EMPLOYEE HAPPINESS MANAGEMENT - A STRATEGY FOR ORGANISATIONAL EFFECTIVENESS: AN EMPIRICAL STUDY ON SELECT INFORMATIONAL TECHNOLOGY ORGANISATIONS IN HYDERABAD OF TELANGANA STATE

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Abstract
Increasing organizational effectiveness is one of the most important organizational goals for almost all organizations in every Industry. Without the contribution of human resources the organisations cannot survive. To have the long run stability, better productivity, to gain the profits and to achieve the objectives and goals, the organisations must give priority to the employee's satisfaction which enhances employee happiness in the organizations. A happy worker in the healthiest work environment creates wonders. Software industry is no exception for sustaining its continuous growth worldwide. In this context this research paper focuses on to explore how employee happiness is a strategy to influencing organisational effectiveness in select informational technology organisations in Hyderabad, Telangana State. A total of 1000 questionnaire was distributed among the employee of select information technology companies and out of which 880 respondents were solicited to complete the organisational effectiveness questionnaire. The data was analysed and based on the findings, suggestions are presented.

Keywords: Organisational Effectiveness, Upward Decision Making, Employee Engagement, Organisational Goals.

Introduction
Organizational effectiveness can be defined as the efficiency with which an association is able to meet its objectives. This means an organization that produces a desired effect or an organization that is productive without waste. Organizational effectiveness is about each individual doing everything they know how to do and doing it well; in other words organizational efficiency is the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money, and human and material resources. The desired effect will depend on the goals of the organization, which could be, for example, making a profit by producing and selling a product. An organization, if it operates efficiently, will produce a product without waste. If the organization has both organizational effectiveness and efficiency, it will achieve its goal of making a profit by producing and selling a product without waste. In economics and the business world, this may be referred to as maximizing profits.

Approaches to Organizational Effectiveness
However the concept of organizational effectiveness is not simple because there are many approaches in conceptualizing this term. Such approaches can be grouped into following three approaches

1. Goal Approach
Goal attainment is the most widely used criterion of organizational effectiveness. In goal approach, effectiveness refers to maximization of profits by providing an efficient service that leads to high productivity and good employee morale.Several variables such as quality, productivity, efficiency, profit, turnover, accidents, morale, motivation and satisfaction, which help in measuring organizational effectiveness. However, none of the single variable has proved to be entirely satisfactory. The main limitation of this approaches the problem of identifying the real goals rather than the ideal goals.

2. Functional Approach
This approach solves the problem of identification of organizational goals. Parson states that since it has been assumed that an organization is identified in terms of its goal, focus towards attainment of these goals should also

aim at serving the society. Thus, the vital question in determining effectiveness is how well an organization is doing for the super-ordinate system.

The limitation of this approach is that when organizations have autonomy to follow its independent courses of action, it is difficult to accept that ultimate goal of organization will be to serve society. As such, it cannot be applied for measuring organizational effectiveness in terms of its contributions to social system. Both the goal and functional approach do not give adequate consideration to the conceptual problem of the relations between the organization and its environment.

3. System Resource Approach
System-resource approach of organizational effectiveness emphasizes on inter-dependency of processes that relate the organization to its environment. The interdependence takes the form of input-output transactions and includes scarce and valued resources such as physical, economic and human for which every organization competes. The limitation of this model is that an acquisition of resources from environment is again related to the goal of an organization. Therefore, this model is not different from the goal model.

Thus, discussion of organizational effectiveness leads to the conclusion that there is no single indicator of effectiveness. Instead, the approach should focus on operative goals that would serve as a basis for assessment of effectiveness. Managerial effectiveness is a causal variable in organizational effectiveness. It has been defined in terms of organizational goal-achieving behaviour, i.e., the manager's own behaviour contributes to achievement of organizational goals.

