its significance in leading a fulfilled and meaningful existence.

Determinants of Employee Happiness

According to Tasnim (2016), happiness is influenced by factors that can be categorised as either internal, such as job satisfaction, job engagement, and safety within the organisation, or external factors, such as valued social position, stress management, family conciliation, and self-esteem. Meanwhile, the external environmental factors are economy, education, income, financial distress, and social status as well as positive perceptions of life influence happiness, particularly among middle-aged women (Liu et al., 2015).

In the workplace, numerous factors hold significance in shaping employee happiness and its impact on organisational success. Two crucial factors directly related to organisational happiness are management support and salary and benefits. Fostering employee happiness and total job satisfaction requires a supportive management structure Curado et al (2022); Sypniewska et al (2023) as well as competitive wage and benefits packages (Sorn et al., 2023). Organisations looking to maximise employee potential and cultivate a good work environment must comprehend the interaction between internal and external factors and how they affect employee satisfaction. Organisations could create focused interventions, find

possible areas for improvement, and increase overall organisational effectiveness by promoting employee happiness and well-being by thoroughly examining these elements.

Personal factors that include mental, physical, social, spiritual, and family aspects also have an impact on employee happiness. Although organisational measures can effectively tackle workplace issues, personal factors are a significant determinant of an employee's job satisfaction. For instance, an employee's happiness and even their ability to concentrate and perform well at work can be greatly impacted by health problems or strained relationships with friends and family. Specifically, health is a complex concept that includes social, mental, and physical well-being and can influence happiness in many ways. Furthermore, a good emotional state and the mitigation of emotional issues like depression or mental illness are facilitated by a sense of belonging and emotional well-being that come from strong social connections with friends and family.

The impact of personal factors on employee happiness has drawn the interest of experts and educational practices. Emotions and self-esteem are thought to have the strongest correlation with employee happiness among these variables (Du et al., 2017; Liu et al., 2021). An individual's emotional state and sense of worth can be upset by external influences, especially in the workplace, as emotions and self-esteem are extremely sensitive components (Brown et al., 2001; Liu et al., 2021; Singh, 2023). Further investigation of these personal factors can yield important insights into how the psychological and emotional health of employees influences their job satisfaction. By recognising the importance of personal factors in addition to organisational measures, organisations may provide a work environment that fosters employee happiness and well-being. It is imperative to comprehend and tackle both personal and organisational factors to guarantee employees attain the happiness they are entitled to in their careers.

Management Support and Employee Happiness

Employee performance is influenced by various behaviours and the management's support (Curado et al., 2022; Villena-Manzanares et al., 2021). When managers want to collaborate with their employees or other team members to successfully complete projects and goals, management assistance is essential. Additionally, it is to ensure that employees can accomplish their tasks without obstacles or disturbances, get the right direction, and make important choices in order to finish the tasks they have been allocated. Thus, management support is crucial to ensure that every employee creates a peaceful and joyful work environment that reflects the positive reputation of the firm. Organisations can promote bilateral communication channels between employees and top management is essential for enhancing comprehension and facilitating effective interaction in the workplace, among other suggestions and efforts, to promote employee happiness (Demerouti et al., 2019). It has been observed that employees tend to be more satisfied when they receive support from their supervisors (Baeriswyl et al., 2016; Nespoli, 2017). Consequently, when employees are satisfied, they work more effectively and help the organisation achieve its goals.

Soderlund and Sagfossen (2017) suggest that employee happiness can positively impact customer service by extending to other employees in the organisation. This scenario illustrates the frontline staff in various departments within each company, including marketing, customer service, sales, and business development, among others. It can enhance

the employees' productivity by implementing a blend of well-defined strategy, appropriate organisational structure, delegated authority, and collective accountability (Karatepe and Eslamlou, 2017). Furthermore, offering management support, such as family-friendly policies such as granting leave for family-related matters or providing access to caregivers or childcare facilities at the workplace, can contribute to shaping employees' psychological detachment (Hu & Ho, 2016). Accordingly, employee satisfaction would likely rise and stay higher with strong managerial support.

