

WORKPLACE HAPPINESS AND EMPLOYEE PRODUCTIVITY: A CASE STUDY OF AUTOMOTIVE SALES EXECUTIVES IN SRI LANKA

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Abstract

This study aims to determine how workplace happiness (WH) affects workers' productivity (EP). WH's direct impact on EP has been thoroughly established, yet it varies depending on the situation. By analyzing the characteristics of WH's impact on employee engagement (EE), job satisfaction (JS), and affective organizational commitment (AOC), the current study aims to examine how WH influences EP using Theory Y. This quantitative study utilized a cross-sectional survey design. A structured questionnaire was used to gather the data, and a simple random sampling procedure was used to choose the sample. Two hundred one sales executives from Sri Lanka's automotive industry made up the final sample. Descriptive statistics, correlation, and regression were used to analyse the data. It was discovered that WH, together with its dimensions EE, JS, and AOC, have a significant effect on EP. The study addresses the insufficiency of Theory Y by arguing that WH has a direct impact on EP and coming to the conclusion that businesses should take WH constructions into account to improve EP. Managers and practitioners are advised to create a culture that supports WH components in order to improve EP. The results of the cross-validation in the study to be conducted in other businesses and varying cultures on a larger sample are suggested in later works, which will enhance further insights into the subject matter of the current study.

Keywords: *Employee Productivity, Workplace Happiness, Employee Engagement, Job Satisfaction, Affective Organizational Commitment,*

Background of the Study

The global competition creates immense complexities in processors, practices, and procedures of organizations to thrive their growth and survival through its unique competitive advantages by its human capital to grab dynamic business challengers effectively before their competitors do. In place of that main challenge is to increase Employee

Productivity (EP). Productivity is a concept directly linked to organizational profits (Agrawal et al., 2020). Moreover, higher productivity leads towards economic growth, greater profitability, and social evolution. This is only by enhancing productivity; workers can gain better salaries/wages, more extensive employment opportunities and working

conditions.

Furthermore, the alliance of the strategic vision to worker productivity is a central contributor to organizational success. EP has been given high priority in many organizations nowadays. To prove this state, Crabtree, in 2016, found that the status of EP in the global pitch explained among the 142 countries exposed that 13% of employees are productive in their jobs and organizations, 63% are unproductive, and 24% are actively unproductive. As a country, the United States of America has the highest percentage of 30% productive workers. As revealed in Sri Lanka, 14% of employees are productive, 62% are unproductive, and 23% are actively unproductive. According to Fisher (2010), Physical existence, mental status, education, experience, gender, and WH are some factors that affect EP. The WH has strategies to pop up their employees' productivity.

According to the Central Bank reports in 2018 stated that 57.7% contribution provides to the Gross Domestic Product (GDP) by the Service sector, and it continues to be the most substantial contribution to the GDP. They mainly import transportation equipment, including vehicles and trade them by providing related services. This is categorised under the sub-set of wholesale and retail trade, transportation and storage, and accommodation and food service activities (23.3%) which gives the most significant contribution to the total value added of the service sector (C&SD, 2018). Moreover, this sector employs 14.2% of the entire workforce, nearly 11,41,000 employees.

In recent years, the Sri Lankan automotive industry has experienced remarkable expansion (2011 – 2014). In the subsequent decades, sales of brand-new motor vehicles continued their downward trend. In 2017/2018, the number of brand-new automobiles sold decreased from 10,400 to

many positive effects on an organization as well as its employees. Many researchers noted that the Employee Engagement (EE), Job Satisfaction (JS), and Affective Organizational Commitments (AOC) of employees today play a critical role in increased sustainability, all of which result in increased workplace happiness (Fisher, 2009).

Hence the link between EP and WH has been the central theme of attention enclosed by practitioners and scholars nowadays. As an outcome, WH has gradually become vital in businesses, and there is now rising evidence that when employees are happy, organizations thrive. To put this statement into perspective, organizations are concerned about many

The automotive industry plays a concealed so far very crucial role in the country's supply chain and logistics activities

8,286. This represents a decrease of 20.3% from the previous year and a significant reduction of 42,920 units, or 83.8%, from the 51,206 units achieved in 2015/16. The 2018 annual report of the Ceylon Motor Traders Association. Based on these statistics, the Sri Lankan economy is experiencing a significant decline in productivity relative to other industries.

