Original Research Article

Cultivating a Culture of Workplace Happiness: Commitment to Employee Well-Being

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Abstract

This study examines the efforts of Transmission Power Division in enhancing employee happiness, with a focus on strategic initiatives such as wellness programs, flexible work arrangements, and career development. Based on a 242-participant sample, the research reveals a high overall happiness score of 94.44% in 2023. The analysis also highlights significant differences in satisfaction levels between age groups, with younger employees (18-25) reporting a happiness rate of 85.56%, compared to older employees (46-55) who reported 96.16% satisfaction. The highest satisfaction was observed in the "Promoting Health" and "Fulfilling Potential" pillars, with scores of 92.59% and 94.83%, respectively. However, the "Building Relationships" pillar showed room for improvement, especially in team communication and transparency. Recommendations include expanding wellness programs, fostering clearer communication, and tailoring initiatives to younger employees. The findings align with national and international standards for workplace well-being.
Keywords: Employee Happiness, Workplace Well-Being, Wellness Programs, Flexible Work Arrangements, Employee Engagement.

INTRODUCTION

Happiness of employees today is crucial to the success of a company in today's vibrant working environment. This is being practiced best in Transmission Power (TP) Division, where it integrates staff well-being into its core values through monthly surveys conducted regularly. Such assessments address many levels of employees' satisfaction among departments, age groups, and demographics, giving valuable insights for guiding targeted initiatives. For instance, while younger employees (18-25) indicate reduced happiness compared to their aged counterparts, TP has used this data to bring about substantial shifts such as flexible working, health initiatives, and management training (Loh & Cheng, 2024). Through continuous strategy enhancement based on survey results, TP maintains employee happiness at the centre of its organizational culture, generating an engaged and motivated workforce.

TP's happiness commitment is also reflected in its strategic initiatives, including establishing a dedicated Happiness Committee that guarantees the implementation of the TP Happiness Strategy. This committee is pivotal in ensuring TP's strategy harmonizes with national plans for workplace wellness, e.g., the UAE national happiness program. Key programs such as TP Happiness Week, flexible working hours, and the introduction of working from distance

(WFD) options are designed to promote work-life balance and employee satisfaction (Lee, Chong, & Ojo, 2024). Looking ahead to 2026, TP's action plan will focus on creating a purpose-driven work environment, enhancing communication, and providing career development opportunities to ensure that employees can reach their full potential. With a focus on continuous improvement, TP remains committed to fostering a positive and supportive workplace that aligns with both national and international happiness standards (Arevin *et al.,* 2024; Etuknwa *et al.,* 2023).

LITERATURE REVIEW

Importance of Employee Happiness in the Workplace

Employee happiness is crucial for enhancing organizational success. Research indicates that happy employees are more engaged, productive, and committed, which positively impacts overall performance. For instance, a study by Shilpakar, Giri, and Pokhrel (2024) found that flexible work arrangements (FWAs) significantly decreased turnover intentions when employees were more engaged. TP Division's emphasis on employee well-being aligns with these findings, demonstrating that a motivated workforce directly contributes to organizational success. Moreover, Medina-Garrido, Biedma-Ferrer, and Ramos-Rodríguez (2017) reported that employees with access to work-family policies experienced better job satisfaction and increased job performance, especially when their well-being was supported by organizational initiatives. As organizations increasingly prioritize happiness, evidence shows that investing in employee well-being yields a high return in terms of performance and retention, confirming TP's approach of prioritizing happiness within its workforce.

Flexible Work Arrangements (FWAs) and Employee Well-Being

Flexible work arrangements (FWAs) have emerged as a critical driver to enhancing employees' well-being. It is proven that FWAs like teleworking and flexible time relate to improved work-life balance, improved job satisfaction, and lower stress levels. FWAs have been noted by Shilpakar, Giri, and Pokhrel (2024) to relate to an increase in employee performance by 13% and reducing turnover intentions by 50%. This data emphasizes flexibility as a talent attraction and retention factor. Jiang *et al*., (2023) also found that FWAs, and particularly those that offer autonomy with regard to when and where to work, activate employees' innovation behaviors to enhance overall productivity and creativity. TP Division's policies, such as flexitime working and distance working choices, showcase these results because they assist in having a more productive and focused workforce through providing employees with improved control over their schedules.