Research suggests that a combination of effective strategy support, well-defined job structures, increased authority, and shared responsibilities can enhance employee morale and productivity (Karatepe and Eslamlou, 2017). Moreover, management support in the form of family-friendly policies, such as granting leave for family-related reasons or providing access to caregiver or childcare services onsite, can foster psychological detachment for employees (Hu and Ho, 2016). Such supportive management practices are likely to elevate overall employee happiness and well-being.

Salary and Benefits with Employee Happiness

Salary and benefits, together with management support, hold critical importance within organisations. Watts et al (2012) define a basic salary as a fixed monthly amount, excluding fringe benefits and practice earnings, which employees agree upon before joining an organisation to achieve financial stability and reduce economic stress. Meanwhile, benefits encompass various forms, including monetary rewards, different types of leave, allowances, and more, adhering to labour laws and organisational policies. Given the current unstable economic climate, providing a competitive salary and comprehensive benefits becomes indispensable to ensure employee satisfaction.

The presence of financial stability is closely associated with higher happiness levels. Positive economic experiences result in a greater happiness effect compared to negative financial distress (Arampatzi et al., 2014). In contrast, financial stress, arising from factors such as retirement, education expenses, or marriage, can significantly impact employees' happiness and overall well-being (Graham and Chattopadhyay, 2016). Thus, for employees who are unable to secure their desired salary or must accept subpar offers due to urgent circumstances, dissatisfaction and unhappiness may prevail. This burden leads to symptoms of depression, reduced enthusiasm at work, and lower performance levels.

In short, organisations can leverage positive organisational factors such as fair remuneration, comprehensive benefits, flexibility, fair treatment, and opportunities for growth to enhance employee satisfaction and its significance on employee happiness. This is because content and happy workforce fosters loyalty, credibility, efficiency, and commitment, ultimately bolstering the organisation's profitability and overall success. By prioritising employee well-being and providing an environment that promotes financial stability and professional growth, organisations can cultivate a loyal and motivated workforce, leading to increased productivity and positive work culture.

Emotions and Employee Happiness

Emotion plays a crucial role in managing conflict, social challenges, and change, necessitating proper management to positively influence workplace dynamics and employee happiness

(Boateng and Agyei, 2013; McKenzie et al., 2019). Emotion closely relates to employee happiness and is interconnected with mental, physical, and social health. First, mental stability is intertwined with happiness, as good mental health fosters positive self-perception, contentment with surroundings, and healthy relationships (Fisher, 2019). Second, physical health and happiness are inseparable. A healthy and energetic body contributes to overall well-being and indirectly enhances happiness. Social health is equally vital and impacts an individual's mental and physical well-being (Ashkanasy and Daus, 2002; Cakir et al., 2020). For example, during the COVID-19 pandemic, the limited social interactions led to psychological distress, loneliness, and sadness, affecting employees' social health.

Stable and positive emotions are essential for employees to effectively focus on their work, minimise mistakes, and perform optimally, benefiting both the individual and the organisation. This is because the positive influence of emotion extends beyond individual well-being to enhance interpersonal relationships and overall performance. For example, employees who exhibit stable and positive emotions are more productive, creative, resilient, and loyal to the company and their colleagues (Peralta and Saldanha, 2017). Also, social relationships with family and acquaintances play a crucial role in reducing negative emotions and increasing self-confidence (Lachman & Agrigoroaei, 2010). In short, properly managing emotions leads to increased happiness and improved work effectiveness, contributing to the company's success.

The factors influencing employee happiness have been extensively studied, highlighting the significant impact of emotional well-being on overall work productivity and company success (Oswald et al., 2015). Therefore, further studies on the profound impact of emotional well-being on employee happiness are encouraged. By fostering emotional stability and promoting mental, physical, and social health, organisations can create a conducive work environment that enhances employee happiness, productivity, and overall well-being.

Self-Esteem and Employee Happiness

Self-esteem plays a significant role in a person's overall happiness, as individuals with high self-esteem tend to experience greater levels of happiness while being less susceptible to feelings of depression or unhappiness (Baumeister et al., 2003; Tasnim, 2016). Self-esteem involves an individual's perception of their abilities and worth, and it plays a critical role in personal success, relationships, and overall happiness. By having trust and confidence in oneself, individuals can unlock their potential, motivation, and belief, leading to fulfilment and a positive outlook on life (Ackerman, 2021).

