

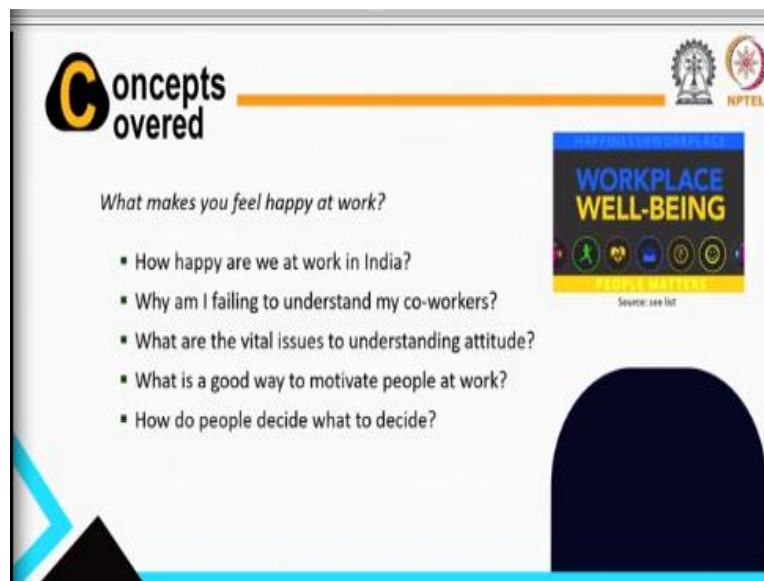
The Science of Happiness and Wellbeing
Prof. Manas Kumar Mandal
Rekhi Centre of Excellence for the Science of Happiness
Indian Institute of Technology-Kharagpur

Lecture-32
Happiness at Work

Today we are going to talk on happiness at work, up till we have come to know about happiness in our personal life and how to get rid of several kinds of challenges that we face especially the kind of conflict, stress and many other occasions. Apart from understanding what makes us happy, what are the different facets of happiness and so on and so forth. But we also work, we also go elsewhere to do work, undertake certain exercises that either makes us happy or unhappy in order to earn our bread and butter.

Therefore is also imperative to understand what makes us happy at work and therefore we have a question for all of us to understand what makes us feel happy?

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I mean workplace well-being is a very important concept because majority of the time in the day particularly the waking hours we have been spending with the co-workers. Therefore if we understand how to keep ourselves happy at work, it will probably also keep us happy in other spheres of our life especially the family as well as other forms of

social relationship. So, today's concentration of our discussion would be centering around what makes us feel happy at work.

Now in order to do that we have certain questions and we would like to answer those questions systematically. The first question is how happy are we at work in India? We would not like to go for any statistic abroad because we need to know what is the kind of happiness that we have in different workplaces at our places of work with the co-colleagues, with the hierarchical teammates, with the managers, with the supervisors so on and so forth.

So, that would be our first question to be answered. And then we would like to know why do we fail to actually understand our co-workers? Probably we do not understand them primarily because of certain misconceptions in us; we will try to get rid of those misconceptions on 3 counts. We would like to know our colleagues attitude, do we really understand the attitude of our colleagues? What is the best way to motivate people if you are in a leadership role then how can you motivate people?

Because every people who is unhappy seems to be demotivated, how people take decisions and what are the ways we can actually reduce unhappiness and enhance happiness? That would be our point of discussion in today's talk.