Review of Literature
Chia-Hao, Chang, Ting-Ya& Hsieh (2018). Article entitled "The Study of Employee's Job Stress, Happiness and Job Performance - Taiwan Construction Industry Company, published in *The International Journal of Organizational Innovation* they focussed on whether work stress affects work performance, and also happiness can reduce the negative effects of work stress on work performance. As a result, it was found that Model 1 only considers the effect of work stress on work performance, and that work autonomy, work load, and work feedback adversely affect work performance. Model 2 tells about the four aspects of happiness as a tuning variable for regression models, and the results show that all four aspects of happiness can have a positive impact on job performance. Keeping its importance, the impact of the other aspects is not important.

Sorghol Nourbakhsh, Nader Ayadi, Mina Fayazi and Esmail Sadri (2018). Article entitled "Effectiveness of Happiness Training Program Based on Fordyce Cognitive Behavioral Theory on Quality of Life and Ability to Tolerate Disorders of Women with Physical- Motor Disabilities" published in *Iranian journal of Psychiatric Nursing* their results showed that there were significant differences between the two groups in the quality of life and the average score of distress tolerance after training happiness. The quality of life and distress tolerance scores in the experimental group were significantly increased after training for happiness based on Fordyce cognitive behavioural theory (P> 0/001). The obtained results suggested that the training of happiness based on the Fordyce cognitive behavioural theory improves the quality of life and the ability to tolerate disability in women with physical disability.

Kalayanee Senasu& Anusorn Singhapakdi (2018). Article entitled "Quality-of-Life Determinants of Happiness in Thailand: the Moderating Roles of Mental and Moral Capacities" published in *Applied Research Quality Life* study reveals that mental ability (especially ability to make choices and decisions by themselves when faced with problems or crisis) and moral ability (degree of human kindness and altruism) have a direct and moderate influence on happiness . However, the results show that these two moderators significantly mitigate the relationship between happiness and other three model variables (ie, the quality of life of the community and the quality of life of the work). It is thought that the inability of mental and moral abilities to significantly enhance the impact of the quality of family life on happiness is due to the close relationship between Thai family values and relationships. The family

is a major and prominent institution in the development of mental and moral abilities. Thai people can leave the community and resign from work, but they cannot really cut off their family connections.

Objectives of the Study
1. To examine the impact of employee happiness management on organisational effectiveness in Information Technology Sector in Hyderabad of Telangana.
2. To put forth certain suggestions based on the findings that have been arrived.

Research Methodology
To fulfill the aforesaid objectives the data have been collected from two sources of data i.e. primary and secondary sources. The secondary data were collected from various journals, periodicals, magazines, books and unpublished documents. The primary data was collected directly from the sample respondents with pre - designed questionnaire.

Research Approach
A quantitative approach was followed in this exploratory study. The primary data was collected by using the questionnaire. Results were presented by means of Factor Analysis.

Research Method and Sampling
The participants selected for this study consisted of employees working in various Information Technology organisations in Hyderabad of Telangana. 1000 questionnaires were distributed among employees working in various Information Technology Organisations in Hyderabad of Telangana. Convenience sampling technique was used to collect the data. Out of which 880 respondents were solicited to complete the Organisational effectiveness questionnaire. The resultant response rate of useable questionnaires was 88% (880).

Data Analysis
The collected data were analysing with support of SPSS to find out the significant inferences.
Employee happiness management factors considered for study
1. State of job satisfaction
2. Momentary affect
3. Flow state
4. Momentary mood at work
5. State Engagement
6. Task Enjoyment
7. Emotion at work

Table-1: **One way ANOVA for Employee Happiness Management on Organisational effectiveness by State of job satisfaction of employee**

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	.942	3	.314	.296	.828
	Within Groups	929.966	876	1.062		
	Total	930.908	879			
Employee Engagement	Between Groups	13.757	3	4.586	1.952	.120
	Within Groups	2057.475	876	2.349		
	Total	2071.232	879			
Relationships	Between Groups	4.550	3	1.517	.674	.568
	Within Groups	1969.949	876	2.249		
	Total	1974.499	879			
Customer	Between Groups	3.376	3	1.125	.681	.564