In addition, this is the industry in which total success and productivity are determined by the number of units sold and registered. Therefore, personal selling is crucial, and sales executives are the primary resource for companies to achieve their competitive objectives (United Motors Lanka Plc Annual Report, 2018). Employee unproductivity has been identified as the primary cause of this downward trend. Furthermore, the productivity of sales employees is crucial to the success of an organization (United Motors Lanka Plc Annual Report, 2018). Against this background, this study aims to investigate the Sri Lankan automobile

industry in light of the aforementioned

The Research Problem

Enhancing EP has been one of the organization's primary objectives. This is a higher level of EP that provides numerous benefits to the organization and its personnel. A higher level of productivity, according to Sharma & Sharma (2014), results in continuous economic growth, improved social progress, and enormous profits. Workers who are more productive can receive higher pay, better working conditions, and favourable employment opportunities. In addition, increased productivity maximises an organization's competitive advantage by enhancing high-quality outcomes and reducing expenses (Wright, 2004; Baily et al., 2005; Hill et al., 2014; as cited by Sharma & Sharma, 2014). All of these advantages have elevated the importance of employee productivity. It is essential to investigate its root causes to ensure the survival and long-term success of an organization,

Statistical data about the EP in the industry clearly expressed a continued deteriorating tendency in brand-new motor vehicle sales over the past few years in Sri Lanka (The Ceylon Motor Trader's Association Annual Report, 2018). Sales of brand-new cars dropped further during 2017/2018. Besides, this symptom leads to paying attention to the lack of EP among sales executives in the industry. After referring to annual reports of key players in this industry, it confirmed that the productivity of sales employees is critically affected the organizational success. Nevertheless,

Significant of the Study

Happiness at the workplace has begun as a significant and essential framework for studying the impact of EP in the dynamic

factors.

companies only have a performance-based reward system to enhance such productive behaviours but do not have different systematic strategies or investigations to identify the causes and eradicate this growing issue. Further, there is no systematic approach to identifying causes that encourage EP in this industry. In the automobile industry that was studied by researchers, a gradual decline in sales executive productivity was observed for a variety of reasons.

Therefore, the relationship between WH and dimensions of WH (EE, JS and AOC) on EP should be identified well. Nevertheless, in the Sri Lankan context, the relationship is not broadly recognised. Having considered the preceding context, the study has identified the expected research on the impact of WH on the EP of sales executives.

Objectives

The specific objective can be mentioned as follows:

- To identify the relationship between WH (and its dimensions) and EP of sales executives
- To identify the impact of WH (and its dimensions) on EP of sales executives
- To identify the most significant dimension of WH on EP of sales executives.

environment of modern business (Seligman, 2002; Csikszentmihalyi, 2005). Besides, sales executives play a critical role

in organizations since they are directly linked to organizational success. Thus, they are highly attached to the *corporate* achievements within the highly competitive environment. Moreover, this might be a dependable factor in the survival of the organization. Therefore, sales executives' happiness is *paramount*, and it hugely affects organizational goal attainment and companies are highly focused on their key performance indicators (United Motors Lanka Plc annual report, 2018). Therefore, this context needs to motivate employee happiness, and it directly affects their productivity. Several factors, such as organizational and non-organizational, may affect employees' more significant level of productivity. WH is the primary factor that comes below organizational factors, which leads to greater productivity (Fisher, 2010). The aim is to find out the relationship between WH and EP. Additionally, try to identify how JS, EE and AOC impact EP. Then the study findings can be used to encourage WH to enhance the EP of sales executives, which shows one of the declining trending sectors in Sri Lanka.

This study is essential for the theoretical and the empirical ground as well. Even though there are many studies on WH (Wong and Laschinger, 2013; Bowling, Khazon, and Burrus, 2015), none of these studies have examined the contribution of EE, JS, and AOC on productivity among sales executives.

