

CAN ORGANISATIONS BE HAPPY? EXPLORING THE ROLE OF EMPLOYEE ENGAGEMENT ON THE DETERMINANTS OF ORGANISATIONAL HAPPINESS: A PROPOSED FRAMEWORK IN CONTEXT OF INDIAN POWER SECTOR

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Abstract

Electricity is a vital growth indicator for any nation's economic prosperity. With an installed capacity of 392GW (as on 30Nov 2021), Indian power sector is one of the most complex in the world and undergoing significant changes. Being technical intensive, efficient use of human capital has always been top priority for this sector. Employee engagement has emerged as a significant Human Resource practice to increase employee's contribution to organizational performance and productivity. Covid-19 has also thrown a mammoth challenge for individuals and organizations. Organizational happiness is a new area which is gaining importance by modern researchers.

This research paper does a systematic literature review to examine the impact of employee engagement on organizational happiness. The paper begins with definitions and concepts of employee engagement and different concepts defining happiness. Based on the review, this paper identifies some of the close determinants of organizational happiness as job satisfaction (JS), subjective well-being (SWB), perceived organizational support for strength use (POSSU), organizational commitment (OC) and transformational leadership (TL). The relation of each of these determinants with employee engagement is also explored. Within the scope of this study, employee engagement is taken as an independent variable and organizational happiness as dependent variable. With the help of identified concepts, the authors have tried to develop a theoretical framework developing the relation between employee engagement and organizational happiness with age and location as controlling factors. The paper concludes with the discussions to share valuable knowledge for future research prospects in the emerging field of organizational happiness.

Key words: Employee, Engagement, Organization, Happiness, Power sector

1. INTRODUCTION

Organizational happiness deals with organizational characteristics required to keep its people happy, safe & healthy, and simultaneously earning a good profit in a sustainable environment. The CEO of Zappos, Tony Hsieh [1] in his book 'Delivering Happiness: A path to profits, passion and purpose' states that happy organizations have a strategic competitive advantage. However, organizational happiness is a relatively new term in academic literature and calls for wider research in the area.

Last few decades have seen the rising importance of employee engagement across the organizations worldwide. As a vital managerial tool in modern HR practices, employee engagement is gaining momentum continuously. Against the Covid-19 backdrop, 'work from home' had been a new normal. World has been an internet centric workplace with rising opportunities for employees to work with the best of employers. While employers are striving to more engagement of their manpower, employees need greater autonomy and struggling for their subjective well-being. Covid pandemic has put a toll on work force for pay-cuts, layoffs, etc. and make it quite difficult for higher engagements. There is a pseudo scrimmage between employers and employees, where employers want more engagement of their human capital, but employees are striving more for subjective well-beings and happiness.

Intuitively, organizational happiness is a new idea to mitigate the current challenge. Organizational happiness can be derived from various factors, but at least two of them cannot be ignored that are 'happiness of employees' and 'happiness of organizations'.

How organizations will be happy? The question is valid for all the developing organizations across the world. For defining limited scope of research, we are reviewing the Indian power sector for our theme. Let's have an overview of Indian power sector and try to find out research gaps and objectives for current research.

1.1 Indian Power Sector

Power sector of India has seen lots of ups and downs since pre-independence era. It has been a paradigm shift in all aspects of generation, transmission, and distribution of power. Most of the journey of Indian power sector over the last 70 years is a phenomenal change from regulated to deregulated sector. The authors divided the journey of Indian power sector in three segments:

- **1956-1991 Period:** With the Electrical Supply Act, 1948 [2]; more emphasis was given to establishing the semi-autonomous state electricity boards. Since 1956 onwards, after industry policy resolutions 1956 was passed, generation and power distribution were given to states and central public sector utilities and this era is called nationalization stage of Indian power sector. However, this period also witnesses many bottlenecks in terms of infrastructure constraints, and various subsidies. Various legislative and policy initiatives were taken and private investment proposals in the power sector were dealt with fast-track mechanism.
- **1991-2003 Period:** Popularly known as liberalization era, seen the Indian power sector with tariff rationalization policies and private sector participation. In 1998, GOI enacted Electricity regulatory commission act [3]. This act enables establishment of State and Central Regulatory commissions. A lot of work was carried out for rationalization of tariffs in this period.
- **2003-Till now:** The Electricity Act, 2003 [4] proved to be a major milestone in the reforms of the power sector of India. Subsequently, National tariff policy, 2006 reduced the monotony nature of business and largely created a competitive environment between players. International competitive bidding process, elimination

of licensing for generation plants, independent generation, distribution, and transmission systems, launching of Ultra Mega Power Projects (UMPP) etc. witnessed the Growth Era of Indian power sector.

As per recent data available with Central Electricity Authority (CEA) which is a body of government of India, the total installed power generation capacity of India is 392 GW as on Nov'2021. This includes 62% of thermal power, 12.3% hydro power, 1.8% nuclear power and 23.9% of power from renewable energy sources [5].

1.2 Problems/Challenges in Power Sector

Indian power sector attracts a large number of technical manpower mainly in engineering field. This sector requires skilled human resources for its new upcoming power projects in construction phase and for running the existing plants in Operation and Maintenance (O&M) phase. Due to lean power in industry, there is high demand of development of competency. HR professionals are continuously busy for various talent retention and motivation practices to be adopted. Employee engagement and subjective well-being of the employees are crucial parameters for the growth of the sector. While employee engagement is an attitude to be developed in employees for the organization, organizational happiness is a wider and new term encompassing various parameters like workplace happiness, health and safety of employees, organization support, productivity, and performance.

In his research about HR challenges in Indian power sector, Chawla Y. P. (2017) suggested that technically trained manpower is essential in every sphere of the power sector [6]. Most conventional power plants are facing challenges of environmental degradations and more and more emphasis on renewable sources of energy generation. The electrical power is traded in current market with a margin of one paisa/unit, showing the competitive environment. Human resource practices in thermal sector of India are facing a mammoth challenge of bridging the skill gaps, innovation, creativity, and productivity in ongoing circumstances. According to Institute of Energy Management and Research (IEMR), the Planning commission of India had estimated approx. 9.5 lacs of total human capital in Indian power sector for 11th plan with more requirements for addition of more megawatt of generation capacity [7]. India is mostly dependent on thermal power generation (approx. 62%) in its electricity portfolio. Coal is the main ingredient in producing thermal power. Last two decades are witnessing rising awareness towards climate change and more inclination towards adding renewable portfolio in electricity. This disrupts whole mechanism of human resources in thermal sector. Technological disruptions in Industry 4.0 and rising trend of lean manpower created new pressure on performance and productivity targets on organizations in global perspective. Engaging employees more and keeping them motivated and happy with maintaining profits and sustainability emerges utmost challenge before the thermal sector.

2. RESEARCH GAP

India ranks fourth in electricity consumption and third in generation capacity in the world. Power sector in India is going through a transition state. The industry is technical intensive and working with a high skill gap workforce. We have taken NTPC Ltd. to exemplify the scenario of Indian power sector. NTPC Ltd. has been a major Government of India undertaking with more than 65GW generation capacity. The following Table 1.0 and the graph in Fig-1.0 show the continuous reducing manpower (NTPC Annual reports [8]) vs continuously increasing total income of NTPC Ltd, which is known as best power utility of the country (Source: Economic times [9]). The graph shows the stressful and precarious situation of its workforce leaning day by day with increasing targets and profits.