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Satisfaction	Within Groups	1447.523	876	1.652		
	Total	1450.899	879			
Creativity	Between Groups	62.152	3	20.717	8.204	.000
	Within Groups	2212.207	876	2.525		
	Total	2274.359	879			
Human Resource Development	Between Groups	14.965	3	4.988	2.174	.090
	Within Groups	2010.012	876	2.295		
	Total	2024.977	879			
Talent Management	Between Groups	3.109	3	1.036	1.892	.129
	Within Groups	479.728	876	.548		
	Total	482.836	879			
Upward Decision Making	Between Groups	19.774	3	6.591	9.029	.000
	Within Groups	639.516	876	.730		
	Total	659.290	879			
Brand Image	Between Groups	23.124	3	7.708	9.575	.000
	Within Groups	705.184	876	.805		
	Total	728.308	879			

(Source: Primary Data/ Structured Questionnaire)

From the above table it is observed that in study area H05, H08, H09 (Creativity, Upward Decision Making and Brand Image) are significant at 5% level. It is also understood that in study area for H01 (Productivity), H02 (Employee Engagement), H03 (Relationships), H04 (Customer Satisfaction), H06 (Human Resource Development) and H07 (Talent Management) there is no Considerable variance in perceptions of the employees by State of job satisfaction.

Table-2: **One way ANOVA for Employee Happiness Management on Organisational effectiveness by Momentary affect of employee**

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	2.044	3	.681	.642	.588
	Within Groups	928.864	876	1.060		
	Total	930.908	879			
Employee Engagement	Between Groups	6.253	3	2.084	.884	.449
	Within Groups	2064.979	876	2.357		
	Total	2071.232	879			
Relationships	Between Groups	14.822	3	4.941	2.209	.086
	Within Groups	1959.677	876	2.237		
	Total	1974.499	879			
Customer Satisfaction	Between Groups	13.183	3	4.394	2.678	.046
	Within Groups	1437.716	876	1.641		
	Total	1450.899	879			
Creativity	Between Groups	45.231	3	15.077	5.925	.001
	Within Groups	2229.128	876	2.545		
	Total	2274.359	879			
Human Resource Development	Between Groups	6.173	3	2.058	.893	.444
	Within Groups	2018.804	876	2.305		
	Total	2024.977	879			
Talent Management	Between Groups	5.281	3	1.760	3.229	.022
	Within Groups	477.555	876	.545		

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	Total	482.836	879			
Upward Decision Making	Between Groups	24.790	3	8.263	11.408	.000
	Within Groups	634.500	876	.724		
	Total	659.290	879			
Brand Image	Between Groups	23.017	3	7.672	9.529	.000
	Within Groups	705.291	876	.805		
	Total	728.308	879			

(Source: Primary Data/ Structured Questionnaire)

From the above table It is also understood that in study area in study area H04, H05, H07, H08, H09 (Customer Satisfaction, Creativity, Talent Management, Upward Decision Making and Brand Image) are significant at 5% level. It is also understood that in study area for H01 (Productivity), H02 (Employee Engagement), H03 (Relationships), and H06 (Human Resource Development) there is no Considerable variance in perceptions of the employees by Momentary affect.

Table-3: **One way ANOVA for Employee Happiness Management on Organisational effectiveness by Flow state of employee**