The explanation of EP has been firm to measure and conceptualise. For example, the general definition of productivity has

primarily stressed the ratio between output value and input costs. Many scholarly articles are based on this narrow concept. By evolving, this has broader scope at present. For example, productivity is a mental attitude of people. Further, it is the foregone confidence that an employee can do better things today than yesterday. Moreover, it is the willingness to enhance the present-day situation with no issue of how worthy it may look. Therefore, there is a need for studies to go with this broader concept.

According to Crabtree, in 2016, there *was* a substantial unproductive workforce in all over the world in different industries. This study attempts to address this performance gap in the local context. Moreover, the relationship between WH and EP has been considered by several researchers who have done their research earlier, and it still leftovers a key area of research for many companies operating throughout the world (Mohammed, 2019). In the last ten years, few researchers *have* on the connection between WH and EP (Ziegler, Hagen & Diehl, 2012; Wong & Laschinger, 2013; Bowling, Khazon, & Burrus, 2015). Still, there is a *more significant* gap to fulfil locally wise and industry-wise. Consequently, results *differ* from context to context and base assumptions prepared by scholars. Hence, modern studies deliver some methods to measure WH differently from the context (Mohammed, 2019). This study attempts to bridge the context gap by investigating the Sri Lankan automobile industry.

Literature Review

Natural behaviours of employees are projected to be focused and directive to assist in accomplishing efficiencies and effectiveness of organizations (Bennett & Robinson 2003; Sackett & Gruys 2003).

Additionally, the organization's success mainly depends on the productivity of its workers; thus, EP has become a central objective for companies (Cato & Gordon, 2009; Gummesson, 1998; Sharma &

Sharma, 2014, as cited by Mohamud, 2014).

Being happy is significant to any person (Diener, 2000). Happiness can be seen in the form of joyfulness, which looks as if in every typology of the 'basic' emotions of a human. With occasional exemptions, happiness is not a word broadly used in academic research on worker experiences in firms.

According to the classic definition of Locke defined in 1976, JS as affect: a positive emotional or pleasurable state caused by an evaluation of one's job or his/her job experiences. AOC is most likely the second most generally measured concept connected to WH. This is the major form which primarily and closely associated with happiness, as it signifies an emotional connection to the organization. According to Mohamud (2014), EE explains the volume of the accurate physical, emotional, and cognitive self that individuals dedicate to their work and the feelings of connection, attentiveness, focus and integration to the high level of engagement. Happy workers are likely to show a higher level of productivity, create fresh ideas and try to achieve similar jobs using dissimilar innovative techniques to advance effectiveness and decrease the time spent (Ryan & Deci, 2001). Gupta (2012) mentioned that happiness and productivity are strongly positively interconnected. The former studies (e.g., Brief, 1998; Fisher, 2000) stated that happy workers are productive. Conversely, workplace unhappiness shrinks productivity (Sheldon & Elliot 1999; Seligman 2002; Warr 2007). The general theme running through these studies concluded a strong positive relationship between WH and EP with significantly interconnected. Further, it could conclude that employees who are

happily engaged in their job role are more productive. Thus, based on the above theoretical reasoning and empirical evidence, the following null hypotheses are advanced:

Hypothesis 1a: There is no relationship between Workplace Happiness (WH) and Employee Productivity (EP).

WH has three essential phases. Thus, the researcher has constructed another three hypotheses to test the relative importance of each dimension of WH on EP. Theory Y justified that EE, JS, and AOC factors of WH directly impact EP (Fisher, 2010).

Job Satisfaction and Employee Productivity

Employees who are highly satisfied with their job role are also better performers and productive in their jobs (Sheldon & Elliot, 1999; Seligman, 2002; Warr, 2007). Wright and Cropanzano (2004) argued that the relationship between WH and EP would be stronger if WH were operationalised primarily than JS. These scholars stated that JS could see enhancement of EP. A research review of the happy/productive worker proposed that even though some of these variables are expressively associated with EP, others may not be as essential. Based on this background, it could be concluded that there is a significant relationship between JS and EP. However, the gravity of the relationship is based on the context. Consequently, based on the above theoretical reasoning and empirical evidence, the following null hypotheses are developed:

Hypothesis H1b: There is no relationship between Job Satisfaction (JS) and Employee Productivity (EP).

