# Does Organizational Culture Affect Employee Happiness?

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## Abstract

This study was conducted to determine the effect of organizational culture on employee happiness. A self-reported survey examined organizational culture and the levels of employee happiness at work. For this study, 59 employed top leaders, management, and workers of faith-based higher education institutions were surveyed to measure the effect of organizational culture on employee happiness. Factor analysis was performed to create a variable to evaluate organizational culture (the reliability for organizational culture was 92.8%). The happiness at work variable was divided into two groups (happy and unhappy) based on a specific response. An independent sample t-test and descriptive statistics were conducted. The data were split to compare groups and descriptive frequencies were analyzed. Organizational culture was found to be statistically significant on employee happiness. An item-by-item analysis was performed. The results indicate that unhappy employees have the highest disagreement in statements such as "coworkers being nonjudgmental" (66.7%), "leaders are aware of the needs of others" (38%), and "leaders are humble and do not promote themselves" (50%). However, happy employees unanimously responded to most items. Therefore, happy people were more likely to be more consistent. The mean for happy people was 76.48 with a standard deviation of 9.56. The mean for unhappy people at work was 58.22 with a standard deviation of 15.33. This study was highly statistically significant with a p value of 0.00.

## Introduction

If asked, most people probably would not immediately associate "happiness" with "work" and yet, happiness at work may be the key to happiness in general. Creative types have long subscribed to this notion. Confucius was among the first to make the connection between choosing a job you love, and how that will make you feel like you never worked a day in your life (Ware, 1955). Thomas Edison echoed these sentiments and claimed, "I never did a day's work in my life, it was all fun" (Ford & Edison, 2004, p. 22). More recently, the late Steve Jobs (2005) put his own spin on it by saying, "The only way to do great work is to love what you do," (p. 3). In all three cases, the message is clear: Happiness at work equals happiness in life.

Sounds simple, right? So, what is the problem? For starters, philosophers, inventors, and technological wizards make up a minuscule percentage of the workforce, and secondly, it seems likely that most of us would earn very little money doing only what we love. The great Russian writer, Maxim Gorky (1956) once quipped, "When work is a pleasure, life is a joy! When work is a duty, life is slavery;" but what is not reflected in this statement is the five years he spent travelling the countryside on foot, his failed suicide attempt, or plethora of odd jobs he took before becoming a literary sensation (p. 14). It seems likely that most of us have no choice but to work, and unfortunately, few of us love our jobs to the degree the distinguished gentlemen above did. We may love certain aspects of our chosen vocations, but a more reasonable expectation would be that we like our jobs and earn enough to make a comfortable living. The question remains then: Can we be happy at work?

According to Muchinsky (2000), "we spend more of our lives engaged at work than any other single activity" (p. 801). It is important to realize how much of our life is tied to work. There are 168 hours in a week, and after subtracting the recommended 8 hours of sleep per night, 112 hours remain. Of those, 40 would constitute an average work-week. Additionally, 25 minutes is now the average one-way commute according to the U.S. Census Bureau, and this translates to nearly an hour a day round-trip in work-related transit. After further factoring in the amount of time it takes to get ready for work, almost half our waking hours, and in some cases, more, are spent preparing for, commuting to, and being at work. It is probably more time than we will get to spend with family and friends combined. With so much of ourselves invested, more research on this matter is necessary for employers and employees to know what influences employee happiness.

Workplace happiness impacts employees' overall happiness (Money et al., 2009). In a recent study, a spillover-crossover model was conducted to examine if there is a connection between being engaged at work and being happy at home. The study found a "clear bidirectional crossover" of daily happiness at work affecting the happiness level at home, therefore going beyond the work setting and beyond the employee (Rodriguez-Munoz et al., 2013).