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	.757	3	.252	.238	.870
	Within Groups	930.151	876	1.062		
	Total	930.908	879			
Employee Engagement	Between Groups	5.994	3	1.998	.847	.468
	Within Groups	2065.238	876	2.358		
	Total	2071.232	879			
Relationships	Between Groups	6.421	3	2.140	.953	.415
	Within Groups	1968.078	876	2.247		
	Total	1974.499	879			
Customer Satisfaction	Between Groups	19.806	3	6.602	4.041	.007
	Within Groups	1431.093	876	1.634		
	Total	1450.899	879			
Creativity	Between Groups	37.565	3	12.522	4.904	.002
	Within Groups	2236.794	876	2.553		
	Total	2274.359	879			
Human Resource Development	Between Groups	2.601	3	.867	.376	.771
	Within Groups	2022.376	876	2.309		
	Total	2024.977	879			
Talent Management	Between Groups	6.592	3	2.197	4.042	.007
	Within Groups	476.244	876	.544		
	Total	482.836	879			
Upward Decision Making	Between Groups	28.931	3	9.644	13.402	.000
	Within Groups	630.359	876	.720		
	Total	659.290	879			
Brand Image	Between Groups	20.895	3	6.965	8.625	.000
	Within Groups	707.413	876	.808		
	Total	728.308	879			

(Source: Primary Data/ Structured Questionnaire)

From the above table It is also understood that in study area in study area H04, H05, H07, H08, H09 (Customer Satisfaction, Creativity, Talent Management, Upward Decision Making and Brand Image) are significant at 5% level. It is also understood that in study area for H01 (Productivity), H02 (Employee Engagement), H03 (Relationships), and H06 (Human Resource Development) there is no Considerable variance in perceptions of the employees by Flow state.

Table-4: **One way ANOVA for Employee Happiness Management on Organisational effectiveness by Momentary mood at work of employee**

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	13.799	4	3.450	3.291	.011
	Within Groups	917.109	875	1.048		
	Total	930.908	879			
Employee Engagement	Between Groups	9.674	4	2.418	1.026	.393
	Within Groups	2061.558	875	2.356		
	Total	2071.232	879			
Relationships	Between Groups	49.539	4	12.385	5.630	.000
	Within Groups	1924.960	875	2.200		
	Total	1974.499	879			
Customer Satisfaction	Between Groups	5.497	4	1.374	.832	.505
	Within Groups	1445.401	875	1.652		
	Total	1450.899	879			
Creativity	Between Groups	61.224	4	15.306	6.051	.000
	Within Groups	2213.135	875	2.529		
	Total	2274.359	879			
Human Resource Development	Between Groups	2.669	4	.667	.289	.885
	Within Groups	2022.309	875	2.311		
	Total	2024.977	879			
Talent Management	Between Groups	6.873	4	1.718	3.159	.014
	Within Groups	475.963	875	.544		
	Total	482.836	879			
Upward Decision Making	Between Groups	26.508	4	6.627	9.164	.000
	Within Groups	632.781	875	.723		
	Total	659.290	879			
Brand Image	Between Groups	11.106	4	2.777	3.388	.009
	Within Groups	717.201	875	.820		
	Total	728.308	879			

(Source: Primary Data/ Structured Questionnaire)

From the above table It is also understood that in study area in study area H01, H03, H05, H07, H08, H09 (Productivity, Relationships, Creativity, Talent Management, Upward Decision Making and Brand Image) are significant at 5% level. It is also understood that in study area for H02 (Employee Engagement), H04 (Customer Satisfaction) and H06 (Human Resource Development) there is no Considerable variance in perceptions of the employees by Momentary mood at work.

Table-5: **One way ANOVA for Employee Happiness Management on Organisational effectiveness by State of Engagement of employee**

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	14.659	4	3.665	3.500	.008
	Within Groups	916.249	875	1.047		
	Total	930.908	879			
Employee Engagement	Between Groups	2.292	4	.573	.242	.914
	Within Groups	2068.940	875	2.365		
	Total	2071.232	879			
Relationships	Between Groups	31.443	4	7.861	3.540	.007
	Within Groups	1943.056	875	2.221		
	Total	1974.499	879			
Customer Satisfaction	Between Groups	4.320	4	1.080	.653	.625
	Within Groups	1446.578	875	1.653		
	Total	1450.899	879			
Creativity	Between Groups	46.989	4	11.747	4.615	.001
	Within Groups	2227.370	875	2.546		
	Total	2274.359	879			
Human Resource Development	Between Groups	17.764	4	4.441	1.936	.102
	Within Groups	2007.213	875	2.294		
	Total	2024.977	879			
Talent Management	Between Groups	15.923	4	3.981	7.460	.000
	Within Groups	466.913	875	.534		
	Total	482.836	879			
Upward Decision Making	Between Groups	33.964	4	8.491	11.881	.000
	Within Groups	625.326	875	.715		
	Total	659.290	879			
Brand Image	Between Groups	6.798	4	1.699	2.061	.084
	Within Groups	721.510	875	.825		
	Total	728.308	879			