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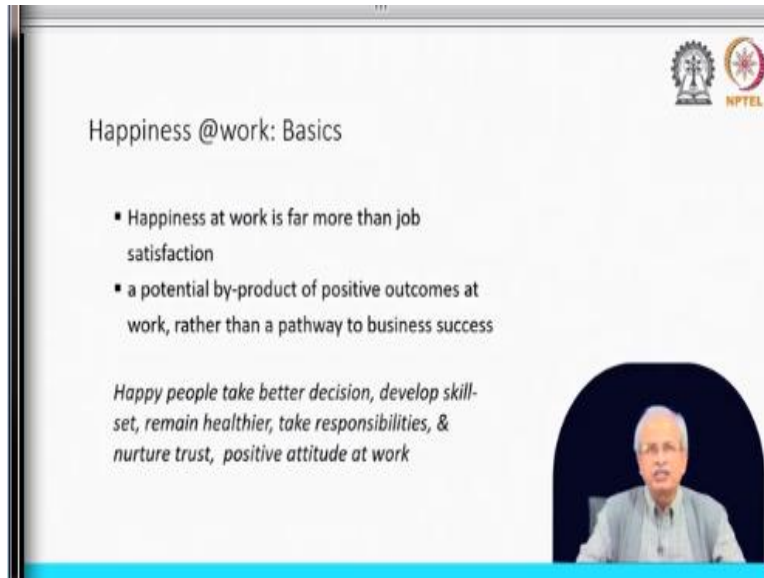
The slide features a title 'Keywords' in a large, bold, black font with a yellow 'K'. Below the title is a list of five bullet points: 'Job satisfaction', 'Attitude', 'Motivation', 'Decision making', and 'Team building'. To the right of the list is a graphic of five yellow smiley faces hanging from strings, with the first four having sad expressions and the last one having a happy expression. Below this graphic is the text 'Source: Getty image'. In the bottom right corner, there is a video inset showing a man with grey hair and a beard, wearing a light blue shirt, speaking. The slide also includes logos for IIT Madras and NPTEL in the top right corner.

- Job satisfaction
- Attitude
- Motivation
- Decision making
- Team building

So, we will try to understand certain key concepts first. The key concepts include job satisfaction which is a very widely discussed construct in organizational behaviour, where we try to understand, are we satisfied with the job with the work or not? Let me remind you that here I am not interested in letting you know whether your job satisfied or not because we are talking about happiness at work.

In fact happiness at work is a byproduct of your job satisfaction and it gives you a different kind of flavour while you are at work. So, therefore we need to understand people who are working with us, their attitude, attitude is something a predisposition in people based on which they actually behave. Their level of motivation, what makes them to work, how they take decisions when they arrive at certain points of decision making and how do they work in a team? These are the concepts we need to discuss clearly while we discuss about happiness at work.


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Happiness @work: Basics

- Happiness at work is far more than job satisfaction
- a potential by-product of positive outcomes at work, rather than a pathway to business success

Happy people take better decision, develop skill-set, remain healthier, take responsibilities, & nurture trust, positive attitude at work



Now happiness as I said at work is far more than job satisfaction. As I said most of the books of management talk about job satisfaction, we are not really talking about it, we are talking about a potential byproduct of job satisfaction which is not related to a business success or a business outcome, it has got nothing to do with how much money you earn. In fact it is about whether you derive some kind of happiness after you complete your job.

Because this has become a buzzword in today's industry since happiness is important for leadership. And if you are happy you will be able to take better decision, you will show better attitude, you will have better motivation, you will remain healthier, you will take responsibilities, you will nurture trust and the attitude that you show will actually generate more influence in terms of positive outcomes with your colleagues.



Therefore it is very important that we understand how we can become happy at work. Now in the following slide I will try to tell you if you are really happy rather than just a job satisfied what are the indicators of that? You can self evaluate those indicators what I am going to talk to you now.

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How do I know you are happy at work...

- You wake up every morning with an excitement feeling about going to work
- Your family/friends know that you enjoy what you do
- You are not overwhelmed by Sunday evening-blues
- You feel like doing something of value
- You feel like giving back & teaching a new generation

Source: see list



The slide features the NPTEL logo in the top right corner. It includes a list of five bullet points describing signs of happiness at work. To the right of the list is a collage of several smiling people's faces. Below the list is a portrait of an older man with white hair, wearing a light blue shirt, who appears to be speaking.