Employee Engagement and Employee Productivity

Cooper et al. (2005) confirmed EE as a top influenced factor on EP than on the AOC. Gupta (2012) again confirmed that EE has a significant influence on EP. According to the scholars, their core concern is employee engagement remaining to the fact that engaged workers appear to have a higher level of motivation representing more engagement in their job roles and organizations and displaying a higher level of productivity and willingness to go beyond expectancy level in supporting the growth and survival of their organizations (Joo & Lee, 2017). According to the above conjectural reasoning and empirical evidence, the following null hypotheses are advanced:

Hypothesis H1c: There is no relationship between EE and Employee Productivity (EP).

Affective Organizational Commitment and Employee Productivity

According to the Brief (1998), the desired effects to be projected from having effectively committed employees to the organization are positive worker outcomes and behaviours, improved professional effort and productivity, and groundbreaking behaviour recognised by employees. Having a stronger AOC in the organization creates hardly working employees at their job roles and demonstrates better productivity (Sheldon & Elliot 1999; Seligman 2002; Warr 2007).

Methodology

The researcher used the deductive approach and cross-sectional design for the study. This is an experimental investigation. The study was not conducted in any contrived

Therefore, the fourth null hypothesis is as follows:

Hypothesis H1d: There is no relationship between Affective Organizational Commitment (AOC) and Employee Productivity (EP)

Theoretical Support from the Theory Y and Self-determination Theory

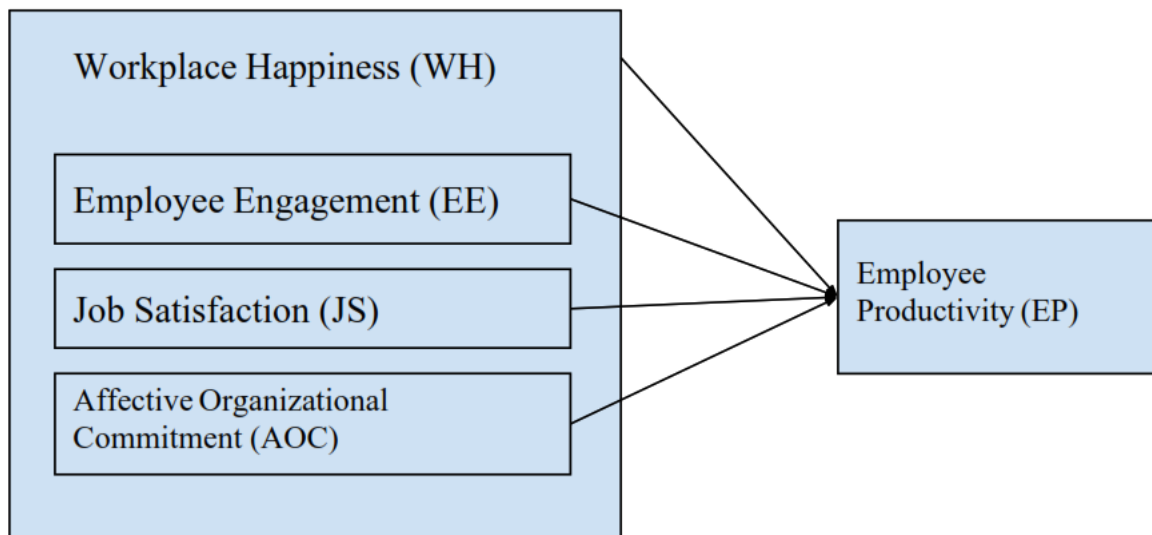
In management, Theory Y described that happier people are more productive than others, and much empirical evidence has proven this idea. For instance, Bolger and Schilling (1991) concluded that workers who were more liable to negative emotions and feelings were more expected to use combative interpersonal tactics and hence incite negative reactions from co-workers. Agreed to Cropanzano and Wright (2001), unhappy employees are more sensitive towards threats, more distrustful of co-workers, less productive and more pessimistic. Conversely, happy employees are more helpful with co-workers, sensitive towards opportunities and challenges, and more confident. Accurately miserable workers, who are depressed, are more likely to show little motivation or energy and, thus, achieve little. Self-determination theory showed that individuals have happier than usual days compared with their own baselines (Reis et al. 2000; Sheldon et al. 1996). In a nutshell, self-determination theory explains that once employees become happier, their self-productivity will increase. Even though this theory touches on the relationship between WH and EP, it's not giving a significant explanation.