Moreover, happiness has been attributed to better overall health (Frederickson, 1998). Happiness has been linked with an increase in one's lifespan and quality of life including decreased symptoms of pain (Cohen & Pressman, 2006). Additionally, one's physical health, social functioning, and coping strategies have been positively impacted when one is happy (Pressman & Cohen, 2005). According to Barbara Fredrickson (1998), happiness can even play a role in reducing illnesses like coronary disease and some cancers. Happiness not only improves well-being over time but also produces psychological growth (Fredrickson, 2001).

This study provides a contribution to the body of knowledge concerning the theory of happiness by meeting the need for additional empirical research to develop fully the concept and construct of happiness as it relates to employment. Research states that most people express positive satisfaction with their work due to several variables (Diener & Diener, 1996). This paper will examine employee happiness and the variable organizational culture. The variable organizational culture is pertinent in this study because there has been a direct link between organizational culture and happiness (Fisher, 2010). It is therefore essential to understand the relationship between organizational culture and happiness.

## Purpose of the Study

The purpose of this study was to examine how organizational culture influences employee happiness at faith-based higher education institutions. This study is necessary to increase an awareness of the importance of job happiness. Job happiness has many benefits for employees and employers alike. It has a positive impact on the success of a business, for instance, when companies have a reputation for being a desirable place to work, market value increases by 1.8 percent (Tobias, 2000). Additionally, employee happiness impacts a company's financial performance, employee retention, higher quality of customer service, and subsequently customer loyalty (Harter et al., 2010).

This study operationally defines organizational culture as a workplace environment, trust in the workplace and feeling appreciated. A study that determined the reason African American males were more likely to leave their university found that the university culture was not making them feel valued and the university possessed a negative environment and increased their feelings of isolation (Wolfe & Dilworth, 2015). Those are a few factors that negatively impacted the university culture. Sense of appreciation and gratitude fosters a high-performance team committed to growth and success, improves organizational culture, and increases happiness and motivation among employees (Riordan, 2013). "Organizational culture strongly affects not only the functioning of an organization but also its interactions with its environment" (Yesilkagit, 2004, p. 547).

## Statement of the Problem

How does organizational culture differentiate between happy and unhappy employees at faith-based higher education institutions in the United States?

## Definitions of Major Variable and Terms

The following variables and terms are explained as used throughout this study.

### Happiness at Work

"Happiness is the experience of frequent, mildly pleasant emotions, the relative absence of unpleasant feelings, and a general feeling of satisfaction with one's life" (Biswas-Diener & Dean, 2007). According to Wright (2006), "job satisfaction became the most commonly used measure for determining job happiness" (p. 272).

### Faith-Based Higher Education Institution

Faith-based higher education institution refers to the religious colleges and universities where participants in this study worked.

## Organizational Culture

The organizational culture encompasses the environment of a company that includes social relations with management and colleagues in terms of trust and a sense of appreciation (Zak, 2017; Gibson et al., 2020). Sense of appreciation as per this study is the validation one feels within the organization in the form of praise and recognition.

## Theoretical Framework

*Happiness* has been the topic of over three thousand journal articles, 16,000 books, and one million websites that can be found on happiness today by doing a simple Google search. A large combined literature now exists on the causes of happiness (Ferrer-i-Carbonell & Frijters, 2004). The evolution of happiness can be linked to one of the pioneers of positive psychology, Martin Seligman (Forgeard et al., 2011). Subject well-being (SWB) was the term used to describe a global sense of satisfaction with life particularly in the areas of work, marriage and other domains (Myers & Diener, 1995). Social, cultural, and psychological indicators of personal happiness have made significant empirical advances from the SWB literature (Feist et al., 1995). SWB is based on hedonic happiness, which is a temporary form of happiness that is superficial and not long lasting (Diener et al., 2006).

Emotional wellbeing (EWB) is also another conceptualization of happiness. EWB supports the eudemonism philosophy that consists of one's life having a sense of meaning and purpose, the pursuit of excellence and intense involvement in activities (Waterman, 1993).

Later, EWB was incorporated with Maslow's self-actualization explaining psychological well-being to include self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life and personal growth (Ryff et al., 2003).