For example, if you are happy then you wake up every morning with an excitement about feeling to go to work. That you have to go to work, you have to start a new project, you have to initiate a certain set of activities, so you are very excited about it and you want to go office as quickly as possible, if you find yourself towards that count then you are happy. Your family and friends know that you enjoy what you do and they give you a lot of support for this.

Now if there is a conflict between familial interest and your work interest then of course you cannot be happy. Because duty, family and career these are the 3 facets based on which we derive happiness and they are always in conflict. You can have a duty, you can have your priority as duty first but what will happen to your family? And if you keep your family as a priority first what will happen to your duty or career?

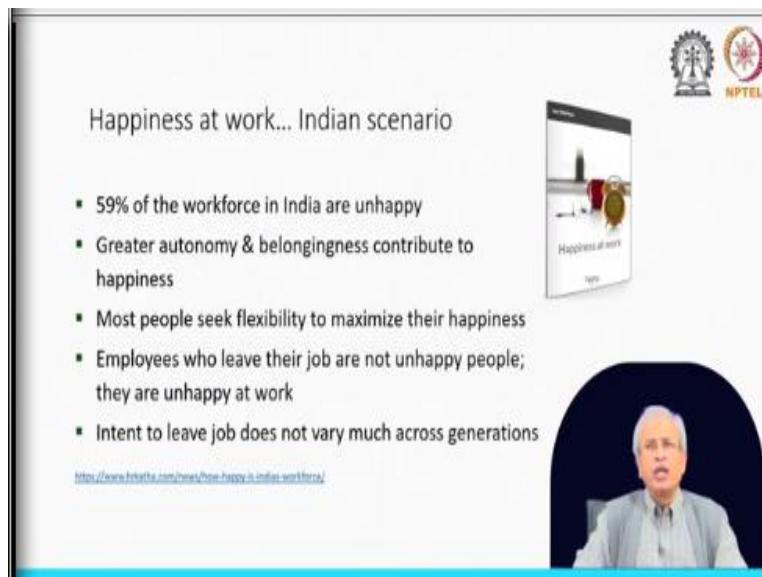
And internally if you are thinking that you must develop in your career what will happen to your family and duty? So, they are always in clash, so a happy person who has shown his happiness at work who is actually enjoying his work, also get lot of support from their family. You are not overwhelmed by Sunday evening-blues, Sunday evening-blue is a blue after the weekend you get maybe 1 day or 2 days holiday during the weekend.

And on Friday evening you may be extremely happy because you are going to get 2 days of holidays if you have got 2 days of a leave Saturday and Sunday. By Sunday evening you feel that well you have to go back to office once again tomorrow. So, if you feel that it is a load on you on Sunday evening then you are not happy but if you feel that tomorrow you can really begin with a new set of work then you are really happy at work.

You feel like doing something of value that every day you work in the office and you find no growth and development otherwise except for the fact that you simply do your job on a daily basis. But if you think that no, whatever I have been doing I will try to make some change and I will try to add some value in it, then you are a happy person at work. And also when you feel that you would like to give back something and train the next generation who are going to come for this kind of work then you are truly a happy person.

In fact a happy person will continue to contribute in the organization and derive satisfaction out of it. So, if you are happy you will get to understand yourself in this manner, so you can evaluate yourself whether you are a happy lot or not.

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The slide is titled "Happiness at work... Indian scenario". It features a list of five bullet points on the left side. On the right side, there is a small video inset showing a man speaking. In the top right corner, there are two logos: the Indian National Emblem and the NPTEL logo. At the bottom left, there is a URL.

- 59% of the workforce in India are unhappy
- Greater autonomy & belongingness contribute to happiness
- Most people seek flexibility to maximize their happiness
- Employees who leave their job are not unhappy people; they are unhappy at work
- Intent to leave job does not vary much across generations

<https://www.bhaskar.com/news/how-happy-is-indian-workforce/>

Now let us see what is the Indian scenario. Now there have been studies on Indian scenarios and some of the newspaper groups like India today, like Hindustan times, business world they have been doing some kind of researches and I have cited their

reference as well in the end. They have done some researches not a very exhaustive kind of research but whatever researches they have done with the sample size with the moderate sample size they have found that majority of the people are unhappy at work, nearly 60 percent about 59 percent.

