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### Employee Happiness and Productivity: The Key to Successful Modern Management

Tarida Marlin Surya<sup>1</sup>, Rahayu Tri Utami<sup>2</sup>, Edy Sambodja<sup>3</sup><sup>1</sup>Institut Bisnis dan Informatika Kesatuan, Indonesia<sup>2,3</sup> Universitas Ichsan Satya, Indonesia

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Corresponding Author:

Author Name\*: Tarida Marlin  
Surya

Email\*:

[marlin1408@gmail.com](mailto:marlin1408@gmail.com)

**Abstract:** *This study aims to analyze the effect of Employee Happiness on Employee Productivity in the context of modern management. Employee Happiness is seen as a strategic factor that influences employee work behavior, motivation, and effectiveness. This variable is measured through five main indicators, namely job satisfaction, work-life balance, coworker relationships, appreciation, and work environment. Meanwhile, employee productivity is measured based on target achievement, work quality, timeliness, and efficiency. This study uses a quantitative approach with an explanatory research method. Data were collected through a 1–5 Likert scale questionnaire and involved 120 employees as respondents. Data analysis was performed using descriptive statistics and simple linear regression to determine the extent of the influence of Employee Happiness on Employee Productivity. The results showed that employee happiness and productivity levels were in the high category. Regression analysis produced a coefficient of 0.68 with a significance value of 0.000, which means that Employee Happiness has a positive and significant effect on Employee Productivity. The coefficient of determination ( $R^2$ ) value of 0.47 indicates that 47% of productivity variation can be explained by employee happiness. This finding confirms that increasing Employee Happiness can be an effective strategy to drive productivity and organizational performance in a sustainable manner.*

**Keywords:** *Employee Happiness; Productivity; Work-Life Balance; Organizational Behavior; Job Performance; Human Resource Management.*

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## INTRODUCTION

In recent decades, human resource management has undergone a significant shift from a control-oriented approach to a more humanistic approach that emphasizes employee well-being. One concept that has received considerable attention in this change is employee happiness, which includes positive emotional states, satisfaction with the work environment, and a sense of meaning when performing tasks (Sutanto, 2025). In the Indonesian context, this issue is increasingly relevant given the high pressure of work and the increasing level of emotional exhaustion among employees. A national survey on labor conditions shows that more than half of Indonesian employees face stress and burnout due to increasingly complex workloads and organizational demands. This reinforces the fact that employee happiness is not only a psychological aspect, but also a strategic factor in ensuring organizational productivity and sustainability (Fadila et al., 2025).

The theoretical basis for employee happiness can be traced through various classical and contemporary perspectives. Maslow (1954) explained that individuals can only achieve self-actualization when their basic needs are met, while Herzberg (1966) emphasized that intrinsic factors such as achievement and recognition are the main drivers of job satisfaction. Seligman (2002), through positive psychology, adds that positive emotions can increase creativity and resilience, while Self-Determination Theory (Deci & Ryan, 2000) emphasizes the importance of autonomy, competence, and social connectedness. The Job Demands–Resources (JD-R) framework (Bakker & Demerouti, 2007) also shows that organizational support, a positive work climate, and adequate resources can increase both employee happiness and productivity. Empirically, the relationship between employee happiness and productivity has been proven by various studies. Oswald, Proto, and Sgroi (2015) found that happiness can increase productivity by up to 12%. Gallup research by Harter, Schmidt, and Keyes (2020) shows that happier teams have higher profitability and lower turnover rates.

Lyubomirsky, King, and Diener (2005) also confirmed that happiness is closely related to creativity, perseverance, and problem-solving skills. Thus, employee happiness plays an important role in increasing work engagement and positive behaviors such as organizational citizenship behavior (OCB), which are highly needed by modern organizations.

