

**SUBJECTIVE WELL-BEING AND ITS CORRELATION WITH  
HAPPINESS AT WORK AND QUALITY OF WORK LIFE: AN  
ORGANIZATIONAL VISION****Mendoza-Ocasal, D., Navarro, E., Ramírez, J., García-Tirado, J.\***

**Abstract:** Global economic changes have had an impact on working life. The crises faced by organizations affect people's lives. Understanding the relationship between quality of work life and happiness is necessary for companies because the relationship between the world of work and the subjective well-being of people will help organizations design strategies that allow them to succeed. For this reason, this research aims to analyze the factors that affect subjective well-being in the workplace and their importance for business management. The article highlights the most relevant variables related to subjective well-being and its influence on the management of human talent in organizations. The study is of a positivist, explanatory, transactional and non-experimental type. A Likert-type ordinal scale questionnaire was used as an instrument, with five response options and a reliability of 0.895. Principal component analysis (factor analysis) was used as a statistical tool. The results show that there are two factors that group a series of variables, which correlate and explain the perception of quality of life and workplace happiness in a group of 302 workers. Component 1 represents the motivational or intrinsic factors, and component 2 represents the maintenance or organizational factor. In the correlation carried out, it is evident that significant loadings are present, both in the organizational component and in component 1 of motivators, thus explaining that 67.4% of the management of quality of life and workplace happiness is determined by this component. This suggests a link between both factors, mediated by individuals, contributing to the perception of workplace happiness and quality of life. Likewise, it is observed that employees assign greater value to component 2 when it is integrated with quality of work life. Regarding workplace happiness, employees give greater relevance to component 1 or motivators. It is concluded that in the context of the company studied, well-being at work is determined by the quality of work life, and this, in turn, is provided by component 2.

**Key words:** workplace happiness, happiness at work, organization.

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## Introduction

Quality of work life and workplace happiness are essential aspects of business management. For a decade, organizations have been implementing strategies to promote work environments that promote workplace happiness. However, two years ago, due to the COVID 19 pandemic (Toshniwal and Narendran, 2020; Kawalya et al., 2021; Belas et al., 2022; Sudibjo and Manihuruk, 2022), people had to make drastic changes in their personal and work life. Globally, there was an increase of employees working from home (Belzunegui-Eraso and Erro-Garcés, 2020), and thousands of new jobs appeared; despite this, hundreds of thousands also disappeared. Many companies faced an unprecedented crisis; this and other situations, such as isolation, health problems, and death of family and friends, as well as the impossibility of physical contact outside the family nucleus, increased by 27% the problems related to the mental health of workers, according to a study by the World Health Organization WHO (2021). The report showed a significant increase in mental pathologies, such as major depression and generalized anxiety disorder. On the other hand, the World Economic Forum "Davos" (2022) pointed out that the increase in mental health problems is among the top 6 issues that governments and companies worldwide must address. According to Davos 2022, mental health has a "serious" impact on well-being, cohesion, and labour productivity.

For decades, organizations have been facing a major challenge: to provide the ideal conditions to improve the quality of work life and workplace happiness for their employees. For this reason, companies, through their human talent areas, seek to promote personal and family well-being through various strategies, including plans and programs such as work flexibility, incentives and economic benefits, emotional salary, recreational sports activities, and health promotion. With these activities, human talent areas seek to generate a balance between the personal and work life of workers (Salas-Vallina and Alegre, 2021).

Analyzing the concepts of quality of work life and workplace happiness, it is necessary to identify the factors or elements influencing people to achieve job satisfaction. In this way, we will be able to understand their importance for the strategic management of human talent in companies (Franke and Nadler, 2021). Strategic management aims to achieve a specific purpose. Organizations' main objective is to be profitable and sustainable over time, to grow and position themselves in the global market effectively and efficiently. These goals are achieved by organizations through talent management people. Hence, the importance of knowing these components that favor the quality of work life and workplace happiness (Rubio-Andrés et al., 2021).

This research will review how the factors of the organization, component 2, and the motivational or intrinsic factors of individuals, component 1, are related. This relationship between the study variables was done through factor analysis to determine which factors influence well-being at work. When organizations can identify the real needs of their collaborators, they will be able to create strategies that favor the quality of work life of their employees, based on the creation of

personalized work wellness programs, in accordance with the climate and culture of the organizations. In this way, multiple benefits can be obtained for the organization because the investments made in these programs will be in accordance with the specific needs of its employees, thus generating a greater perception of workplace happiness, while the company will be able to optimize the resources allocated to these programs, achieving a greater impact on the quality of work life of its employees (Gray et al., 2019; Rahaman and Uddin, 2022).