They have reported they are unhappy, they are not happy with the work. So, the question is why they are unhappy? One of the major factors that have been found in their unhappiness is the kind of stress they perceive and the kind of difficulty they face in work life balance, maintaining work life balance. Maintaining work-life balance is a huge challenge. So, the point is that if you want to be happy then there must be greater autonomy and belongingness in your organization, you must belong to the organization.

And you should be able to get the freedom of choice to work; if that is available then you would retain your happiness. Most people in this study it has been found they want some kind of flexibility, they do not want stringency in their rules, well that may not be possible every time just to make you happy. But the question is people have reported that if there is flexibility then of course that flexibility will give them happiness because they can maximize their capability in that process.

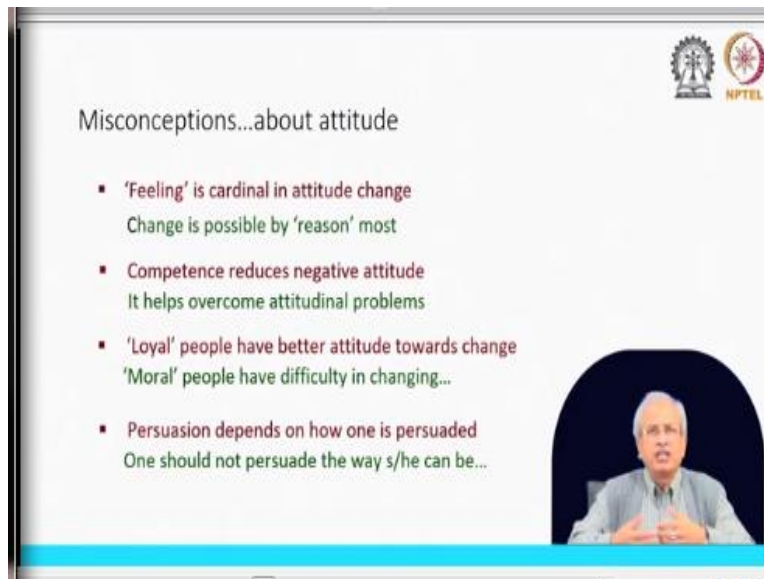
But if they are fixed in between 9 to 5 then probably they have got little chance to do that. It has also been found that people who are leaving job they are not really unhappy people, lot of people in their exit interview when they leave a particular company or organization, we believe that probably they are unhappy with the organization. But actually they are unhappy for their work, they themselves are not unhappy people, it is quite possible that they are happy people but they are not happy with the environment to which they belong.

So, if the environment has got some kind of stubbornness, if the environment is inflexible, if the environment does not give them enough opportunity to grow and develop, then they feel suffocated and then they leave the job. So, it is a misconception that unhappy people leave job, they may leave, they may be quite happy. And also the intent to leave job does not

vary much across generation's right from the age 20s to 50s anybody who may be trying to leave the job at any point of time because of these reasons.

So, the intent of leaving job is found in variant across the generation that is the Indian scenario we have in hand.

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Misconceptions...about attitude

- 'Feeling' is cardinal in attitude change
Change is possible by 'reason' most
- Competence reduces negative attitude
It helps overcome attitudinal problems
- 'Loyal' people have better attitude towards change
'Moral' people have difficulty in changing...
- Persuasion depends on how one is persuaded
One should not persuade the way s/he can be...

Now we would like to know that what are our misconceptions about, because as I said if I have to be happy I have to understand people. Most of us believe that we understand people very well, without realizing that we do not understand ourselves better. As long we do not understand ourselves better probably will never be able to understand others and we also have certain misconceptions about people's attitude.