(Source: Primary Data/ Structured Questionnaire)

From the above table It is also understood that in study area in study area H01, H03 (Productivity, and Relationships) are significant at 5% level. It is also understood that in study area for H02 (Employee Engagement), H04 (Customer Satisfaction), H05 (Creativity), H06 (Human Resource Development), H07 (Talent Management), H08 (Upward Decision Making) and H09 (Brand Image) there is no Considerable variance in perceptions of the employees by State of Engagement.

Table-6: **One way ANOVA for Employee Happiness Management on Organisational effectiveness by Task Enjoyment of employee**

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	26.149	3	8.716	8.439	.000
	Within Groups	904.759	876	1.033		
	Total	930.908	879			
Employee	Between Groups	1.484	3	.495	.209	.890

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Engagement	Within Groups	2069.748	876	2.363		
	Total	2071.232	879			
Relationships	Between Groups	31.037	3	10.346	4.663	.003
	Within Groups	1943.462	876	2.219		
	Total	1974.499	879			
Customer Satisfaction	Between Groups	5.965	3	1.988	1.205	.307
	Within Groups	1444.934	876	1.649		
	Total	1450.899	879			
Creativity	Between Groups	5.082	3	1.694	.654	.581
	Within Groups	2269.277	876	2.590		
	Total	2274.359	879			
Human Resource Development	Between Groups	3.503	3	1.168	.506	.678
	Within Groups	2021.474	876	2.308		
	Total	2024.977	879			
Talent Management	Between Groups	.525	3	.175	.318	.813
	Within Groups	482.312	876	.551		
	Total	482.836	879			
Upward Decision Making	Between Groups	3.012	3	1.004	1.340	.260
	Within Groups	656.278	876	.749		
	Total	659.290	879			
Brand Image	Between Groups	.369	3	.123	.148	.931
	Within Groups	727.939	876	.831		
	Total	728.308	879			

(Source: Primary Data/ Structured Questionnaire)

From the above table It is also understood that in study area in study area H01, H03 (Productivity, and Relationships) are significant at 5% level. It is also understood that in study area for H02 (Employee Engagement), H04 (Customer Satisfaction), H05 (Creativity), H06 (Human Resource Development), H07 (Talent Management), H08 (Upward Decision Making) and H09 (Brand Image) there is no Considerable variance in perceptions of the employees by Task Enjoyment.

Table-7: **One way ANOVA for Employee Happiness Management on Organisational effectiveness by Emotion at work of employee**

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	7.308	3	2.436	2.310	.075
	Within Groups	923.600	876	1.054		
	Total	930.908	879			
Employee Engagement	Between Groups	9.368	3	3.123	1.327	.264
	Within Groups	2061.864	876	2.354		
	Total	2071.232	879			
Relationships	Between Groups	2.020	3	.673	.299	.826
	Within Groups	1972.479	876	2.252		
	Total	1974.499	879			
Customer Satisfaction	Between Groups	3.396	3	1.132	.685	.561
	Within Groups	1447.503	876	1.652		
	Total	1450.899	879			
Creativity	Between Groups	8.610	3	2.870	1.110	.344
	Within Groups	2265.749	876	2.586		