In the mid 2000's, positive organizational behavior (POB) describes the positive constructs that exist within organizations that produce job satisfaction, commitment, job happiness, and prosocial behaviors within that organization (Youssef & Luthans, 2007).

According to Meyers and Diener (1995), work adds a sense of community and helps people increase their pride and sense of belonging to a group, cultivating their social identity. In a recent study, EWB was identified by participants as stability, coping ability, happiness, confidence and empathy and emphasized a need for promoting a sense of belonging (Coverdale & Long, 2015). In yet another recent study, well-being is positively correlated with belonging, connectedness, and interdependence (Hammell, 2014). According to another recent study, a sense of belonging increases meaning in one's life (Lambert et al., 2015). Based on these disparate studies, it is obvious that a sense of belonging is a key component to happiness.

"People who are happier achieve better life outcomes, including financial success, supportive relationships, mental health, effective coping, and even physical health and longevity" (Cohn et al., 2009, p. 361). However, money was not found to be an important indicator for happiness (Cheng et al., 2013; Ferrer-i-Carbonell & Frijters, 2004). Subsequently, if money is not an indicator of happiness as per Ferrer-i-Carbonell and Frijters and Cheng et al., then what is? This study will examine the potential indicators that are meaningful to organizational culture and happiness.

According to Diener and Diener (1996), "most people are happy and their environment can produce lasting differences in SWB" (p. 185). An organization gains competitive efficiency by increasing employee satisfaction (Parvin & Kabir, 2011). An organization's culture impacts employees' happiness. In a study measuring teacher-librarians' job satisfaction, there was a strong systematic relationship between job happiness and job environment (Kwan, 1992). However, Kwan found no relationship between personal needs and job happiness. This, therefore, indicates the importance of organizational culture. Lok and Crawford's (2003) study confirmed that organizational culture and leadership styles are important antecedents of job happiness and commitment. Their study found organizational culture and commitment to be statistically significant on job happiness (Lok & Crawford, 2003). Furthermore, a study conducted with nurses in Taiwan, found that "direct working environment was a statistically significant predictor of nurses' intention to quit and affected both their job satisfaction and job happiness" (Lok & Crawford, 2003, p. 876).

Organizational culture includes trust in management and supportive relationships within the organization. These factors matter to employees. Employees value trust in management more than monetary income by 30% (Helliwell & Huang, 2011). Supervisor support and coworker team support were both statistically significant predictors of employee happiness and employee retention (Jacob et al., 2008). Furthermore, a recent study found that coworker and supervisory relationships affected happiness (Kittipichai et al., 2014). In short, organizational culture has no doubt proven to have a direct influence on happiness, but there are other factors to consider.

In a recent study, formal organizational performance appraisals were highly correlated with job happiness and organizational commitment (Youssef & Luthans, 2007). Fisher recommends that organizations that wish to improve happiness at work provide recognition to employees (Fisher, 2010). Therefore, by simply praising employees, you can increase happiness and gain organizational commitment.

A meta-analysis done on employee work perceptions found a strong relationship between employees' global satisfaction with a company and feeling recognized (Harter et al., 2010). The importance of feeling appreciated cannot be understated for an employee. In an article that discussed the correlation between job satisfaction and market value, 12 questions were linked as predictors for high employee satisfaction, retention, productivity, profitability, and high customer satisfaction, and among them was; "In the last seven days, have I received recognition or praise for good work?" (Tobias, 2000, p. 101). Apparently, employers will also greatly benefit from giving their employees a sense of appreciation.

A significant correlation was found between work motivation and satisfaction with reward and recognition and impact on employee motivation (Danish & Usman, 2010). Therefore, if recognition is increased, motivation is increased.

According to Danish and Usman (2010), if motivation is increased, so is performance and the best performance was found with committed employees and was achieved only through employee motivation. Organizational commitment increases employee performance, enhances loyalty to the organization, reduces stress and promotes happiness at work (Sadoughi, & Ebrahimi, 2015).