or artificial setting. According to Sekaran (2013), Correlation studies done in firms are termed field studies. The unit of analysis is the individual level. The main

idea emphasised by this conceptual framework is the impact of WH on EP. WH is viewed as sensibly using accessible resources to handle challenges faced judiciously (Fisher, 2009). Based on theory Y and previous literature on the relationships between WH factors and EP,

researchers develop a model on WH factors' influence on EP.

Figure 1: Conceptual Framework



Source: Self-developed based on Literature Survey (2020)

EP depends on several independent variables. However, the dimensions of WH (EE, JS, and AOC) are considered the independent variable in this framework. In addition to the abovementioned factors, there can be several intervening variables and moderating variables, such as age, legal factors, and environmental factors, exist in this study. However, they are not considered in the research to avoid

unnecessary complexities. For example, if WP is influenced by these mentioned variables (moderating and intervening), in consequence, WH may vary indirectly or directly. Thus, the researchers couldn't precisely measure WH because of these other influences. Therefore researchers assume here moderating and Intervening variables as fixed constraints and do not affect WH.

The population of the study was the Sales Executives who *were* attached to the

automobile industry in Sri Lanka. Simple random sampling techniques were used to

select the sample of the study. Two hundred and one sales executives represented the sample and used a standard questionnaire. Of *these*, 183 sales executives returned their questionnaires, and 11 questionnaires *were* rejected based on incomplete information. However, 172 completed questionnaires were considered for the data for analyse process. There was a high response rate to the questionnaire survey. It was 91.5% and 86% of *the* response rate and effective rate of this study. Even though one missing data appeared in the questionnaire, the researcher removed that case from the analysis process.

The items on WH alongside its dimensions (EE, JS, and AOC) are adaptations from Al-dalahmeh, Masadeh and Obeidat (2018); Bisharat, Obeidat, Alrowwad, Tarhini, and Mukattash (2017). And EP items of this study's DV are grounded based on Abualoush et al. (2018). The questionnaire was divided into three sections, namely Part one, Part two and Part three. Part one consists of 6 questions *that* were included *in determining* the respondent profile. *Those are* multiple-choice questions. Part two consists of eleven questions. These were included *in determining* the EP. Respondents were requested to answer questions in relation to their productivity. These Questions were asked to make a choice among five alternative answers, namely, strongly disagree, disagree, moderate, agree strongly agree. Part three consists of 30 questions attempted to determine WH. *Here* researcher measured the WH under the different three dimensions, namely, EE, JS and AOC. A rating scale with five scale response alternatives of strongly disagree, disagree, moderate, agree and strongly agree was applied to all these questions. They attempted to determine the EE in 10 questions; twelve questions attempted to

determine the JS, and 08 questions attempted to determine AOC.

After formulation of the preliminary questionnaire, for the purpose of testing the reliability, accuracy and validity of those questions, it was subjected to a pilot survey. The respective questionnaire was directed to 20 Sales Executives. The reliability score of the pilot survey (Cronbach Alpha) is between .7 to .9.

Sample Profile

The sample profile is discussed regarding gender, age, marital status, education qualifications, job experience and terms of employment. The majority of 75.6% of respondents were male sales executives (N=130), and female sales executives, 24.4% (N=42). The age of the respondents was grouped into four categories less than 22 years, 23-33 years, 34-44 years, and 45 years or above; 15 respondents were Less than 22 years, 77 respondents were between 23-33 years, 61 respondents were between 34-44 years, and 19 respondents were between 45 years or above. As a percentage, it was 8.7%, 44.8%, 35.5% and 11%, respectively. Of the working experience of sales executives at the present job, 52% of them reported that they have worked for 3 to 4 years (30.2%) and 8.1%, sales executives who have less than one year of experience (N=14). Twenty-eight sales executives (16.3%) reported that they have worked for 1 to 2 years in their job. Concerning the place of work, nearly half of the respondents had worked in their current working place for more than five years (N=78, 45.3%).