Table-1 Reducing Manpower and Increasing Capacity Trends

NTPC Ltd.	Mar'16	Mar'17	Mar'18	Mar'19	Mar'20
Manpower	22496	21633	20559	19739	18359
Net Sales Turnover	70843.81	78273.44	83452.7	90307.43	97700.39
Other Income	1165.35	1068.86	1755.25	1872.13	2778.02
Total Income (Rs. Crore)	72009.16	79342.3	85207.95	92179.56	100478.4

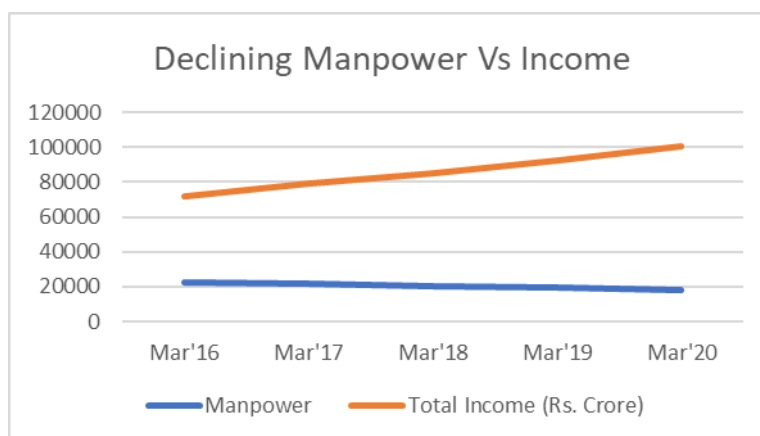


Fig. 1. Declining Manpower Vs Rising Profits

A report of the National HR summit, 2016 [10] also indicated that management of the workforce is a really larger challenge for this sector as next ten years are very crucial in view of increasing capacities and shift towards greener manpower than conventional. Keeping the employees motivated and engaged emerges from the need of the hour for the organizations. Across the globe, researchers are advocating

for happier workplaces and environments for increasing productivity and seeing a close relation in employee engagement with happy employees. However, organizational happiness is not limited to only happy employees.

Although various constructs of employee engagement and happiness are separately available; we experienced a major gap in availability of conceptual models and relevant studies defining relation of employee engagement with organizational happiness. There is a wide gap in understanding of drivers related to organizational happiness and its correlation with employee engagement is not highlighted at all in the available literature. This paper focuses to bridge this gap. Exploring this gap aligned with the research objectives, this research attempts to examine the various literature to explore closely related variables and constructs to define organizational happiness and thereby aims to derive a conceptual framework between employee engagement with organizational happiness with some of the mediating and control variables. The authors believe that the organizational happiness in the proposed framework is a novel idea and will add further scope to include the positive consequences in Indian power sector.

3. RESEARCH OBJECTIVES

Although, some researchers have explored relationship of work-place happiness and employee engagement with the help of various constructs, like organizational citizenship behavior, work-life balance, training and development, psychological well-being etc.; the relation of employee engagement and organizational happiness did not find any space in research and studies. The study tries to explore how employee engagement influences organizational happiness and what are the probable constructs associated with that relationship? The research objectives are categorized as follows:

- To overview Indian power sector and its challenges with respect to HR domain.
- To explore various definitions of employee engagement and happiness in view of academic literature.
- To identify different constructs and their literature to closely define organizational happiness.
- To propose a theoretical model based on examining the impact of employee engagement on organizational happiness with some controlling variables.

4. LITERATURE REVIEW

4.1 Employee Engagement

W. A. Kahn (1990) is the first name, when HR professionals talk about employee engagement [11]. Kahn worked extensively on employee engagement and stated, "An employee approaching the job with sense of passion and energy, who invest self

in task physically, cognitively and emotionally and result in higher performances in-role and extra-role.” Harter et. al. (2002), suggests employee engagement as “An individual’s enthusiasm for work with involvement and satisfaction at business unit level [12].” Schaufeli et al. (2002) was another researcher who has done extensive research and published many articles on the employee engagement connecting it with workplace happiness [13]. They define employee engagement as “A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. Baumruk, 2004 [14] and Saks, 2006 [15] were other major contributors towards employee engagement literature. D. A. Ariani, 2013 [16] suggested that engaged employees have a positive attitude towards the organization and value it more. R. Wellins and J. Councilman (2010) indicated three main behaviors namely *say, stay and strive* of employees who are intellectually and emotionally committed to the organization [17]. L. Rhoades and R. Eisenberger (2002) outline that perceived organization support [18] plays an important mediating role between employee engagement and workplace happiness.