Employee turnover and lack of employee retention adversely affects an organization (Eseme Gberevbie, 2010). First, let us look at what we know impacts employee retention. Recently, a study examining bullying found that both job engagement and satisfaction hindered employee turnover (Trepanier et al., 2015). Therefore, even under less than favorable circumstances, if one is happy at work, one would be more inclined to stay. Happiness affects one's perception, interpretation, and appraisals of organizational environment and to maximize this, organizations should create respectful and supportive organizational culture (Fisher, 2009). The main reason skilled employees leave organizations are due to poor relations with managers, lack of appreciation, recognition and rewards, and lack of connectedness within the organization

(Muteswa & Ortlepp, 2011). Organizational culture, especially environment and a sense of appreciation are more prominent indicators of employee retention. Compensation and benefit packages may also be indicators of employee retention, but work environment and culture likewise have a great bearing on whether or not an employee remains with an organization (Lesabe & Nkosi, 2007).

Employee happiness is our primary concern for many reasons. Employee happiness may promote health since positive emotions may be linked to preventing disease and illness (Fredrickson, 1998). Also, according to Lyubomirsky et al. (2005), happy people are successful and flourishing people.

Employers benefit from employee happiness from greater performance and productivity (Fisher, 2010). Happy people are more productive; therefore, organizations can benefit by improving work environments and facilitating unhappy employees to become happier (Zelenski, 2008). The happier and more positive toward their organization an employee is, the greater the quality of customer service (Harter et al., 2010). Happy employees are more likely to produce long-term organizational success and sustain high performance over time and deliver key results (Kerns, 2010). Boehm and Lyubomirsky (2008) found that happy employees outperform unhappy employees.

Nonetheless, organizations can improve employee happiness. A New Zealand study examined an employer's proactive steps to improve work conditions:

Three organization-wide surveys were conducted over a 3-year period within the New Zealand Customs Service to determine the influence of perceived job conditions on individual and organizational health outcomes. Staff retention and employee satisfaction significantly improved over time and these increases were attributable to workplace improvements. Stable predictors of job satisfaction included minor daily stressors, positive work experiences, job control, and perceived supervisor support (Mansell et al., 2006, p. 84).

Most of those predictors could be classified as organizational culture, subsequently confirming that organizations can improve their employee happiness by changing their culture. Moreover, improve their service quality. The importance for employers to improve their employee happiness cannot be stated enough.

Happiness at the workplace is crucial for improving productivity in any organization. Happy people are productive people while those people who are unhappy may not pay full attention to any task. Some scholars believe that organizations which are able to maintain long-term happiness at the workplace could probably increase and sustain productivity. Therefore, they should know what factors could affect employee happiness in order to effectively enhance happiness at the workplace (Wesarat et al., 2015, p.78).

Based on the aforementioned studies, happiness at work is important for both employers and employees alike, but more significantly, has proven to be attainable through minor adjustments to the various aspects that make up an organization. Many, such as praise, cost very little, but can help foster commitment towards an organization, and in turn, enrich the quality of an employee's life. It also stands to reason that a happy person will be far more likely to remain with an organization than an unhappy person. Work adds focus and purpose, sense of belonging to a group, which helps people construct their social identity (Myers & Diener, 1995).

**Research and Methodology**

*Participants*

There were 59 respondents, inclusive of 29 workers (49% of participants) and 30 leaders and managers (51% of participants) at faith-based higher education institutions in the United States. A randomized sample of about 3300 of e-mail participants were identified and invited to participate through Survey Monkey. 68 responded of which only 59 were deemed usable. This yielded a two percent response rate.