Hypothesis Testing

Hypothesis 1a, 2a, 3a, and 4a: There is a relationship between Workplace Happiness (its dimensions) and Employee Productivity.

The results of the correlation analysis of the independent variable (WH) and its dimensions (JS, EE, AOC) against the dependent variable (EP) are shown below in table 1.

According to table 1, Pearson's correlation was done to identify the relationship between WH and EP. The Correlation between WH and EP is $r = .824$. The Correlation coefficient is significant at 0.01 level as sig (2- tailed) is less than 0.01, which is 0.000. Hence, based on the test result, there is a significant relationship

between WH and EP. Here $r > 0.75$. According to the research findings, there is a strong positive relationship between WH and EP. Therefore, the alternative hypothesis (H1a) was accepted.

Table 1: Pearson Correlation results.

		WH	JS	EE	AOC
EP	Pearson Correlation	.824**	.817**	.852**	.722**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	172	172	172	172

Source: Survey Data, 2020

The correlation coefficient between JS and EP is $r = .817$, with a significant value of 0.000. The r-value is greater than .75. There is a strong positive correlation between the two variables. Here the correlation is significant at the 0.01 level. The test result reveals a strong positive relationship between JS and EP. Therefore, the alternative hypothesis (H3a) was accepted. According to the above table, the correlation coefficient between EE and EP is $r = .852$, with a significant value of 0.000. The r-value is greater than .75. There is a strong positive correlation between EE and EP. Here the Correlation value is significant at the 0.01 level. Hence, based on the test result, there is a strong positive

relationship between EE and EP. Therefore, the alternative hypothesis (H2a) was accepted. According to the above table, the correlation coefficient between AOC and EP is $r = .722$, with a significant value of 0.000. The R-value is less than .75 and greater than .25. There is a moderate positive correlation between the AOC and EP. Here Correlation value is significant at the 0.01 level. According to the test result, there is a strong positive relationship between JS and EP. Therefore, the alternative hypothesis (H4a) was accepted.

Hypothesis 2: There is an impact of Workplace Happiness on Employee Productivity

The R-value represents the simple correlation and is .824, which indicates a high degree of correlation. The R2 value of .679 indicates that WH has significantly explained 67.9 % of

the variance of EP. Further, it can be clearly said that other factors have a 32.1% influence on EP. Hence, based on the test result, H1 could be accepted, and it could be concluded

that WH has a significant impact on EP. Here the F value is 359.938, and it is significant at the .000 level. It signifies an enhancement in the prediction of the variable by matching the model after considering the inaccuracy existing in the model. A value is greater than

1 for F-ratio yield efficient model. Here, the value of A is 359.938, which is good.

Table 2: Model Summary (Between WH and EP)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824a	.679	.677	.332902
Predictors: (Constant), WH				

Source: Survey Data, 2020

Table 3: Coefficients (Between WH and EP)

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.266	.155		8.147	.000
	WH	.708	.037	.824	18.972	.000
Dependent Variable: Employee Productivity						
Source: Survey Data, 2020						

The beta value (β) for EP points out if the impact of each control variable is held constant, describes there is a positive effect from WH on EP, and the degree it affects EP of them is .824. Moreover, by considering the Beta value, it is established that WH is the most influential variable to the EP, and this is significant at the .000 level. The concluding predictive regression equation of WH is,
 $EP = 1.27 + .71 (WH)$

According to the research findings, there is a strong positive significant impact of WH on EP. Therefore, the alternative hypothesis (H1) was accepted. Further, the impact of WH's dimensions on EP was analysed

The results of Multiple Regression Analysis of independent variables against the dependent variable

Table 4: Results of Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864a	.746	.742	.29777
Predictors: (Constant), AOC, EE, JS Source: Survey Data, 2020				