4.2 Organizational Happiness and its determinants

Happiness: Researchers and academicians have a variety of opinions about happiness. Happiness has also been studied in positive psychology. Veenhoven (1984) was probably the first researcher who defined happiness. In his investigations of about 4000 observations through 245 studies [19], he defined happiness as “the degree to which an individual judges the overall quality of his life as a whole favorably.”

There are two powerful and popular concepts of happiness highlighted across academic research. First is *hedonic happiness* which calls for pleasure and enjoyment experiences, while second is *eudemonic happiness* which is more related with meaning and purposeful happiness (Salas-Vallina et al., 2018 [20]). First may be more momentary, second is focused on virtuous and morally right to self. Fisher (2010) represented his first view for subjective well-being accessed as life satisfaction in different domains of education, work, and health. Prof. Martin Seligman (1991-2000) did extensive research and did not withstand the idea of satisfaction as positive influence and delight. He argued that in everyday life, work and significance are required [21],[22]. He advocated for continuous positive feelings and commitment with others for a full life. Following five factors are found to be most close, while defining organizational happiness:

4.2.1 Subjective Well-being (SWB)

Definition of SWB: “An employee has a high subjective well-being when he or she experiences being pleased with his or her job, often experiencing positive emotions and seldom experiencing negative emotions (Diener et al., 1991 [23]).”

There are different opinions by psychologists regarding different available scales to measure happiness. George Hartmann (1934) was probably the first one to research about the stability of happiness over time [24]. However, the construct ‘subjective

well-being' was established in the late 1980s. Researchers started correlating 'subjective well-being' to 'happiness' answering different questions like when people feel happy and who is happy etc. (Uchida & Oishi, 2016 [25]). "Subjective well-being refers to how individuals evaluate their lives" (Diener, Sandvik, & Pavot, 1991 [23]). Organizational happiness can be understood with a close relationship between subjective well-being of the employees of organization and its productivity. If subjective well-being of employees is clubbed with organizational productivity, organizational happiness can be better defined.

As a close concept of SWB, Diner et al., 1991 [23] stated that individuals can evaluate their lives either through cognition or in the form of affectivity. Individual's evaluation of satisfaction with life may be defined as cognition, while feeling related to life's discomfort or comfort lies in the bracket of affectivity. Russell (1980, 2003) outlines affective states to occur in two fundamental neurophysiologic systems, where first is related to the happiness continuum, and the second is related to the activation continuum [26], [27]. Warr (2007) also defined four variables of SWB as job satisfaction, work engagement, workaholism and burnout [28]. Therefore, if employees are pleased and relaxed (related to job satisfaction and burnout); it may arise a low level of activation. On the contrary, if employees are energetic and enthusiastic (related to engagement and workaholism); they have higher levels of activation.

Subjective Well-being closest to Organizational happiness

While directly arriving at organizational happiness, it is useful to have a look on closer concepts. Subjective well-being has emerged as the closest term to happiness. Diner et al., 1991 [23] described the term as how a person evaluates his/her life through some cognition or judging discomfort and comfort feelings for life. It was Russell (1980, 2003) through his Circumflex model (Fig-2.0), defined an effective state consisting of two neurophysiologic fundamentals: a) happiness, and b) activation continuums [26], [27].