I mean for example somebody who is making a negative comment, we believe that probably they are having bad attitude. In fact people who are criticizing are having negative content in their discussion probably are interested in offering greater good for the organization, that is possible. So, let us try to understand what is that we understand about attitude and how it is to be rectified. So, anything that is written in red is actually I consider them as misconceptions and the following sentence is of course the right perspective from behavioural science point of view what is the right conception about it.

So, first of all I would discuss about feeling, we believe that feeling is cardinal in attitude change if you want to change somebody's attitude you have to emotionally intrigue them, you have to emotionally influence them and then only it is possible. Let us remember that if we have to change somebody's attitude then we need to actually work on their reasoning part. Their cognitive element is more important unless they cognitively believe that they want to change, they would not change.

By feeling, by emotion any change that happens it would be short-lived, number 1. Number 2, we believe that competence reduces negative attitude, those who are incompetent they develop negative attitude which is not true. Competence helps us in overcoming our attitudinal problem because if I have got competence I will not have inferiority complex. So, if I do not have inferiority complex my attitude would be better for others because I know that I do not have any inferiority by myself.

So, competence reduces negative attitude is not true, by developing competence you cannot actually reduce attitude, it will only help them overcome attitudinal problem to a great extent. Likewise we also have difficulty in our understanding of loyalty to the organization and morality to self. Loyalty and morality is always a conflicting notion, loyal people we believe are better attitude towards change, those who are loyal if you want to change them you can probably persuade them and you can make them change very easily. And moral people we believe can be done automatically that is not true.

Moral people have difficulty in changing moral because loyalty, loyal people can change at any point of time, if you are loyal you cannot afford to be moral and if you are a moral you cannot afford to be loyal. Therefore this confusion needs to be cleared from our mind in trying to change attitude for others. Likewise we try to persuade people the way we are persuaded that is not true, one should not be persuaded the way I am persuaded.

If I am trying to change your attitude through some form of persuasion then that persuasion should not be the way I believe that I should be persuaded rather than I should understand how the other person can be persuaded. So, understanding from others point

of view their attitude will help us actually changing the attitude rather than I try to persuade people the way I am persuaded. So, these are some of the problems in our attitudinal understanding and we need to get rid of it.

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Misconceptions...about motivation

- People can work without incentive
Instead, team identity, trust can make people work more
- Projects fail because of de-motivation of people
Projects fail because of incompatibility of personal & project goals
- Economic reward plays a major role in project
Social reward, empowerment play a higher role



Likewise we have lot of confusions about our motivation as well. We believe that people can work without incentive if they are motivated, motivated people does not require any incentive. Actually the incentive will better work if there is a team identity, if there is a social recognition, if there is a trust, if you give them responsibility then people would be better motivated. So, by giving money, by giving salary, by giving incentive on a daily basis or maybe a monthly basis or yearly basis you are not going to incentivize them to such an extent that they can contribute something which is ingenious in nature.

Likewise we believe that if a project fails because people are not motivated, it is not due to always demotivation of people. The demotivation comes due to the incompatibility of personal goal and the project goal. If you are in a project and if you believe that you are doing something which has got nothing to do with yourself then you would not be motivated. So, personal goal and the organization's goal there must be a balance, we must be able to strike a balance between these 2 and then only people will be motivated.

Motivation is something which we are really looking for everybody but that is difficult as long we do not strike a balance between personal goal and the professional goal which is the organizational goal. Likewise we believe that economic reward plays a major role in the project or any kind of organization, yes, that is true. But as I said social reward, empowerment, responsibility, trust they play a much higher role.

It has been found that people opt for a better position as compared to a better salary more often. Because we know that economic incentive is not going to give you better motivation all the time.