*Instruments*

These data were taken from a larger study as investigated by Michael J. Rubino (2012) entitled, "Descriptions of Organizational Servant Leadership Practices, Job Satisfaction, and Organizational Commitment at Faith-Based Higher Education Institutions." This study was conducted in 2011-2012 at Dowling College in Oakdale, New York. Rubino (2012) surveyed leaders, managers and workers at faith-based higher education institutions in the United States. All 84 items pertaining to Rubino's Organizational Leadership Assessment (OLA) survey were considered for this study. A 5-point Likert Scale (1 Strongly Disagree, 2 Disagree, 3 Undecided, 4 Agree, 5 Strongly Agree) survey was administered to participants.

*Methods*

A quantitative study using descriptive statistics was conducted for this study. After defining organizational culture, the researchers selected the items from Rubino's (2012) survey that measures organizational culture. All 84 items pertaining to Rubino's Organizational Leadership Assessment (OLA) survey were considered for this study but only the items in **Table 1** were used for this study. Additionally, this study examined people who were "happy" at work as compared to "unhappy" at work and its relationship to organizational culture. The dependent variable (Instrument of Survey Questionnaire) was Item 79 suggested by Maria Pepey (personal communication) "I would be very happy to spend the rest of my career with this organization" (Rubino, 2012, p. 84). Participants who were unhappy were taken from all who answered 1 (strongly disagree) and 2 (disagree) on the survey. Participants who were happy answered 4 (agree) and 5 (strongly agree) on the survey.

### Results

How organizational culture differentiates between happy and unhappy employees at faith-based higher education institutions in the United States was determined. A factor analysis was performed to evaluate the items seeking underlying unobservable items that are reflected in the organizational culture variable. After selecting the items that best fit our organizational culture concepts, the reliability was 92.8% (**Table 2**). Out of 84 items, 16 items were selected since they met the definition of the variables used in this study which were organizational culture which also include happiness, trust, and sense of appreciation (Zak, 2017; Gibson et al., 2020).

**Table 3** displays an item analysis before the t-test which was normally distributed for both variables.

An independent-sample t-test (**Table 4**) and descriptive statistics were conducted. An independent-sample

**Table 1**

*Organizational Culture*

| Item Number | Dependent Variable |
| --- | --- |
| 1 | Trust each other |
| 3 | Non-judgmental |
| 4 | Respect each other |
| 6 | Maintain high ethical standards |
| 8 | Value differences in culture, race & ethnicity |
| 9 | Are caring & compassionate towards each other |
| 10 | Demonstrate high integrity & honesty |
| 11 | Are trustworthy |
| 12 | Relate well to each other |
| 15 | Are aware of the needs of others |
| 48 | Are humble—they do not promote themselves |
| 56 | I am working at a high level of productivity |
| 58 | I feel good about my contribution to the organization |
| 60 | My job is important to the success of the organization |
| 64 | I am able to be creative in my job |
| 66 | I am able to use my best gifts and abilities in my job |

*Note.* All Items from Rubino's dissertation

**Table 2**

*Reliability*

| Reliability Statistics | Cronbach's Alpha | Number of Items |
| --- | --- | --- |
| | .928 | 16 |

t-test was conducted to evaluate the hypothesis that organizational culture in faith-based higher education institutions differs between happy employees and unhappy employees. The test was highly statistically significant, p= 0.00. However, happy employees unanimously responded to most items. Therefore, happy people were more likely to be more consistent. Organizational culture scores were higher for happy employees (M = 76.48, SD = 9.56), than unhappy employees (M = 58.22, SD = 15.30). The 95% confidence interval for the difference in means ranged from -26.42 to -9.88. The reliability was 92.8% (**Table 4**). Descriptive statistics were conducted using an item-by-item analysis (**Table 3**).