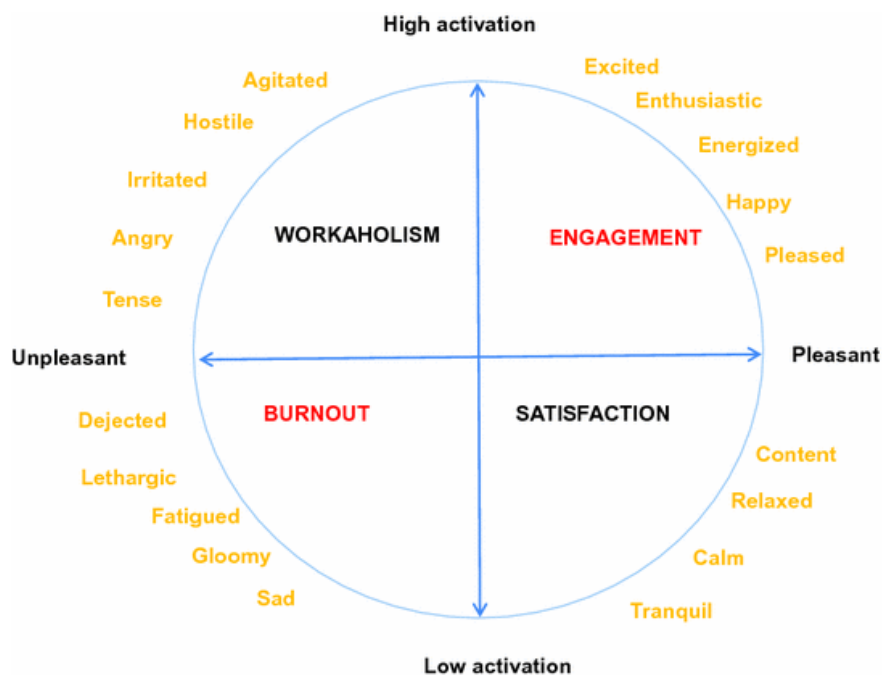


Fig. 2. Circumflex Model, Source: Russell, 1980, 2003

Russell et. al (1980 [26], 1999 [29]) defined that various variables of subjective well-being are only combination of two primary dimensions namely pleasure and activation only. Job satisfaction, job engagement, burnout and workaholism also defined as variables contributing to subjective well-being. The Circumflex model has been much fruitful in understanding employee's behavior in organizational context. For example, if an employee is happy but relaxed, a lower level of activation will exist than when the employee is happy and enthusiastic. Diner et al., 1991 [23] defined an employee's subjective well-being as high, when he often experienced positive emotions and was pleased with his/her job. However, at the same time employees could have a high or low activation in the same job. Model also defines employee engagement and workaholism as high levels of activation, while burnouts and satisfaction come under low levels of activation.

Employee engagement and Subjective well-being

Researchers are showing that employee engagement and subjective well-being are positively correlated. Both the factors represent positive employee states which lead to positive work outputs (Robertson & Cooper, 2010 [30]). Schaufeli, Taris, & Van Rhenen, (2008) also conceptualized employee engagement significantly related with employee well-being [31]. Matthews, R. A., Mills, M. J., Trout, R. C., & English, L. (2014) examined that work engagement is positively related to subjective well-being [32]. Lima Raj and Manikandan K, (2018) in a research on Indian nurses could find out a positive relation of subjective well-being on employee engagement [33].

4.2.2 Job Satisfaction

Reijseger, Schaufeli, Peeters, and Taris, (2013) defined job satisfaction as a more passive attitude with respect to a job as being weakly correlated with productivity, while job engagement and burnout play an active role [34]. Employees spend most of their time at the workplace. Hence, it becomes imperative to understand the role of workplace and employees job satisfaction while framing happiness for individuals as well as organizations. C. Fisher (2010) defined work-place happiness as “pleasant judgments or pleasant experiences by employees at the workplace” [35]. While pleasant judgements define positive attitude, pleasant experiences refer to emotions, moods, and positive feelings. Author defines job satisfaction as a set of attitudes which drives the state of happiness. Job satisfaction is found as a major construct defining both employee engagement as well as organizational happiness.