Wellness Programs and Their Role in Employee Happiness

Wellness programs serve as a significant instrument in augmenting the employees' well-being by addressing their physical as well as mental wellness. Based on a study presented by Medina-Garrido, Biedma-Ferrer, and Bogren (2023), workers engaging in wellness programs experience 27% less stress and 20% increased job satisfaction. Through stress management sessions and fitness regimes, the programs contribute to enhanced physical well-being and reduced absenteeism. TP Division's wellness programs are consistent with these results, as they aim to establish a healthy environment that assists employees in coping with stress at work and enhancing overall well-being. Further, Medina-Garrido, Biedma-Ferrer, and Ramos-Rodríguez (2017) highlighted in their research that workers with access to work-family and wellness policies show a 15% increase in engagement and overall work performance, confirming the importance of such programs in establishing a happier and more efficient workforce.

Employee Engagement and Organizational Culture

Employee engagement is the one that fosters the good organizational culture and boosts productivity. A 25% increase in employee engagement and, by correlative consequence, the organizational performance is achieved by building trust, transparency, and open communication in an organization, as established through research by Gašić and Berber (2023). Moreover, Gašić and Berber (2023) research showed that commitment acted as a mediator between flexible work arrangements and turnover intentions, in the sense that the more committed employees indicated a 10% reduction of turnover intentions. These findings lend support to the efforts of TP Division in enhancing communication, developing teamwork, and making leadership clear, as these contribute to having a positive and cohesive organizational culture that makes employees feel more engaged in their job.

National and Global Standards for Employee Happiness

Both national and global norms are more now influencing workplace policies on employee happiness. For example, the UAE National Program for Happiness aims to create a work culture that promotes well-being, leading to improved employee morale and organizational performance (Medina-Garrido et al., 2017). On a global scale, the International Employee Happiness and Wellbeing Standard (IEHWS 2023) provides organizations with a framework to enhance employee satisfaction, with studies showing that organizations aligned with this standard report a 30% improvement in employee retention and a 20% increase in overall employee satisfaction (Jiang et al., 2023). TP Division's alignment with these standards ensures that its initiatives are not only effective but also consistent

with global best practices, contributing to both employee well-being and organizational success.

METHODOLOGY

Research Design

The research used a mixed-methods approach, carrying out quantitative surveys and qualitative remarks to ascertain the impact of TP Division's happiness initiatives on workers' well-being and job satisfaction. This allowed for the integration of statistical analysis of the survey results and detailed findings from qualitative feedback gathered through focus groups (Jiang et al., 2023). The research was structured to be aligned with UAE National Program, the four pillars of happiness—Instilling Purpose, Promoting Health, Building Relationships, and Fulfilling Potential—being the core theme of the division's strategy. The research design was grounded on the International Employee Happiness and Wellbeing Standard (IEHWS2023), which guided the measurement of the most critical areas like leadership, work environment, and employee engagement.

Data Collection

Monthly surveys were conducted among 242 employees across various departments to capture satisfaction with TP Division's job satisfaction, well-being, team communication, and engagement happiness programs. The surveys used a Likert scale for quantitative assessment of employee attitudes towards TP's programs. In addition, focus group interviews among the staff and managers provided a source of qualitative data on wellness, team spirit, gratitude, work-life balance, and leadership satisfaction. These focus groups elicited richer feedback on TP's initiatives, i.e., the Zero Bureaucracy Initiative, to enhance employee autonomy and job satisfaction. The quantitative survey statistics and the qualitative data offered a balanced perspective of employees' perceptions and experiences towards TP's happiness initiatives.