**Table 3**

*Item Analysis*

| Item Number | Dependent Variable | n | M | SD |
|---|---|---|---|---|
| 1 | Trust each other | 59 | 3.86. | .89 |
| 3 | Non-judgmental | 59 | 3.42 | 1.14 |
| 4 | Respect each other | 59 | 4.00 | .80 |
| 6 | Maintain high ethical standards | 59 | 4.13 | .95 |
| 8 | Value differences in culture, race & ethnicity | 59 | 4.18 | .88 |
| 9 | Are caring & compassionate towards each other | 59 | 4.10 | .84 |
| 10 | Demonstrate high integrity & honesty | 59 | 4.22 | .85 |
| 11 | Are trustworthy | 59 | 4.15 | .86 |
| 12 | Relate well to each other | 59 | 3.79 | .84 |
| 15 | Are aware of the needs of others | 59 | 3.81 | 1.02 |
| 48 | Are humble—they do not promote themselves | 59 | 3.62 | 1.15 |
| 56 | I am working at a high level of productivity | 59 | 4.06 | .63 |
| 58 | I feel good about my contribution to the organization | 59 | 4.13 | .73 |
| 60 | My job is important to the success of the organization | 59 | 4.10 | .90 |
| 64 | I am able to be creative in my job | 59 | 4.13 | .77 |
| 66 | I am able to use my best gifts and abilities in my job | 59 | 4.01 | .99 |

*Note.* All Items from Rubino's dissertation. Before *t*-test, normal distribution was tested and both variables were normally distributed.

**Table 4**

*Organizational Culture on Employee Happiness*

| Q 79 Happy/unhappy | n | M | SD | SEM | *t* | *df* | *p* |
|---|---|---|---|---|---|---|---|
| Organizational Culture | | | | | | | |
| 1. Unhappy at work | 18 | 58.33 | 15.30 | 3.61 | -4.52 | 25.33 | 0.00 |
| 2. Happy at work | 29 | 76.48 | 9.56 | 1.78 | | | |

Happy employees only disagree 3.4% to 10.3% for the rest of the statements of organizational culture, whereas unhappy employees went from 11% to 67% of disagreement found in **Table 5**. The highest level of disagreement (disagree plus strongly disagree) is the statement of their colleagues being "non-judgmental," this has a 66.7% of disagreement (disagree plus strongly disagree) from unhappy employees versus only 6.9% for happy employees (**Table 5**). Unhappy employees are in disagreement (disagree and strongly disagree) with the statement "leaders are humble - they do not promote themselves" by 50%. 38.9% of unhappy employees disagree with the statement "are aware of the needs of others" and 33.3% disagree with the statement "trust each other." Therefore, unhappy employees not only had the highest number of discrepancies between all items but also the greatest disparity between those items.

This shows how unhappy employees expressed discontent in their responses as shown in **Table 5**.

However, according to **Table 5**, all happy employees unanimously agree with most of the statements like "respect each other," "maintain high ethical standards," "value differences in culture, race and ethnicity," "are caring and compassionate towards each other," "demonstrate high integrity and honesty," "I am working at a high level of productivity," "I feel good about my contribution to the organization," "My job is important to the success of the organization," and "I am able to be creative in my job." Unhappy employees disagreed by about 20% to the following statements; "respect each other," "maintain high ethical standards," "value differences in culture, race, and ethnicity," "are caring and compassionate towards each other," "demonstrate high integrity

**Table 5**

*Organizational Culture Item Frequency Analysis: Differences Between Happy and Unhappy Groups*

| Item Number | Dependent Variable | Unhappy Strongly Disagree and Disagree | Happy Strongly agree and Agree |
|---|---|---|---|
| 1 | Trust each other | 33.3% | 6.9% |
| 3 | Non-judgmental | 66.7% | 6.9% |
| 4 | Respect each other | 22.2% | 0% |
| 6 | Maintain high ethical standards | 22.2% | 0% |
| 8 | Value differences in culture, race & ethnicity | 22.2% | 0% |
| 9 | Are caring & compassionate towards each other | 16.7% | 0% |
| 10 | Demonstrate high integrity & honesty | 22.2% | 0% |
| 11 | Are trustworthy | 27.8% | 0% |
| 12 | Relate well to each other | 27.8% | 6.9% |
| 15 | Are aware of the needs of others | 38.9% | 6.9% |
| 48 | Are humble—they do not promote themselves | 50% | 10.3% |
| 56 | I am working at a high level of productivity | 5.6% | 0% |
| 58 | I feel good about my contribution to the organization | 11.1% | 0% |
| 60 | My job is important to the success of the organization | 16.7% | 0% |
| 64 | I am able to be creative in my job | 16.7% | 0% |
| 66 | I am able to use my best gifts and abilities in my job | 27.8% | 3.4% |