Source: Survey Data, 2020

Table 5: Coefficients Results of Multiple Regression Analysis

Coefficients a						
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.763	.158		4.817	.000
	Employee Engagement	.611	.085	.647	7.197	.000
	Job Satisfaction	.339	.094	.399	3.612	.000
	Affective Organizational Commitment	-.129	.064	-.181	-2.018	.045
Dependent Variable: EP Source: Survey Data, 2020						

R .864 is the Correlation Coefficient of the independent variable with the dependent variable after all the intercorrelations are taken into account. R Square .746 is the explained variance in EP by the combination of these variables. F value 164.807 is significant at the .000 level. The results indicate that 74.6 % of the variance of EP of sales executives has been significantly explained by EE, JS, and AOC. Hence it can be clearly said that other factors have a 24.6% influence on EP. By looking at Beta under standardised coefficients, it is concluded that EE is the most influential factor to the EP, and it is significant at the .000 level. The coefficients table shows that when the other variables are controlled, only EE, JS, and AOC significantly correlate with EP. As per this research results EE, JS and AOC are significantly predictive of EP. Here Sig value was used to check the significance. If

the Sig value is equal to or less than 0.05, then the hypothesis is accepted.

The above table depicts $\text{Sig} < 0.01$, indicating the significant impact of EE on EP. Thus, analysis reveals enough statistical evidence to accept the alternative hypothesis that “There is a significant impact of EE on EP.” It is accepted at the 1% significance level or at the 99% confidence level. The table depicts $\text{sig} < 0.01$, indicating the significant impact of JS on EP. Thus, analysis reveals enough statistical evidence to accept the alternative hypothesis that “There is a significant impact of JS on EP.” It is accepted at the 1% significance level or at the 99% confidence level. Again the above table depicts $\text{Sig} > 0.05$, indicating the insignificant impact of AOC on EP. Thus, analysis reveals enough statistical evidence to accept the alternative hypothesis that “AOC has a significant impact on EP.” It is

accepted at the 5% significance level or at the 95% confidence level.

The equation to predict EP from EE, JS, and AOC,

$$\text{Predicted EP} = 0.76 + .611 \text{ EE} + .339 \times \text{JS} - .129 \times \text{AOC}.$$

below tables 6.

Table 6: Results of Stepwise Multiple regression Analysis

Variables	R	R Square	Adjusted R Square	Beta	F	Significance
Employee Engagement	.852	.727	.725	.647	451.891	.000
Job Satisfaction	.860	.740	.737	.399	240.799	.000
Affective Organizational Commitment	.864	.746	.742	-.181	164.807	.000

Source: Survey Data, 2020

The result of the stepwise regression analysis indicates that EE had the highest beta contribution of 72.5% to the variance in EP. JS contributed about 1.2%, and AOC contributed about 0.5%. EE, JS, and AOC explained about 74.2% of the variation in EP. Consequently, study results concluded that EE is the most influential factor (64.7%) to the EP, and it is significant at 0.01 level.

Discussing findings with prior studies

Fisher (2010) identified three constructs necessary to complete the constructed space of work-related happiness that has an effect on EP. Including engagement with the work itself alongside JS and AOC ensures that all three major foci are addressed. In the western context, 40.8% of the variation in EP is explainable by the three variables of WH. Happiness at work (EE, JS, AOC) and the greatest impact on EP was from the AOC (Joo & Lee, 2017). Relevantly, a study Al-dalahmeh et al.

Unstandardised coefficients explain how much the dependent variable differs from independent variables when all other independent variables are held constant. Stepwise Multiple Regression Analysis results of dimensions of the independent variable (WH) against the dependent variable (EP) are shown in the

(2018) has concluded that EE within the workplace assists employees to survive as well as succeed when dealing with adverse situations, which can also stimulate creativity among these employees. According to the above prior research findings, there was a significant impact of EE, JS, and AOC on EP in the Western context. In the same vein, current research findings have also proven a significant impact. Moreover, EE has a more significant impact on EP than the other two dimensions, as discussed in Fisher 2010.