	Total	2274.359	879			
Human Resource Development	Between Groups	6.820	3	2.273	.987	.398
	Within Groups	2018.158	876	2.304		
	Total	2024.977	879			
Talent Management	Between Groups	1.343	3	.448	.815	.486
	Within Groups	481.493	876	.550		
	Total	482.836	879			
Upward Decision Making	Between Groups	14.385	3	4.795	6.513	.000
	Within Groups	644.905	876	.736		
	Total	659.290	879			
Brand Image	Between Groups	9.187	3	3.062	3.730	.011
	Within Groups	719.121	876	.821		
	Total	728.308	879			

(Source: Primary Data/ Structured Questionnaire)

From the above table It is also understood that in study area in study area H08, H09 (Upward Decision Making and Brand Image) are significant at 5% level. It is also understood that in study area for H01 (Productivity), H02 (Employee Engagement), H03 (Relationships), H04 (Customer Satisfaction), H05 (Creativity), H06 (Human Resource Development), and H07 (Talent Management), there is no Considerable variance in perceptions of the employees by Emotion at work.

Findings
1. There is no Considerable variance in perceptions of the employees by State of job satisfaction.
2. There is a Considerable variance in perceptions of the employees by Momentary affect.
3. There is a Considerable variance in perceptions of the employees by Flow state.
4. There is a Considerable variance in perceptions of the employees by Momentary mood at work.
5. There is no Considerable variance in perceptions of the employees by State of Engagement.
6. There is no Considerable variance in perceptions of the employees by Task Enjoyment.
7. There is no Considerable variance in perceptions of the employees by Emotion at work.

Suggestions
1. Majority of the employees agreed that state of job satisfaction has significant impact on organisational effectiveness. When management acknowledges employee hard-work, when management provides opportunity to prove employee skills; employees will be in state of job satisfaction and they will strive to give their best. Therefore organisation should make sure that all the employees' hard work is recognised and opportunity should be given to employee to prove himself subjected to organisation's affordable risk.
2. There is a Considerable variance in perceptions of the employees on creativity of the employees by Momentary affect. Few employees felt that creativity is a skill aspect and it doesn't depend upon momentary affect; but in reality people creativity do creates miracles only when it is free from stress. Therefore organisations should make sure that employees are free from the stress and their creativity is acknowledged.
3. From the analysis it is understood that flow state and upward decision making has strong correlation. Therefore organisations which want to enhance flow state of the employees should make sure that in the organisation upward decision making system is functioning smoothly.
4. Momentary mood has high impact on relationships among the employees. Small positive or negative mood will act as a game changer in the relations. Therefore, management should conduct social gatherings and family gatherings to improve relationships among employees.
5. Where the employee is in state of engagement there organisation can expect excellent productivity, because the employee knows he/she is going to engage with the organisation for longer period and their growth is inter related with organisation goals. In this case the employee productivity not only increases but also he/she tries to motivate others also to put forth their best possible productivity.

6. There is no significant difference opinion found among employees pertain to task enjoyment and talent management. It implies that both of them are correlated. Therefore management should focus on talent management to ensure task enjoyment among employees.

7. There is a significant difference opinion found among employees pertain to emotion at work and brand image. Few employees felt the working in organisation which has high brand image itself creates happiness among employees, but few employees have different priorities or interests. To engage employees for extended periods, organisation should create awareness regarding the brand image of the organisation and how it is going to help employees in their carrier building.

Conclusion
The research is conducted to examine the impact of transient level happiness impact on organisational effectiveness. Total seven transient level happiness factors and nine organisational effectiveness factors are considered for the study and found for three factors there is considerable variance in perceptions and for other four factors there is no considerable variance in perceptions. For Momentary affect, Flow state, Momentary mood at work there is considerable variance in perceptions of the employees. For State of job satisfaction, State of Engagement, Task Enjoyment, Emotion at work has no considerable variance in perceptions of the employees.

Future Scope of the Study
In the present research seven Employee Happiness Management factors impact on organisational effectiveness considered for the study in future researcher can be examined more number of happiness management factors impact on organisational effectiveness.

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