As the digital era evolves, companies face new challenges in maintaining employee happiness. Hybrid work models, increased work pace, and high technology usage can trigger stress and burnout (Sabilla & Wartini, 2025). The WHO (2022) has even defined burnout as a work-related phenomenon that can reduce work engagement and effectiveness. This situation is particularly significant in Indonesia, especially in sectors that have adopted digitalization intensively. On the other hand, changes in the workforce demographic further emphasize the urgency of this issue. Millennials and Gen Z now dominate the workforce, and they tend to prioritize flexibility, work-life balance, and a meaningful work environment. Findings from the Deloitte Global Millennial Survey (2023) show that this generation prefers organizations that support well-being and provide opportunities for personal growth.

The change in perspective regarding productivity also influences how organizations view happiness. Productivity is no longer measured solely based on quantitative output, but also on work quality, innovation, and contribution to organizational value (Carda & Muhammad, 2025). Employee happiness has been proven to be a strong driver of work engagement (Bakker & Albrecht, 2018), which ultimately results in more effective performance and the extra role behavior needed in a dynamic work environment.

However, a number of research gaps still need to be explored. Much of the previous research has been conducted in the context of developed countries, so understanding of the relationship between happiness and productivity in the context of developing countries such as Indonesia is still limited (Risman, 2024). Research on the causal mechanisms of this relationship is also

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relatively minimal, as most studies are only correlational in nature. In addition, new challenges in the digital era, such as technostress, digital fatigue, and quiet quitting, have not been studied in depth in relation to happiness and productivity (Daeli et al., 2024). The debate over the most comprehensive indicators of employee happiness is still ongoing, as there is no consensus that covers emotional, psychological, and social aspects simultaneously.

Post-pandemic work models add to the complexity of the issue. Research shows that remote work can increase happiness by providing greater flexibility (Bloom et al., 2021), but it also has the potential to cause social isolation and digital fatigue (Wang et al., 2022). Furthermore, research on the interaction between individual characteristics such as personal values, generation, and personality with the work environment in the context of Southeast Asia, including Indonesia, is still very limited (Sayfullah & Perkasa, 2024).

Considering the theory, empirical findings, digital challenges, and research gaps, studies on the relationship between employee happiness and productivity are very important for the Indonesian context. This research is expected to contribute academically by enriching the literature on developing countries, as well as contributing practically to organizations in designing humanistic, adaptive, and evidence-based human resource management strategies (Khoiriyyah & Setiawan, 2024).

## METHOD

This study uses a quantitative approach with explanatory research, which aims to explain the effect of Employee Happiness on Employee Productivity in the context of modern management. This approach was chosen to gain empirical understanding of how employee happiness contributes to increased productivity, especially in work environments that demand rapid adaptation and efficiency.

Primary data was collected using a 1–5 Likert scale questionnaire compiled based on several key indicators of Employee Happiness, namely job satisfaction, work–life balance,

inter-employee relationships, appreciation, and psychological well-being. Employee productivity was measured using performance indicators relevant to the role of each respondent. The research population included all employees of the company under study. The sampling technique used total sampling if the population was small, or probability sampling if the population was large, so that the sample was truly representative of the workforce being studied. The research instrument was tested for validity using Pearson's correlation and reliability using Cronbach's Alpha to ensure that the statement items were suitable for use. This testing process was summarized to focus on the suitability of the instrument without excessive technical description.

The data was analyzed using descriptive statistics to describe Employee Happiness and Employee Productivity. Next, to test the effect of independent variables on dependent variables, simple linear regression was used. Before performing regression, classical assumption tests such as normality and heteroscedasticity tests were performed to ensure that the analysis model met statistical requirements. Hypothesis testing was conducted using a t-test to determine the significance of the effect of Employee Happiness on Employee Productivity. The coefficient of determination ( $R^2$ ) value was used to see the extent of the contribution of employee happiness in explaining variations in productivity. With this method, the study is expected to provide a stronger scientific understanding of the strategic role of Employee Happiness as a determining factor in productivity and the success of modern management.