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The slide is titled "Misconceptions...about Team". It features a list of four misconceptions, each with a red square bullet point. The first misconception is "Individuals make a team" with the subtext "Team makes an individual". The second is "Success is the hallmark of a good team" with the subtext "Ability to remain committed in adversity is so". The third is "Successful team is an outcome of skill varieties" with the subtext "Team is interdependence of skills @work". The fourth is "People with similar attribute form a team" with the subtext "Heterogeneity is always a strength in a team". To the right of the text is a cartoon illustration of three people sitting around a table, with one person pointing at a whiteboard that says "TEAM". In the top right corner, there are logos for the Indian government and NPTEL. In the bottom right corner, there is a small video inset showing a man speaking.

Misconceptions...about Team

- Individuals make a team
Team makes an individual
- Success is the hallmark of a good team
Ability to remain committed in adversity is so
- Successful team is an outcome of skill varieties
Team is interdependence of skills @work
- People with similar attribute form a team
Heterogeneity is always a strength in a team

Likewise we have got misconceptions about team building, how we build a team? More often we believe some individuals will make a team, without realizing that team makes an individual. So, team must be having his own identity, if the team can be given his identity then the team would actually work for the organization and that will make you happy if you are part of that team. We also believe that success is the hallmark of a good team.

If you are successful then your team building is fine which is not true. Very recently Indian team has lost in world cup T20 matches and you will find that a good team is time tested and there is a sort of acid testing on their performance when they remain committed in

adversity. They do not consider a failure as something which can dismantle the team. So, ability to remain committed in adversity is actually the hallmark of a good success.

So, successful team is an outcome of skill varieties. We believe that if a particular team has got lot of variety of skills then that would be a good team. Actually a good team will come only through their interdependence, I have mentioned this point at the last point as well that heterogeneity is a great strength in a team. That is if everybody is talented in a particular trait then probably the team building will not be possible.

So, comparability, compatibility they are important but more important is the complementarity that is someone's strength would somebody's weakness and somebody's strength would be someone else's weakness. If that compatibility and that kind of complementarity is there then probably team building would be much better in any organization. Because any organizations work with the team and the greatest challenge is that having some individuals to form a team and undertake some exercise which is very important.

More often we believe that if we take 10 people who are all happy will be a good team and that will probably yield success which is not true, it is not about happiness. Happiness is a byproduct of the outcome that we derive. And that happiness will better come with the complementarity of our capabilities, interdependence of our skills and heterogeneity of our strengths, that will give us a better team, that will make us more happy.

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Misconceptions about decision-making

- Decision making is largely an intellectual activity
Motivation, emotion play a major role
- Decisions always come from conscious, rational process
Decisions also come from subconscious, intuitive process
- People of experience take better decisions
Experienced people take only decisions
- Taking decision about self is easy
Taking decision about others is easier

The slide features the logos of the Indian Institute of Management (IIM) and the National Institute of Technology (NIT) in the top right corner. A video inset in the bottom right corner shows a man with white hair, wearing a light blue shirt, speaking.

In decision making also because in any organization where you work you have to continuously take decision. Maybe every half an hour, every 1 hour you are going to take some decision of some kind. We believe that decision making is largely an intellectual activity, there is somebody who is very intelligent will be able to take better decision. But let us remember that our motivation, our feeling, our emotion has got a major role the other day we discussed about it.

We discussed that in decision making emotion has a very major role to play because earlier we used to believe that well decision making is primarily a intellectual activity. But today we realize that whatever be the processing we do ultimately when those decisions are to be rectified or translated into an action plan, a plan then motivation or emotion becomes a very important role to play. Likewise we also believe that our decisions that we take, whatever decision that we take in the organization is a conscious rational process.

Let us remember that our decisions are largely subconscious as well, intuitive process as well. We discussed the other day that innovation and intuition we discussed and then we actually make a comparison between our thinking style and blinking style. Thinking style, how we logically process information, blinking style how we process information subconsciously and then come out with a solution. So, the intuitive solution, subconscious solutions have also got a very major role to play.

So, decisions many a time comes from our subconscious origin and they play a very major role. Likewise people believe that people of experience take better decisions, actually experience take only better decisions, they know that they have got to take a decision. They do not bother about good decision, best decision or right decision, they know that they have got to take a decision and therefore they take a decision.