Self-esteem, along with positive thinking, exerts a profound impact on happiness, either directly or indirectly. A study based on Maslow's Hierarchy of Needs presented a structural model of happiness, highlighting the connection between self-esteem and positive thinking as influential factors (Kim and Hur, 2019). The model, which is represented as a pyramid, identifies human desires starting from basic needs and progressing to psychological needs and self-fulfilment needs. The study reveals that health status, social support, and financial distress serve as exogenous variables, while positive thinking, happiness, and self-esteem are endogenous variables. The findings suggest that self-esteem and positive thinking play pivotal roles in mediating higher levels of happiness.

Building a happy and productive employee requires an understanding of the complex relationships that exist between happiness, positive thinking, and self-esteem. Increased self-esteem, which is built through pleasant relationships with colleagues and better social status, can significantly influence employees' degree of happiness in the workplace (Satuf et al., 2018). Organisations have the power to cultivate a work atmosphere that elevates employees' self-esteem and encourages pleasant interactions, all of which contribute to happiness and general well-being. Furthermore, by boosting self-esteem and promoting optimistic thinking, elements like health, social support, and financial worries might indirectly affect happiness. Recognising the importance of self-esteem and positive thinking in achieving higher levels of happiness can guide organisations in designing effective strategies to enhance employee satisfaction, productivity, and success.

Drawing from existing literature, it was hypothesised that a noteworthy correlation existed between management support, salary and benefits, emotions, and self-esteem to employee happiness.

Methodology

In this research, a quantitative approach was chosen as it allows for the systematic examination of the relationships between management support, salary and benefits, emotions, self-esteem, and employee happiness. By utilising this approach, data was collected and analysed to provide objective insights into the extent of the associations between these factors. This methodological choice enabled a rigorous and empirical investigation, offering valuable insights into the impact of management support, salary and benefits, emotions, and self-esteem on the overall happiness of employees.

Sampling and Data Collection

The research team distributed a total of 350 sets of questionnaires among full-time employees across various industries in the Klang Valley area. From the initial distribution, 306 questionnaires were successfully retrieved. After applying exclusion criteria, 60 of these questionnaires were deemed ineligible for analysis. As a result, the final dataset consisted of 246 sets of questionnaires that were deemed suitable for further examination and analysis in the current research.

Research Measurement

The instrument employed in this research consisted of various scales and measurements, with the items of questions drawn from previously conducted research. To gauge employee happiness, the researchers adopted the Employee Happiness Scale from the work of Ramirez-Garcia et al (2019), which has been widely recognised for its effectiveness in assessing subjective well-being in the workplace. They are:

- (1) I enjoy my work.
- (2) The family brings me happiness.
- (3) I have good health.
- (4) In my life, love plays an important role.
- (5) I have internal stability.
- (6) I am feeling objectively well.
- (7) I have professional stability.

- (8) At work, I get fair rewards.
- (9) The company's organisational climate is good.
- (10) Bosses manage well.
- (11) I enjoy doing my job well.
- (12) The organisational climate at my work unit is good.
- (13) The internal motivation for my job is high.
- (14) My tasks at the company are well-designed.
- (15) I am an extrovert.

The scale developed by Hassan and Yazid (2019) was used as a reliable tool for capturing employees' perceptions of their supervisors' assistance and encouragement. Each statement gives the range of 1 = strongly disagree, 2 = disagree, 3 = neither, 4 = agree, and 5 = strongly agree:

- (1) Top management actively seeks middle managers' opinions and ideas on strategic issues.
- (2) Top management is open to new ideas and initiatives.
- (3) Top management appreciates the middle manager's experiments with new ideas and products.
- (4) Top management ensures that the interests of middle managers are considered when making strategic decisions.
- (5) Top management appreciates the middle manager's experiments on new products.
- (6) The organisation establishes a risk management committee at various levels to measure the commitment of top management.

Meanwhile, employees' salary and benefits satisfaction were assessed using the scale devised by (Asekun, 2015). The scale was a comprehensive instrument designed to gauge employees' contentment with their remuneration packages and perks. Respondents were asked to respond to each statement using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree for each statement. They are:

- (1) I am satisfied with my take-home pay/ salary.
- (2) I am satisfied with my benefits package.
- (3) I am satisfied with my recent salary increase.
- (4) I am satisfied with the overall pay structure.