## RESULTS AND DISCUSSION

### RESULTS

This study was conducted on 120 employees working in the company that was the subject of the study. The data collection technique used a 1–5 Likert scale questionnaire, which was designed to measure two main variables, namely Employee Happiness (X) and Employee Productivity (Y). Each statement in the questionnaire was compiled based on

relevant theoretical indicators, enabling it to objectively represent the psychological condition and work performance of employees. Based on descriptive statistics, it was found that the overall level of employee happiness was high, indicating that most employees felt satisfied, comfortable, and had positive feelings about their work environment and experience. In addition, employee productivity levels are also in the high category, which illustrates the ability of employees to achieve targets, maintain work quality, and complete tasks on time. These findings provide an initial picture that the internal conditions of the company are quite conducive, both in terms of psychological well-being and employee operational performance.

### 1. Description of Employee Happiness Variable (X)

Employee Happiness diukur melalui lima The main indicators are job satisfaction, work-life balance, relationships with coworkers, appreciation, and work environment. These five indicators were chosen because they are considered to best represent employee happiness based on psychological well-being theory and organizational behavior models (Prianggoro, 2023).

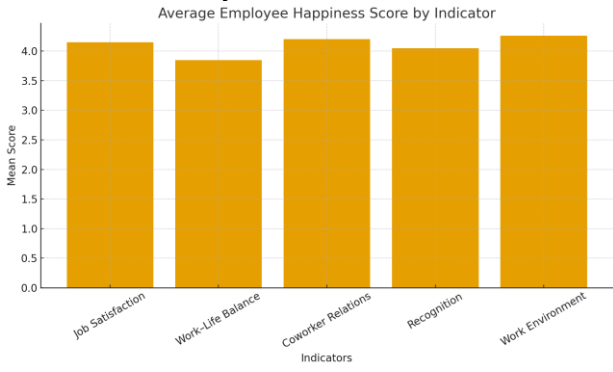
The data processing results show that most respondents gave positive ratings on each indicator, indicating that the company is able to provide working conditions that support employee comfort and well-being. The average score of 4.10 on the Employee Happiness variable reflects that employees are not only satisfied with their duties and responsibilities, but also feel a balance between work and personal life, have harmonious working relationships, and feel a sense of appreciation and recognition from the company. A safe, organized, and supportive work environment also strengthens the overall level of employee happiness. These findings confirm that emotional and social factors within the company are at a very good level and are one of the main contributors to creating a positive work atmosphere.

**Table 1. Average Employee Happiness Scores Based on Each Indicator**

Indicator	Mean Score	Category
Job Satisfaction	4.15	High
Work-Life Balance	3.85	Medium
Work Relationships	4.20	High
Awards	4.05	High
Work Environment	4.26	Very High

The Work Environment indicator received the highest score (4.26), reflecting that the company has provided facilities, physical conditions, and a work atmosphere that greatly support employee comfort and safety. This shows that aspects of workspace, lighting, cleanliness, and social relationships in the workplace are in optimal condition and are positively appreciated by employees. On the other hand, the Work-Life Balance indicator received the lowest score (3.85), although it is still in the moderate category. This finding indicates that some employees still feel challenged in balancing work demands with their personal lives. This condition indicates a need for the company to review its workload arrangements, work hour systems, and provide better time flexibility so that employee well-being can improve overall. The visualization of Employee Happiness data can be seen in the following graph:

Figure 1. Average Employee Happiness Score by Indicator





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### 2. Description of Employee Productivity Variable (Y)

Employee productivity is measured through four main indicators, namely target achievement, work quality, timeliness, and work efficiency. These four indicators were chosen because they comprehensively describe employees' ability to perform their duties while assessing their contribution to the achievement of organizational goals. Based on the data processing results, an average score of 4.07 was obtained, which is in the high category. This score indicates that the majority of employees perform well, are able to meet set targets, and maintain a satisfactory level of work quality. In addition, high levels of timeliness and work efficiency indicate that employees are able to make optimal use of time and resources in completing their responsibilities.

This high productivity also shows that the work processes in the company are running effectively and are supported by a relatively well-organized work system. This finding is further reinforced by the positive relationship between productivity and employee happiness. Descriptively, high levels of employee productivity appear to be consistent with high levels of happiness. This means that when employees feel satisfied, valued, and work in a supportive environment, they are more motivated to perform at their best. Thus, these descriptive results provide initial support for the research hypothesis, namely that Employee Happiness affects Employee Productivity. These findings are also consistent with various previous theories and studies that state that employee emotional well-being is one of the key factors in improving work performance in various industry sectors (Cadana & Ali, 2024).