Lee (2012) outlined that organizational performance can be improved by enhancing the level of job satisfaction among employees [36]. Job satisfaction not only creates growth but an important factor for the organizational credibility in the market. The degree of activation and pleasure defines the different linear combinations of above dimensions. In the Circumflex model, job satisfaction is more related to evaluation of job by employee; and work engagement is considered to be related to motivational condition (Schaufeli & Bakker [37], Wright & Cropanzano, 2004 [38]).

Employee engagement and Job Satisfaction

The job satisfaction consists of two parts: intrinsic and extrinsic satisfaction. Kim-Soon, NG & Manikayasagam, Gunasegeri (2015) explored in their research that fostering engagement by organizations realizes in terms of job satisfaction [39]. In an exploratory study of Indian college teachers; researchers find a significant relationship of employee engagement with job satisfaction (Jaiswal, Gaurav & Pathak, Ravindra & Kumari, Shib, 2017 [40]). Barden, Courtney Lynn (2017) in his quantitative correlational research study explored and proved positive relationship between employee engagement and job satisfaction among social security administration employees [41]. The leaders of organization can leverage job satisfaction of employees with increasing job engagement.

4.2.3 Perceiving Organization Support for Strength Use (POSSU)

While employee engagement plays a dominant role in modern human resource management, personal strengths which could be a reflection of organization support are the important characteristics which allow an employee to deliver best performance, feel energized and happy at the same time. Various research have proved that “Perceiving Organization Support for Strength Use (POSSU)” is used as an intermediate construct which affects both employee engagement and organizational happiness. Bakker and Demerouti, 2007 [42] gave a ‘Job demand resources model’ according to which perceived organization support is an aspect of job and helps an employee to grow and triggers work engagement and subsequently enhanced performance. Workers can approach their goals and targets in a better way when they play on their strengths (Woerkom et al., 2016 [43]). POSSU being a

comparatively new construct in modern research shows higher levels of well-being and performance of an employee. Although, researches are not able to highlight adequately that all the employee's teams may benefit equally from the good effects of POSSU or not; thermal power sector in India has employees with skilled job profiles.

Employee engagement and Perceived organization support (POS)

Various researchers explored the relationship between employee engagement and POS and their links with different business excellence models. American psychologist Eisenberger et al. (1986) emphasized the fact that most of research are focused on one-way relationship of employees' commitment to organization and very little or no attention has been given in exploring organization's commitment to employees [44]. This in turn raised the point that employee's perceiving organization support is very important reason for employee's motivation and develop a positive role and promotes their job performance. In a dissertation published online by All Answers Ltd. (2018), researchers marked the relation of employee engagement with POS as a win-win concept for organizations. Employees perceive the way how supervisor treats to them and reciprocate [45].

Mayende, Thomas and Musenze, Ibrahim (2020) analysed and support a strong positive relationship between the extent of POS and work engagement mediated through the self-efficacy [46]. Researchers argued that in absence of acknowledgement and support from their respective employers, employees underperform, and this is a serious cause of concern for developing organization.

4.2.4 Transformational leadership (TL)

The role of leadership is to significantly impact employee engagement through employee motivation. Transformational Leadership significantly inspires employees to achieve remarkable and sometimes unexpected results. Transformational Leadership uses inspiration, rapport, and empathy to enhance employee engagement.

Singh, Arya (2019) finds in their research that "Work involvement increases workers results in greater efficiency and higher satisfaction in the presence of transformational leadership in any organization [47]. This elevates overall employee engagement level in organization." Researcher suggests the positive correlation of TL with employee engagement.