Emotion was measured using the method introduced by Nock et al. (2008), which has been widely employed to assess emotional experiences and responses. The researcher wants to gauge how the respondent feels about their emotions in this section. For each statement, they were asked to rate their perception on a scale of 1 = strongly disagree to 5 = strongly agree. They are:

- (1) I tend to get very emotional quickly.
- (2) Even the littlest things make me emotional.
- (3) I am significantly emotionally affected when I experience emotional disturbance.
- (4) When something happens that upsets me; I take it seriously.
- (5) I experience emotions very intensely.

- (6) My moods affect me so much.
- (7) I have extreme mood swings.
- (8) When I feel emotional, I cannot think of anything else.
- (9) It is hard for me to think straight when I am upset.
- (10) My feelings get hurt easily.
- (11) When I am emotionally upset, my whole body gets physically upset as well.
- (12) When I am angry/upset, it takes time to calm down.
- (13) People tell me that my emotions are often too intense for the situation.
- (14) I often feel incredibly anxious.
- (15) I am often bothered by things that other people do not react to.
- (16) I am easily agitated.
- (17) I am a compassionate person.
- (18) Other people tell me I am overreacting.
- (19) When something wrong happens, my mood changes very quickly.
- (20) I have a very short fuse.

To assess self-esteem, the researchers used the established measurement tool, the Kanning and Hill (2012) scale, to gauge participants' opinions of their value and respect. The following ten statements were utilised, with each statement on a scale of 1 = strongly disagree to 5 = strongly agree:

- (1) I am a serious person.
- (2) I am trusted.
- (3) I am important.
- (4) I can make a difference.
- (5) I am valuable.
- (6) I am helpful.
- (7) People can count on me.
- (8) I am cooperative.
- (9) There is faith in me.
- (10) I am efficient.

In ensuring the validity and reliability of the data gathered and to facilitate a thorough examination of the connections between employee happiness, management support, salary and benefits satisfaction, as well as emotional and self-esteem aspects within the selected sample population, validated instruments from prior research were used.

Data Analysis

The objective of this research was to investigate the relationships between managerial support, salary and benefits, and employee happiness. To this end, a complete analytical strategy involving the application of many statistical techniques was applied to the data obtained for this research.

By using descriptive statistics, the researchers were able to clearly outline the variables they were looking into by summarising and presenting the key aspects of the data. The distribution and occurrence of particular replies throughout the survey items, as well as the prevalence of various viewpoints or attitudes within the participant group, were also examined using

frequency analysis. In order to guarantee the correctness and robustness of the findings, reliability analysis was also carried out to evaluate the stability and consistency of the measuring scales employed in the investigation.

Moreover, correlation analysis was utilised to investigate the associations among the key variables, specifically employee happiness, satisfaction with salary and benefits, and management support. The researchers were able to ascertain the degree to which management support and compensation impacted employee satisfaction by looking at the strength and direction of the correlations, which provided important insights into the interdependencies among these elements. Overall, the researchers were able to derive significant conclusions and evidence-based inferences about the relationships between organisational support systems, financial incentives, and employee well-being via the combination of descriptive and frequency analysis, reliability testing, and correlation analysis.

Results

Respondents' Profile

Table 1 presents the demographic information of the respondents, offering insights into the distribution of participants across various categories. The distribution of respondents by gender reveals that the majority are female, constituting 58.5% (144) of the total sample, while male respondents account for 41.5% (102). The results indicate that most respondents fall within the age category of 31 - 40 years, making up 45.9% (113) of the total sample. Conversely, the age category below 20 years comprises only 0.8% (2) of the respondents. Majority of respondents, 61.4% (151) are married. Only 49.6% (122) of them have children. Regarding educational attainment, the majority of respondents, accounting for 68.3% (168) possess at least a diploma or bachelor's degree, 13% (32) with post-graduate qualifications, 10.2% (25) are SPM holders and 8.5% (21) possess a certificate or professional certificate. In terms of working experience, 31.7% (78) of the respondents have 5 – 10 years of experience, and 27.6% (68) have been working for more than 15 years.