*Note.* All Items from Rubino's dissertation

and honesty," "are trustworthy," "relate well to each other," "my job is important to the success of the organization." "I am able to be creative in my job," and "I am able to use my best gifts and abilities in my job." Their consistency demonstrates a high level of agreeability among happy employees which was not prevalent in unhappy employees. Thus, suggesting that happy employees are more prone to displaying solidarity in their responses. Whereas, unhappy employees displayed profound amounts of discontent.

## Conclusion

Employee happiness is a primary concern for many reasons. First of all, happier people have been shown to be psychologically healthier than unhappy people (Fredrickson, 2001; Pressman & Cohen, 2005). Happiness at work also impacts our physical health (Frederickson, 1998). On average, happy employees are more financially successful than unhappy employees (Cohn et al., 2009). Notably, happy employees are, overall, more successful than unhappy employees (Lyubomirsky et al., 2005). Their job and its organizational culture satisfies them, not only on a work-related level but also on a social level, where positive interactions with coworkers often manifest into friendships, create a team mentality, and increase their sense of community and sense of belonging (Hammell, 2014; Jacob et al., 2008; Kittipichai et al., 2014; Meyers & Diener, 1995).

Organizational culture and employee happiness are of utmost importance to the company too, because of the symbiotic nature of the employee/employer relationship. Studies have found that happier employees are more motivated and outperform unhappy employees (Danish & Usman, 2010). Happier employees demonstrate a higher quality of customer service, which increases customer loyalty, and positively impacts a company's financial performance (Harter et al., 2010). Happier employees are likewise more likely to stay with a company (Harter et al., 2010; Jacob et al., 2008; Lok & Crawford, 2003). A happy employee's positive outlook also shapes the organizational culture of a company by helping to provide a more pleasant work environment. In short, the happiness of an employee can affect the business's success. This alone is reason enough to merit more research on how to achieve a positive organizational culture that increases employee happiness at work.

The results indicate that unhappy employees have the highest disagreement in statements such as "coworkers being nonjudgmental" (676.7%), "leaders are aware of the needs of others" (38%), and "leaders are humble and do not promote themselves" (50%). These findings are similar to the findings in other studies that have found both supervisor and coworker support and relationships predict employee happiness (Jacob et al., 2008; Kittipichai et al., 2014; and Lok & Crawford, 2003).

Overall, the happiness of a single employee has a wide-ranging reach. It can either positively or negatively affect many people, including the family of that particular employee (Rodriguez-Munoz et al., 2013). Furthermore, most of our lives are spent at work (Muchinsky, 2000). Therefore, when we take into account the endless hours we spend at work and work-related activities, it is imperative that we are as happy as we can be at work to improve our overall well-being.

## Limitations

Since the data collected were self-reported, there exists a possibility of response bias. Despite this limitation of collecting self-reported data, behavioral or experimental data on happiness would not be practical or even a viable solution.

## Recommendations for Future Research

Gender was not examined in this study. However, gender differences have been found when examining employee happiness while examining financial and nonfinancial variables that impact happiness especially with trust (Helliwell & Huanng, 2011). Therefore, future research should examine gender differences in employee happiness using the variables in this study. Furthermore, studies should be done in non-faith-based institutions in higher education to compare to this faith-based study. Studies examining other levels of schooling such as elementary school, middle school, and high school can be conducted, as well as examining both faith-based and non-faith based elementary, middle school, and high school.

## Recommendations to the World

Although organizational culture has been found to affect employee happiness, more research should be done on the other variables that affect employee happiness since happiness has been proven to improve business.

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