Handayani N. P. (2018) also suggested that transformational leadership is instrumental for the leadership who wish to enhance employee engagement in their organizations [48]. Employees should perform not only formal job but should also give extra efforts for other tasks outside their scope. As per author, TL is the change agent to create value in followers and align their feelings for a higher goal. Howell J. M. et al., (1992) highlighted that TL displays moral discipline and lead to positive ethical impact on organizations [49]. As TL is closely related to individuals, it has been proved to be a close construct of employee engagement and happiness. Employees under right intervention of transformational leadership are less focused

on their own self-interests and became more concerned with organizational happiness (B. M. Bass and R. Bass, 2008 [50]).

W. Zhu, B. J. Avolio, and F.O. Walumbwa (2009) talked about positive relationships that leaders acquire with their followers, to help followers to raise their sense of belongingness with the organization [51]. This relationship is created with long term care and consideration for each follower by the leaders. Further, B. J. Avolio and B. M. Bass, 2002 [52] emphasize on the factor of presence of intellectually stimulus for forming a support to organization climate and also assist in development of work engagement of employees. In their research Balwant, P.T. et. al. (2019) showed a positive relationship between transformational leadership to employee engagement, which was further moderated by job resources [53].

Employee Engagement and Transformational Leadership

Employees try to identify and match themselves with their leader's aspirations and expectations. This creates a probable vision in employees, and they strive to set high standards and face challenges with zeal. In a study of public servants in Kenya; Datche Evelyn and Gachunga Hazel (2015) studied the effects of transformational leadership on organizational performance with mediating effect of employee engagement [54]. Intellectual stimulation, inspirational motivation, and individualized consideration, which are attributes of transformational leader were found positively related to employee engagement. With the help of a survey study in hospital nurses; Hayati, D., Charkhabi, M. & Naami, A. (2014) shown a positive association of transformational leadership and work engagement [55].

4.2.5 Organizational Commitment (OC)

Indian power major PSU, NTPC limited believes that four important building blocks of HR practices are essential for inclusive organizational growth namely 1) competency, 2) commitment, 3) culture and 4) system building. India is producing a large no of engineers every year, but power sector is not able to employ them directly into services due to the highly technical and sophisticated nature of work. Power sector actually required organizational commitment in its manpower. As per Energy policy review of India 2020 [56], the infrastructure for training and development is currently only able to cater only 23% of training and upgradation needs in the sector with rising power generation capacities. To adapt and grow, organizational commitment has been emerging as an important construct for organizational happiness and engagement at the same time.

Paul. H. et. al (2019) explored about 'Affect Balance' which strongly mediates the interrelationship of 'Resilience' and 'Affective Commitment' [57]. On the other hand, authors outlined that 'Life satisfaction' firmly mediates the relation between 'Resilience' and 'Continuance Commitment'. Hence, when life satisfaction of an employee is increased with positive emotions, the employee will stick more with the organization.

Seligman (2011) explores that work and significance throughout everyday life are more important and can be obtained through joy, continuous positive feelings, and

commitment with others [58]. These are essentials for full life. He advocated that organizational commitment (over joy) can be utilized to explore an employee's marked quality. Csikszentmihalyi (1998) also distinguishes commitment as vital to joy [59]. An employee when inundated in his experience of work to a degree where he loses his consciousness to other everything is an ideal commitment. Researchers also termed this phenomenon as 'Flow'. Employees who experience this state of commitment or flow, exhibit an invigorating state full of pleasure and agreeability and always retain (Pilouk et al., 2017[60]).

Employee Engagement and Organizational Commitment

We generally face the questions in the board rooms like, 'Employees are engaged in the work. Are they committed to organization and its goals? Organizational commitment is must for organizational success. In a study of national higher education institutes (HEI) in Zimbabwe, Shoko, M., and Zinyemba, A. (2014) established that employee engagement is positively related with organizational commitment [61]. Akhund A. and Shamsul A. (2017) conducted a study in Bangladesh and found that employee engagement has positive relation with components of organizational commitment [62] i.e. affective and normative commitment. Therefore, actively engaged employees feel a sense of obligation to repay or respond to organizational goals in some or other form.