Table 1

Respondents' Profile

Description	Frequency	Percentage (%)
Gender		
<i>Male</i>	102	41.5
<i>Female</i>	144	58.5
Age		
<i>Below 20</i>	2	0.8
<i>21 – 30</i>	84	34.1
<i>31 – 40</i>	113	45.9
<i>41 and above</i>	47	19.1
Marital Status		
<i>Single</i>	95	38.6
<i>Married</i>	151	61.4

Children		
Yes	122	49.6
No	124	50.4
No. of Children		
No Children	124	50.4
1 – 5	120	48.4
6 – 10	0	0
More than 10	2	.8
Education Background		
SPM and below	25	10.2
Certificate/Professional Certificate	21	8.5
Undergraduates	168	68.3
Post Graduates	32	13
Working Experience		
Less than 5 years	54	22
5 – 10 years	78	31.7
11 – 15 years	46	18.7
15 years and above	68	27.6

Reliability Analysis

The findings from the reliability analysis indicated a high level of internal consistency and reliability among all variables in the research. The Cronbach's alpha values were 0.93 for management support, 0.92 for employee happiness, 0.89 for salary and benefits, 0.97 for emotions, and 0.88 for self-esteem (Table 2). These high alpha values demonstrated the robustness of the measurement scales used to assess each construct, validating the accuracy and dependability of the gathered data.

Table 2

Reliability Analysis

Variables	No. of Items	Cronbach Alpha
Employee Happiness	15	.912
Management Support	6	.927
Salary and Benefits	4	.888
Emotions	20	.969
Self-Esteem	10	.884

Correlation Analysis

Moreover, correlation analysis revealed significant relationships between some variables and employee happiness. Specifically, management support exhibited a moderate positive correlation of 0.539 ($p < 0.01$) with employee happiness, indicating that when employees perceived strong support from their managers, their happiness levels tended to be higher. Similarly, salary and benefits showed a significant positive correlation of 0.579 ($p < 0.01$) with

employee happiness, suggesting that adequate compensation and benefits positively influenced employees' overall well-being. Moreover, self-esteem displayed a strong correlation of 0.964 ($p < 0.01$) with employee happiness, highlighting the crucial role of a positive self-perception in contributing to employees' happiness.

Table 3 provides a comprehensive overview of the relationships between the key variables. The table highlights the factors that significantly impacted employee happiness in the context of the current research.

Table 3
Correlation Analysis

Variables	1	2	3	4	5
Employee Happiness	1.00				
Management Support	.539**	1.00			
Salary and Benefits	.579**	.459**	1.00		
Emotions	-.042	.029	.125	1.00	
Self-Esteem	.964**	.498**	.545**	-.057	1.00

Senior management needs to create an environment where employees can successfully perform their tasks (Chan et al., 2004). This is prior to management support being significantly related to employee happiness. According to the results of the current research, employees would be less satisfied at work if senior management did not provide them with enough assistance. In addition, they were unable to receive raises in pay, incentives, or promotions, which caused great frustration and demoralised the staff. As a result, they were unable to effectively carry out the task given to them, which demonstrated that the employees had not performed to the required performance level.

Organisations that aim to have happier employees have better productivity. In addition to managerial support, salary and benefits were found to share a similar correlation with employee happiness. These components are vital considerations for employees in their decision to work in an organisation, and they are also the factors that promote happiness. Employees who receive adequate salaries and benefits are happier, more motivated, and work more diligently. Thus, organisations should be alert of the payment due because the higher pay may result in higher productivity guarantees Obasan (2012) and happier employees.

Furthermore, the findings indicated an adverse relationship between emotion ($r = -0.42$, $p < 0.01$) and employee happiness. It is believed that emotion is considered a personal factor intricately linked to employee happiness, distinct from the detrimental influences stemming from the organization. This research found that emotions had a detrimental impact on employee happiness. For example, reducing emotion by 58 units would lead to an equivalent increase in employee happiness based on the correlation magnitude.

Emotions play a crucial role in conflicts, social movements, and social change (Hochschild, 1990). While an earlier hypothesis implied a positive and significant correlation between emotions and employee happiness, this research reveals a notable contradiction, indicating a significant negative association between emotions and employee happiness. This suggests

that individuals with lower emotional intensity tend to experience greater happiness compared to those with higher emotional intensity. This interpretation aligns with the concept of emotional stability, wherein positive emotional well-being coexists with a lower level of emotional intensity (Hills and Argyle, 2001). The findings indicate that emotionally expressive individuals, or those with heightened emotional responses, may contend with a multitude of thoughts, leading to emotional instability and subsequently impacting their overall happiness levels.