### 3. Simple Linear Regression Analysis Results

Simple linear regression analysis was used to determine the extent of the influence of the Employee Happiness variable (X) on Employee Productivity (Y). Based on the results of the research data processing, the following regression equation was obtained:

$$Y = 12,45 + 0,68 X$$

The equation shows that a constant value of 12.45 indicates the basic level of productivity possessed by employees when the Employee Happiness variable is zero. Although this condition does not occur in reality, this constant value provides an illustration of the minimum level of productivity that can be achieved without the influence of employee happiness.

Meanwhile, the regression coefficient of 0.68 means that every one-unit increase in the Employee Happiness score will increase the productivity score by 0.68. This confirms that Employee Happiness has a positive and proportional effect on Employee Productivity. The happier employees are in terms of job satisfaction, social relationships, appreciation, work environment, and work-life balance, the higher their performance will be.

These results are also consistent with organizational behavior theories that explain that psychological aspects, particularly feelings of happiness, play a significant role in increasing motivation and work quality. Furthermore, these regression results reinforce previous descriptive findings that indicate high average employee happiness is accompanied by high productivity. Thus, this regression model provides quantitative evidence that Employee Happiness is an important and significant factor in determining productivity levels in the workplace.

**Table 2. Summary of Simple Linear Regression Analysis Results**

Components	Value
Constant (a)	12,45
Regression Coefficient (b)	0,68
t-count	6,21
t-table ( $\alpha = 0,05$ )	1,98
Sig.	0,000
Coefficient of Determination ( $R^2$ )	0,47

The t-value of 6.21, which is greater than the t-table value of 1.98 at a significance level of 5%, indicates that the Employee Happiness variable has a statistically significant effect on Employee Productivity. This is

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confirmed by the significance value (sig.) = 0.000, which is well below the significance threshold of 0.05. Thus, the hypothesis that Employee Happiness has a positive effect on Employee Productivity can be accepted. These findings provide strong evidence that the psychological and emotional conditions of employees are important factors in improving their effectiveness and work performance.

Furthermore, the Coefficient of Determination ( $R^2$ ) value of 0.47 indicates that 47% of the variation in Employee Productivity can be explained by Employee Happiness. This means that almost half of the changes in productivity can be predicted through changes in employee happiness levels. Meanwhile, the remaining 53% is influenced by various other factors outside the variables studied. These factors can include individual competence, work experience, management systems, motivation, availability of facilities, workload, leadership style, and even external environmental influences such as economic conditions or industry dynamics. Thus, even though Employee Happiness has been proven to play a major role in increasing productivity, companies still need to pay attention to other supporting factors holistically to achieve optimal performance. These findings not only reinforce the theory that employee happiness has a positive impact on productivity, but also provide practical implications for companies to continue developing employee welfare improvement programs, such as better work-life balance, rewards, and strengthening a healthy and collaborative work environment.

## Discussion

The results of this study support the basic premise that employee happiness is an important factor in increasing work productivity in modern organizational environments. The high average Employee Happiness score indicates that the company has succeeded in creating conducive working conditions, both in terms of social relationships, appreciation, and quality of the work environment. These conditions are an indicator that the organization is able to provide a positive work experience, which in turn

encourages more productive, proactive, and responsible work behavior (Alvian, 2023).

This finding is in line with the Positive Organizational Behavior (POB) perspective, which emphasizes that positive emotions, job satisfaction, and psychological comfort play a crucial role in influencing individual performance. POB argues that when employees are in a healthy and happy mental state, they are better able to maximize their potential, be adaptive to challenges, and show high commitment to organizational goals (Sidabutar, 2024). The results of this study reinforce this concept, as increased happiness has been proven to be associated with increased productivity scores. This provides a strong basis that companies' efforts to pay attention to humanistic aspects in human resource management not only have an impact on employee welfare but also provide added value to the overall effectiveness of the organization (Dewi, 2024).