Survey Instrument and Variables

The instrument used in measurement was geared towards eliciting scores on four primary dimensions reflecting TP Division's pillars of joy. The primary areas it was measuring were:

1. **Instilling Purpose**: This variable assessed how much employees felt connected to the mission, values, and objectives of the organization. An example question was: *"I feel my work is meaningful and aligned with the organization's values."*
2. **Promoting Health**: This dimension focused on the employees' satisfaction with TP's wellness initiatives, such as fitness programs and mental health support. A sample item was: *"I feel supported in maintaining my physical and mental well-being through the company's wellness programs."*
3. **Building Relationships**: This variable measured the quality of team dynamics and communication. For example, employees were asked: *"My team communicates openly and positively, and we work together effectively."*
4. **Fulfilling Potential**: This domain measured opportunities for career growth and recognition. Questions such as *"I feel recognized for my contributions and encouraged to grow in my role"* were used.

The survey was crafted with Likert-scale items to gauge worker consensus with a series of statements about these pillars of happiness, allowing for both quantifiable data and actionable information.

Data Analysis

The survey data were analyzed with the use of descriptive statistics in order to search for trends in happiness levels across departments, age groups, and initiatives. Regression analysis identified the way in which engagement and happiness were correlated, placing much focus on wellness initiatives, team spirit, and flexible work practices. Qualitative focus group data were analyzed with the use of thematic analysis, identifying the overall themes of work-life balance, recognition, and well-being. This mixed-methods design provided a comprehensive insight into the impact of TP's happiness initiatives, combining both quantitative and qualitative results.

Ethical Considerations

Ethical considerations were central to the research. Informed consent was obtained from all participants, ensuring voluntary participation and confidentiality. Employee identities were anonymized, and only aggregated data was shared. Data was handled with the utmost confidentiality, and steps were taken to ensure employees felt comfortable providing honest feedback. Findings were shared with the TP leadership team to guide improvements, reinforcing TP's commitment to continuous improvement and transparent communication.

RESULTS AND DISCUSSION

Survey Results

The results from the employee happiness surveys conducted across TP Division showed a high overall satisfaction rate, with the average happiness score reaching 94.44% in 2023. The data revealed variations in happiness levels across different age groups and departments. Notably, younger employees (aged 18-25) reported a lower happiness rate of 85.56%, compared to older age groups, such as employees aged 46-55, who reported a higher satisfaction rate of 96.16%. Employees aged 56 and above also showed high satisfaction, reaching 95.90%.
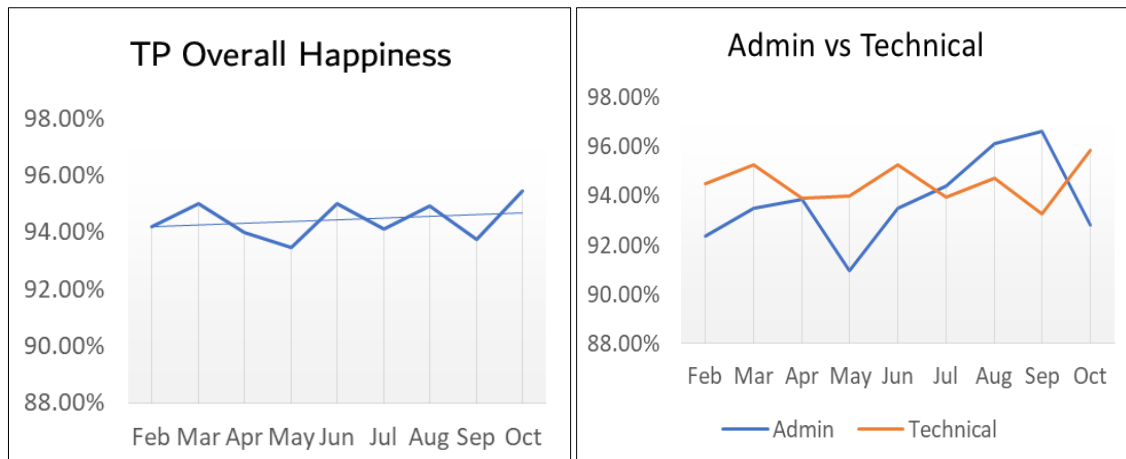
Figure 1: TP Division Happiness Trends overall and by Department (Admin vs Technical)