Age and Location: Due to scarcity of skilled manpower, organizations keep posting their employees across India on tenure postings in various remote locations. While employees with lower age brackets, i.e. younger employees are happy and have less issues with remote locations; employees in higher age groups are having troubles with children's education and health issues of parents in remote locations. Therefore, we have introduced location and age as moderators in our study. Employee's posting location and age group may alter the relationship between perceived organizational support and employee engagement. M. C. Meyers et al., 2020 [63] conducted a cross-sectional study on 753 Dutch employees and found that the relationship of perceived organizational support for strength use with work engagement has a moderation effect of 'age'. It was also found to have a significant effect of 'age' on younger employees.

5. RESEARCH FRAMEWORK

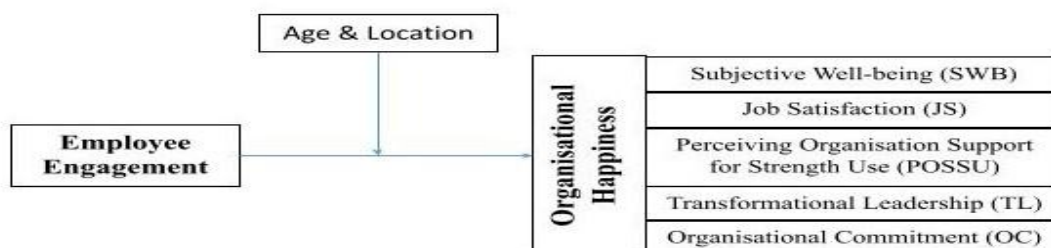


Fig.-3.0: Proposed Research Framework

6. DISCUSSIONS

To the best of our knowledge, this paper is a first attempt to identify some constructs related to organizational happiness and connecting it with employee engagement in thermal power sector. The present research draws upon the present scenario of Indian thermal power sector and briefly outlines the challenges being faced by its human resources. While employee engagement is a well-defined construct and has established measurement scales, organizational happiness is an entirely new term. While one can argue that happiness is related to individuals and organizational happiness is a misconception, this paper identifies that organizational happiness has various determinants like job satisfaction (JS), subjective well-being (SWB), perceived organizational support for strength use (POSSU), organizational commitment (OC) and transformational leadership (TL).

Results obtained from this research will enrich the existing literature by proposing some of the close determinants of organizational happiness. The power industry being technical intensive is facing major challenges in managing its manpower for more engagement. With the help of extensive literature review, this paper tries to organize a unifying framework between employee engagement and organizational happiness. This paper will add value to happiness construct from the organizational point of view where, profits, productivity and performance are major criterion.

The present contribution extended the existing research on employee engagement with well-being concepts and workplace happiness. Being posted in remote places mostly, the human resource of Indian power sector is largely affected by the controlling factors of location and age. The findings are in line with the limited available literatures and support our main proposed framework.

The relation of organizational happiness with its close constructs puts a limitation on the study. Actually, organizational happiness is a wider term and involves lots of other variables like profit, health and safety aspects etc. This invites further exploration of the concept. Regarding control variables also, this research has limitations and more demographic backgrounds may be explored. This is an elementary research and lacks experimental studies that might affect the directionality of the observed relations. The different hypotheses are to be tested for experimental results.

7. FUTURE SCOPE OF RESEARCH

Future research may be carried out to find causal relationships between employee engagement and organizational happiness with mediating and control variables. Younger employees in the sector are major contributors and major sufferers also. Different employee engagement practices are already being followed in thermal power sector. Working with new concept of organizational happiness that include subjective well-being of employees, providing them the organizational support with transformational leadership will enhance their job satisfaction and increase organizational commitment for better productivity and performance parameters.

Sensitivity analysis can be performed for the proposed framework by taking account of different moderators and their effect on the results.

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