In addition, self-esteem influences employee happiness in positive ways. A higher level of self-esteem in individuals is associated with an increased sense of personal adequacy or satisfaction (Khan et al., 2015), and research suggests that self-esteem correlates positively with overall life satisfaction (Diener and Diener, 1995). The results indicated a significant positive correlation between self-esteem ($r= 0.964$, $p<0.01$) and employee happiness. According to this finding, employee happiness is positively correlated with self-esteem, and employee happiness increases proportionately with an increase in self-esteem. Consequently, there is a correspondingly significant correlation between an increase in self-esteem and employee happiness. On the other hand, low self-esteem may have a similar effect on employee happiness. The present research found that low self-esteem among Klang Valley employees contributed to their unhappiness at work.

Managerial Implication

The results of this research highlighted the importance of employee happiness to the success of an organisation. Consequently, managers must understand the connection between improved performance, increased productivity, and fostering a happy employee. To get the most out of this collaboration, businesses should prioritise management support as well as competitive salary and benefits.

Managers should first concentrate on providing robust support systems for their employees. To do this, an atmosphere where employees feel appreciated, heard, and respected must be established. It is also important to encourage open communication, give credit when credit is due, and move promptly to address problems. Furthermore, employee empowerment is facilitated by mentorship programmes and professional development opportunities. By genuinely showing concern and support, managers can also have a significant influence on employee happiness. Employee enthusiasm and dedication to their work will increase as a result.

Furthermore, organisations need to offer competitive salary packages and alluring benefits packages in order to draw in and keep the best employees. Frequent market research enables organisations to offer corporate compensation packages that are competitive within the industry, together with innovative benefits like wellness initiatives, flexible work schedules, and opportunities for skill development. Additionally, providing competitive compensation and benefits encourages employees to work harder and happier since it demonstrates to them how much the company values their contributions.

It is also critical to foster each employee's development of self-worth and emotional intelligence. Providing employees with the resources and instruction they require to appropriately manage their emotions may lead to a more positive work environment.

Supervisors have the ability to offer conferences or training sessions pertaining to emotional intelligence, stress management, and boosting self-worth to empower employees to confront challenges head-on and maintain a positive outlook.

Conclusion

Based on the findings, workplace happiness is important because it is a key component of creating a productive and long-lasting work environment. Organisations that put employees' happiness and well-being first reap a host of advantages that benefit both workers and the business as a whole. Cultivating happiness at work is a calculated risk that the firm is taking to protect its brand and image. Organisations that prioritise employee satisfaction and create a supportive work environment become employers of choice. This enhances their ability to attract top talent, foster innovation, and position themselves for sustained growth and prosperity in the long term.

Employee happiness is vital for the success of an organisation. Various factors can influence employee happiness, including organisational and personal factors. Organisational factors, such as management support, salary, and benefits, play a significant role in ensuring employee happiness. Management should prioritise employee happiness and consider its indirect impact on the organisation. In particular, to motivate the employees to be more devoted to the organisation, management should be more considerate of their requirements and take steps to resolve problems. Happy employees are more focused and efficient, leading to increased employee performance and organisational success. Moreover, employees who are content with their workplace tend to be happy at home as well, as they carry positive feelings from work to their personal lives (Asiyabi and Mirabi, 2012). Thus, this suggests that it is crucial to promote employee happiness by giving equal emphasis to both work and personal life.

The present research adds a substantial theoretical and substantive aspect to the extant literature on the relationship between employee well-being and organisational success. Through an analysis of the intricate relationships among self-esteem, compensation, managerial support, and emotional well-being, this research contributes to our comprehension of the complicated nature of workplace pleasure. The research's findings, which were based on a sizable sample of 350 full-time employees in the Klang Valley, indicate the detrimental impacts of negative emotions while highlighting the beneficial effects of competitive rewards and supportive management on employee happiness. These nuanced findings add to the body of knowledge by outlining particular management strategies that can promote happier and more productive workplaces. The findings also show a strong association between higher production and happy employees, indicating that putting employee well-being first can have a big impact on an organisation. In summary, this research offers practical techniques to improve employee satisfaction and increase organisational success, while clarifying the essential aspects that impact workplace happiness.

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