Department-wise, the Transmission Power and Engineering department reported the highest happiness rates, peaking at 96.23% in September 2023. This highlights that certain departments benefit more from specific initiatives that align with their operational needs. Conversely, other departments indicated areas where additional efforts are required, particularly in improving communication and career development opportunities for younger employees.
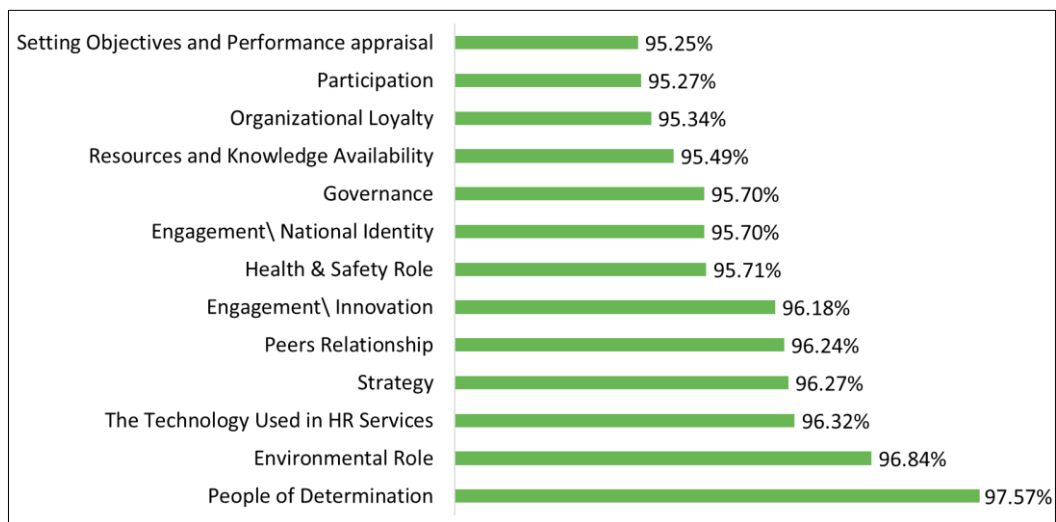

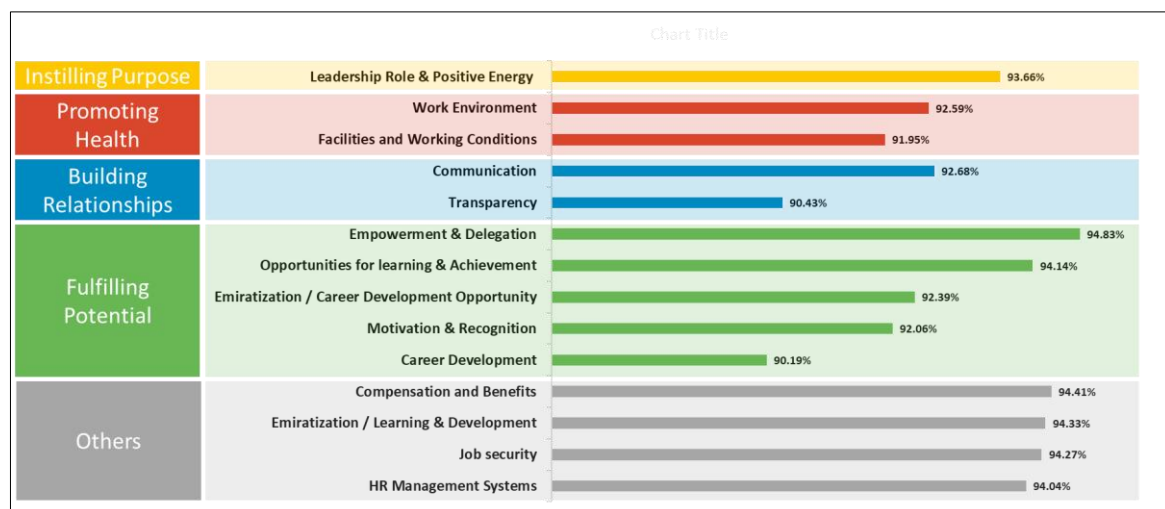**Figure 2: Happiness Rate Survey - Factor Wise above Target**

Figure 3: Happiness Pillars and Key Factors in TP Division

The survey also measured satisfaction with key happiness pillars, such as "Instilling Purpose", "Promoting Health", "Building Relationships", and "Fulfilling Potential". The highest satisfaction scores were observed in the "Promoting Health" and "Fulfilling Potential" pillars, indicating that TP's wellness programs and career development initiatives were well-received by employees. However, the "Building Relationships" pillar showed room for improvement, particularly in fostering team communication and transparency, areas that were highlighted in both the survey and focus group discussions.