Recommendations of the Study

To be a leading global performer while generating profits is a challenging task for any organization. To accomplish this, EP is directly tied to the organization's success. This research has identified some factors which are responsible for EP. It also revealed some factors which cause WH. Research findings showed that WH has made a significant impact on EP. Under

this, it is expected to point out a set of implementation paths enabling encourage the existing level of EP by strengthening EE, JS, and AOC.

Theoretical and Practical Implications

The findings of the study have shown empirical evidence of the theoretical implication of theory Y. As per the theory, WH, including its dimensions (EE, JS and AOC), have significantly impacted EP in the Sri Lankan context. This study improves the understanding of EP by expanding the literature on this behaviour deviance with the inclusion of EE, JS, and AOC factors as WH in the Asian context.

As the research identified factors of WH and EP to the theoretical aspect, the finding would also support the implementation of the businesses. Hence, the *organization* can take steps to encourage the identified WH factors and enhance EP to lead to organizational success. Therefore, managers should be concerned about EE, JS, AOC, and remaking codes of ethics to influence WH behaviour in organizations. According to research findings, EE to the EP is among the most influential factors on WH. Hence, management must focus on job designing and planning targets, and supervisors must help their subordinates feel valued on each job. JS also has made a significant impact on EP. It means management should concern about pay structure, working conditions, and friendly support from organizational culture, including all authorities in the organizational hierarchy.

Furthermore, AOC also has made a significant impact on EP. The majority of the respondents did not agree with the “I feel emotionally attached to this organization.” Therefore, management should engage each employee individually and map a clear succession path for each

individual who gives meaning to their life. In addition, the company should focus on building strong organizational culture by creating new paths to close employees to the organization and make *them* feel *that* it's not just a company or just a job, it is their organization, and it's the place they develop themselves and their families. If management can cultivate that feeling inside employees' hearts, it leads to employee loyalty through AOC.

Finally, based on the results of this study, it is recommended that WH should be used as a strategic tool for EP. With the rapid change of environment and competitive competition between companies, it is the most strenuous activity to attracts and retain the most productive workers. Therefore, if management could strategically improve WH, the company can create productive workers as well as can retain them to gain a competitive advantage through them.

Limitations of the Study

Some factors may govern the limitations of the study. First, the lack of existing local literature does not support understanding the previous experience related to this study. This brings a constraint of finding a lack of local literature. Only the sales executives are identified as correspondents. That is a methodological limitation. This omits the administration executives, managers, technicians, non-staff, and other staff working in the companies. Also, some employees were not revealing their fundamental ideas because they thought that it would be harmful to them. This study was quantitative and measured the impacts of variables, a longitudinal study suited for this kind of research. The researcher followed a cross-sectional analysis as to the time constraint.

Areas for Future Research

This study emphasises the need for future researchers to pay more attention to WH, which improves the HRM process's feel and sense. This is an interesting field for researchers who are interested in conducting studies relating to this subject. Throughout this study, it was noted that the majority of researchers had not made any attempt to make studies on this matter.

In addition, research can be conducted to examine the potential influence of WH effects of selected individual-level variables such as employment status, income, work activities, friendship, and religion, as well as organizational-level variables such as organizational size, public versus private status, geographic region, and cultural values. Further research should be carried out to investigate further how organizations can develop more productive employees and their origins and study how organizations can bring WH. This leaves the floor open to various questions which need to be addressed further.

Conclusion of the Study

The main objective of this research was to find out the impact of WH on the EP of sales executives. Overall, this research revealed that the WH has a 67.9 % influence on the EP and also, and it is statistically significant at the 1% significance level or the 99% confidence level. Hence it can be clearly said that other factors have a 32.1 % influence on EP. According to the analysed data of the study, it has been confirmed that there is a strong positive correlation between WH and EP, and this relationship is significant at the 1% significant level or 99% confidence level. At the same time, there is a strong positive correlation between the other three sub-variables of WH (EE, JS, and AOC) and EP as well as all these correlations are statistically significant at the 1% significance level or 99% confidence level. Multiple regression showed that WH and

dimensions (EE, JS, and AOC) are significantly affected by the EP. The findings of the overall analysis of the study reveal that the general objective of the study that “to identify the impact of WH on EP among the Sales executives, is achieved.

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