So, experienced people take better decision if someone is very old probably will be taking better decision will be having better wisdom, is not true. Probably experienced people know good, bad or ugly, they have to take a decision; they do not freeze in decision making that is their advantage. And finally they are taking decision about self is easy, we believe that that is not true, actually taking decision about others are easier.

So, we often tend to take decision about others and get ourselves trapped into misconceptions. And as a result of which our behaviour becomes such that it invites lot of criticism, lot of difficulties, lot of disadvantages to our mental state which further lead to our unhappiness. So, it is important to understand that if we are in an organization in a workplace what are the major factors that cause unhappiness.

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How to reduce unhappiness...@work

- Listening to collective whispering (prevailing apprehensions)
- Downgrading collaborative lies (engineered rumor)
- Clarifying conflicts on regular basis (training on unlearning misconceptions)
- Failure management (allowing people with a opportunity to begin again)

Source: see list

The slide also features the IIT Bombay and NPTEL logos in the top right corner, an image of four people in business attire holding up white cards with smiley faces, and a small video inset in the bottom right corner showing a man speaking.

If we have to reduce unhappiness that work, we have to listen to collective whispering, that is what are the apprehensions in the people they may not be talking to each other. But you should be able to listen to if you are a leader that what are the possible apprehensions what people have been thinking collectively, may not be talking to each other. So, you need to listen collectively they are whispering level.

There may be certain collaborative lies; people have been engineered rumor against each other. As I said social venting and social vetting are primary cause of unhappiness in our work structure. So, how to downgrade collaborative lies? One person lie other person believes it and they also, he also or she also starts lying. So, collaboratively lot of people start lying and that causes a lot of unhappiness.

So, we need to clarify such conflicts on a regular basis and we need to unlearn those misconceptions we have just talked about. And also failure management, now if people have failed it is actually a learning experience. So, you have to allow people to have the opportunity to begin again.

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How to enhance happiness...@work?

- Meaningful engagement... (engaging people in challenging assignments)
- Internal brand building (empowering employees with internal support-base)
- Trust based transparency (staying away from 'extremes' to express truthfulness)
- Organizational citizenship (developing compatibility of personal & institutional goal)
- Flourish (frugal innovation & idle curiosity)

And if we are really interested in enhancing the happiness, not only we have to reduce unhappiness, we have to also enhance happiness, we should have meaningful engagement. We should give people challenging assignments, internal brand building is more important

rather than external brand building. So, our internal support base, how people believe about their own organization is a very important marker.

We should have trust based transparency; we should not utilize extreme ideas in order to express our truthfulness. We must encourage organizational citizenship, by having a compatibility between personal goal and professional goal and we should allow the people to flourish. Flourishing is possible when you are not in work, you are idle but through idle curiosity you have come out with an innovation for the organization. This thing actually helps us in developing some kind of happiness in the work structure where we have been working.

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CONCLUSION

- Stay within your basics
- Try to become part of the big picture
- Develop attitude to bounce back after failure
- Look at alternatives, not always at 'best' ideas
- Broaden your thought-action range like *flexible goal, wider visual search*

So, my conclusion is that stay within your basics, try to be a big part of the big picture in the organization, just not be minuscule by the overall structure of the organization. Develop an attitude to bounce back if there is a failure and help others to get back, celebrate at times of failure, feed forward those clues how you can actually overcome those failure rather than succumbing to it.

Look for alternatives there is nothing called a best idea. And any idea if you have to take a decision you should be able to take a decision rather than only looking for best decision, good decision or right decisions. And in the process you would be able to broaden your

thought, action, range like having a flexible goal in the organization, wider visual search what you can contribute in the organization and so on and so forth.

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So, I have referred 2 books for you happiness at work and several web links along with the TED talks if you are interested you can please go through and understand what makes us really happy. Thank you so much.