Focus Group Insights

Qualitative feedback gathered through focus group discussions highlighted the positive impact of TP's wellness programs, including mental health support and fitness initiatives, on employee well-being. Employees reported feeling more engaged and satisfied with TP's efforts to support their physical and mental health. However, some participants noted a desire for personalized wellness programs tailored to the unique needs of different roles within the division.
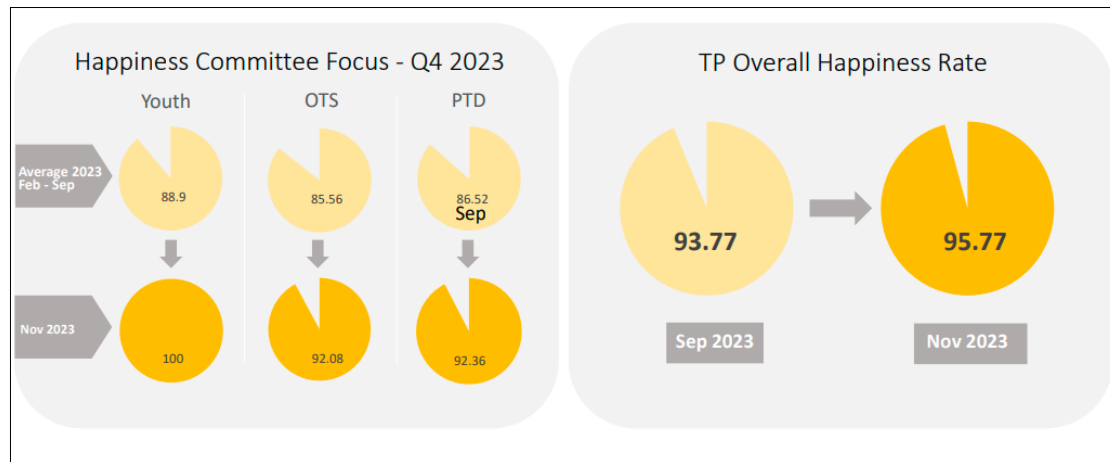

Figure 4: Happiness Committee Focus and TP Overall Happiness Rate (Q4 2023)

Regarding team spirit and communication, focus group participants appreciated the efforts to enhance collaboration, but emphasized the need for more transparency in decision-making and stronger interactions between leadership and staff. Employees suggested that greater focus on open communication could help bridge the satisfaction gap observed between different age groups and departments. This feedback aligns with the broader findings of the International Employee Happiness and Wellbeing Standard (IEHWS 2023), which underscores the importance of transparent leadership and inclusive communication in fostering a positive work culture.