### 1. The Effect of Employee Happiness on Productivity

The regression results showing a positive coefficient value of 0.68 provide empirical evidence that an increase in employee happiness has a direct and substantial impact on their productivity. This coefficient value indicates that every one-unit increase in employee happiness will be accompanied by a 0.68-unit increase in productivity. This means that happiness is not only a subjective emotional or psychological aspect, but also has real implications for measurable work outcomes. Employees who feel valued, supported by their superiors and colleagues, and work in a comfortable and safe environment will show higher motivation in completing their responsibilities. In addition, their stress levels tend to be lower, allowing them to work with greater focus, stability, and effectiveness in carrying out their daily tasks (Ardiano, 2024).

These findings further reinforce the view of organizational behavior experts that happiness is a strategic driver in achieving organizational success. Modern organizations place psychological well-being as a key

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component in their human resource management strategies because it can improve employee performance, creativity, and decision-making abilities. The results of this study are also in line with previous studies which state that happy employees tend to be more creative, more loyal, work with higher energy levels, and have lower absenteeism and turnover rates. Thus, increasing employee happiness not only benefits individuals, but also contributes significantly to improving overall organizational performance. This confirms that investing in employee well-being is a strategic step that can increase a company's competitiveness in the long term (Aidah & Nugraha, 2024).

## 2. Indicator Analysis: Areas of Strength and Improvement

The results of the Employee Happiness indicator analysis show areas of strength as well as areas that require more attention from the company. The indicator with the highest score is Work Environment, which reflects that the company has succeeded in providing a conducive workspace, adequate facilities, and a work atmosphere that supports employee comfort and productivity. A good physical environment, such as a neat layout, adequate lighting, comfortable room temperature, and modern work facilities, can increase employee focus and efficiency in carrying out their daily tasks. In addition to the physical environment, harmonious social relationships between coworkers and support from superiors are factors that further strengthen the value of this indicator. This shows that the company has a strong foundation in creating a positive work atmosphere (Putri & Warganegara, 2024).

However, the Work–Life Balance indicator recorded the lowest score compared to other indicators. Although it is still in the “moderate” category and does not indicate an alarming condition, this achievement indicates that companies need to evaluate their workload arrangements and work time flexibility. The challenge of balancing work demands with personal life can cause stress, fatigue, and a decline in job satisfaction in the long term. Therefore, companies can consider several

improvement strategies, such as implementing flexible working hours, more humane shift management, optimizing task distribution, and reducing excessive overtime.

Improvements in the Work–Life Balance indicator have great potential to boost overall employee happiness, given that the balance between personal life and work is one of the main factors affecting psychological well-being. By improving this area, companies not only increase the individual happiness of their employees, but also strengthen their productivity, loyalty, and commitment in the long term. Thus, analysis of the indicators shows that companies already have significant strength in terms of work environment, but still need to improve policies related to work-life balance to achieve optimal results in human resource management (Hadiyanto & Prasadjaningsih, 2025).

## CONCLUSIONS

Based on the results of research and analysis that has been conducted, it can be concluded that Employee Happiness has a positive and significant effect on Employee Productivity. High employee happiness scores reflect that the company has provided a supportive work environment, adequate facilities, harmonious social relationships, and forms of appreciation that are valued by employees. These positive psychological conditions have a direct impact on improving employee performance, motivation, and work effectiveness.

The regression analysis results show a coefficient of 0.68 with a significance value of 0.000, which means that an increase in employee happiness is consistently followed by an increase in productivity. The  $R^2$  value of 0.47 also shows that happiness has a fairly strong contribution in explaining productivity variations. However, there are 53% other factors that also influence productivity, such as competence, leadership style, work systems, workload, and overall organizational conditions. Therefore, in addition to increasing employee happiness, companies also need to comprehensively consider other supporting factors. Overall, this study confirms that



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employee happiness is not only an issue of individual well-being but also a strategic investment for modern organizations. Companies that are able to create a positive work environment and support their employees' work-life balance will reap the benefits of increased productivity, loyalty, and long-term performance sustainability.

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