

Generating Happiness at Workplace for Optimal Performance

Abstract

This study sought to test in a real organizational setting, the strength of the linkages that exist between the variables at three levels; firstly, the level of the team leaders viz. personal happiness with life and the particular leadership style that they follow; secondly, variables at the level of the team such as team happiness, team cohesiveness, and positive psychological resources of the team members; and thirdly, whether these linkages between the leader level variables and team level dynamics result in better performance for the teams. At the level of the leader, this study intended to test whether a leader who is happier with his life is more likely to follow a humanistic leadership style. Whether following such a leadership style produces happier work teams and stronger leader – member relationships? Whether these enhanced levels of team happiness and leader – member relationship strength produce more cohesive work teams? Whether greater happiness of the work teams is directly linked to higher levels of positive psychological resources for its members? Whether greater team cohesion and higher levels of positive psychological resources produce superior team performance at the work place as well as team members who are more satisfied with their life? Thirteen hypotheses were tested in all pertaining to these three levels of the study. The data for this study was collected from the Bangalore operations of a public sector manufacturer and supplier of electronic hardware and technology to the defense organizations, which has its head office and main plant based in Bangalore.

Instruments were developed by the scholar himself to measure the leaders' happiness,
humanistic leadership style scores of the 1

strongly supported by the data. The fourth hypothesis at the first level postulated that teams led by leaders who score higher on the humanistic leadership scale would have stronger leader – member relationship strength. But this hypothesis was not supported strongly by the data. Thus all the hypotheses pertaining to the first level of the study except the fourth one were strongly supported. But a step wise multiple regression Heses pef the

efficacy were found to be strongly correlated to team performance, but resilience was not.

A step wise multiple regression found hope as the most significant predictor of team