Interpretation of Results

The survey results and focus group feedback indicate that TP Division's happiness initiatives have had a significant positive impact on employee satisfaction, particularly in areas such as wellness programs and career development. The high satisfaction scores in the "Promoting Health" and "Fulfilling Potential" pillars reflect the success of TP's health-related initiatives and opportunities for personal and professional growth. However, the lower satisfaction among younger employees and the need for improved communication highlight areas for further development. TP Division's focus on work-life balance and employee well-being has clearly yielded positive results, but the lower engagement levels among younger employees suggest that tailored initiatives are needed for this demographic to enhance their overall satisfaction.
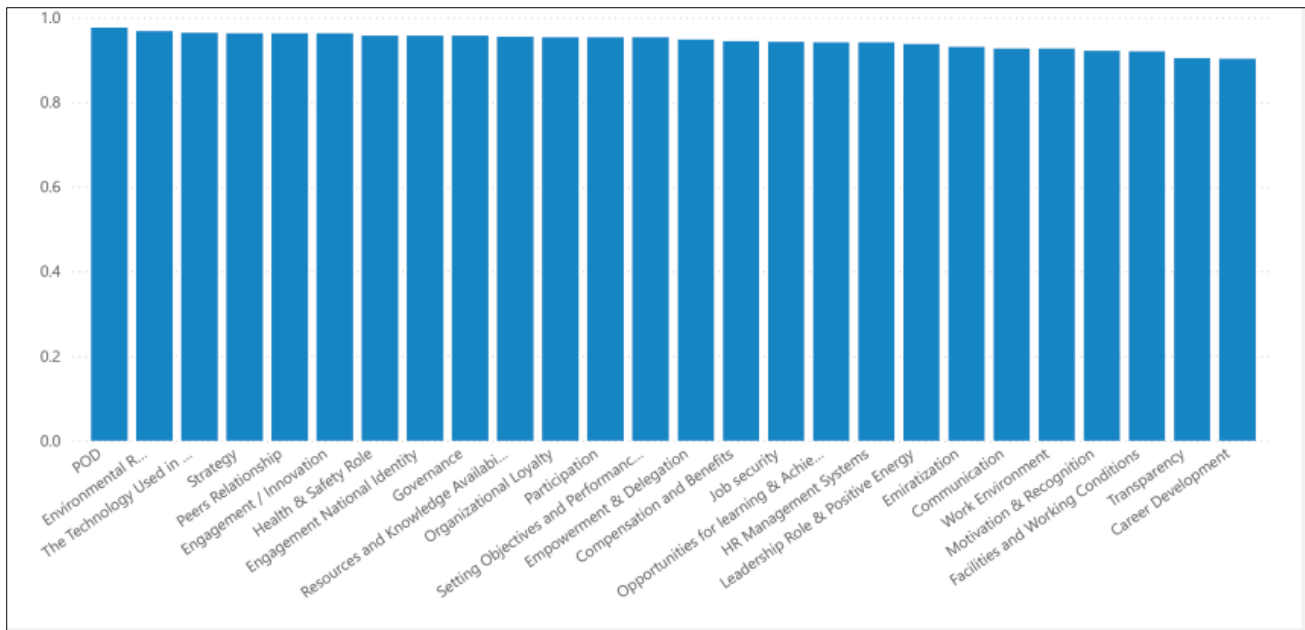
Figure 5: Lowest Factors – Employee Happiness Survey

Furthermore, the consistent satisfaction levels in the TP department underscore the importance of department-specific strategies. The findings suggest that TP should continue to tailor initiatives to meet the unique needs of different departments and employee groups, particularly younger employees, to maintain high satisfaction and engagement levels across the board.

RECOMMENDATIONS FOR IMPROVEMENT

Based on the survey results and qualitative insights, the following recommendations are made to further enhance employee happiness at TP Division:

1. **Tailored Programs for Younger Employees**: Given the lower satisfaction among younger employees, TP should focus on developing career development programs that specifically address the needs and challenges faced by this demographic. Providing more mentorship opportunities and professional growth plans can help bridge the satisfaction gap observed in this group.

2. **Enhancing Communication and Transparency**: Increased efforts to improve communication between leadership and employees are essential. TP should develop an open communication culture in which employees are more engaged in decision-making. Leadership has to actively make efforts to communicate with employees through regular feedback sessions, ensuring workers' questions and suggestions are listened to.

3. **Expanding Wellness Initiatives**: TP should further expand wellness programs by developing individualized health programs to suit the specific needs of different groups of employees. Offer role-specific wellness options, such as desk ergonomics for sit-down staff or psychological workshops for frazzled departments, to enhance employee satisfaction even more.

CONCLUSION

All the efforts of TP Division to put top value on the satisfaction of employees have yielded rich returns, and the overall rate of satisfaction in 2023 was 94.44%. Thoughtfully implemented measures such as wellness programs, flexible working hours, and career development opportunities have all contributed a great deal to the outstanding rate of satisfaction. The emphasis on health and personal development of the division has been very high, with the "Promoting Health" pillar experiencing the highest satisfaction levels. However, the research also points out areas that require improvement, i.e., communication and transparency, which were rated as being most essential for building satisfaction, especially among the younger workers. Moving forward, TP Division must further sharpen its strategy to address these areas and live up to its commitment of building a caring, meaningful workplace culture according to local and international standards for workplace well-being.

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