In this sense, the research presents its motivation in the generation of scientific knowledge around the activities framed to improve the conditions. All this, within the work area from a managerial vision and understanding of the quality of life as a key factor in the success of exercising effective leadership in organizations.

According to Deloitte (2022), global organizational trends focus on strengthening the strategic direction of human talent, through brand positioning, as an important element for retaining human talent. From this perspective, it is understood that the employee is the internal customer and that his or her perception is significant for the company. In this way, it can be seen as an organization that promotes quality of work life and workplace happiness. These job satisfaction indicators generate a strong organizational culture and allow strategies that promote values with ethical principles, commitment and responsibility. These aspects are key elements for the strategic management of human talent because organizations need to generate a sense of belonging in their collaborators to achieve a greater commitment and alignment of the worker with the achievement of organizational goals.

The strategic management of human talent has become a strategic partner of organizations. For this reason, human talent areas are responsible for promoting the quality of work life through creating policies in line with the well-being of people. These policies seek to strengthen work environments, promoting organizational happiness. An example of this is the creation of the "Great Place to Work" certification, which measures the valuation of the work environment. According to this consulting firm, the companies with the highest scores are considered the best places to work; this ranking generates a favorable image for the winning companies and becomes a factor of social success for the organizations, thus attracting highly qualified labour and loyalty of current human capital (Martínez and Morilla, 2019). However, there are many organizations globally that do not have wellness programs. Those that do have them in place do not have employee perception studies, which means that human talent managers often do not understand the needs of employees with respect to their quality of work and happiness at work. This type of situation occurs because organizations focus on competitiveness and sustainability strategies, focus on the global market, and are unaware of what is happening inside their organizations. A bad work environment, coupled with a lack of balance between personal and work life, generates high rates of dissatisfaction among employees, causing high turnover and talent drain.

According to the OECD (2022), the quality of work life in Colombia has been affected by factors such as high unemployment and precarious working conditions,

including very long shifts with low wages. According to the OECD report, Colombia has the lowest quality of work life at the regional level. This factor influences people to find it challenging to balance their work life with their personal life and to have little time for leisure activities. Hence, the importance of this type of research allows glimpsing the need for organizations to improve the working conditions of their employees.

According to Burger et al., (2021), subjective well-being is the cognitive and emotional perception of people's lives in all facets. This research will focus on conducting a factor analysis of the factors that affect the perception of quality of work life and workplace happiness in the business environment. The BS, in the work environment, refers to the perceptions of employees regarding their quality of work life, taking into account aspects of the organization such as having an interesting job with multiple rewards in equity and good physical, social and environmental conditions. For this reason, the quality of work life depends on extrinsic and intrinsic elements of the company, such as the needs of the individual as satisfaction, achievement orientation and socioemotional and cognitive aspects specific to the worker.

When employees perceive job dissatisfaction and feel emotions of anger and frustration or fear, they have high levels of stress and a low level of subjective well-being (Figueiredo-Ferraz et al., 2012). This means that their emotional stability can be significantly affected, resulting in high stress, anxiety and emotional exhaustion. By experiencing lower well-being at work, labour productivity can be reduced. This, and other factors, could influence poor decision-making and a greater propensity to absenteeism.

Employees' perception of workplace happiness in the development of the organization and the positive attitudes they present towards work are determined by their perception of work (Dávila and Jiménez, 2014). People's evaluation of their work is critical because work is considered a means of satisfying immediate needs and socialization, which influences the mental health of individuals. Hence, there is a need to conduct a correlational analysis of subjective well-being. According to the data obtained in this research, it is necessary to delve deeper into the study variables for their understanding and analysis, in the light of the results obtained in this research, to know the existing correlation.

In the approach of theoretical elements such as Bifactor Theory, for Herzberg (1969), the factors affecting job attitudes, according to data collected in 12 studies conducted on a sample of 1685 employees, were asked about what events in their jobs had produced extreme satisfaction or dissatisfaction. The results indicate that motivational factors (81% of satisfaction factors) were the main cause of satisfaction, and hygiene factors (69% of dissatisfaction factors) were the main cause of unhappiness at work. The job enrichment approach was taken up by the socio-technical work system, which integrates a collective vision of work and a notion of interrelations (within a work group and with the rest of the organization). With this systemic approach to organizations and the new management, the inadequacy of the

psychological analysis, which considers the individual at work without taking into account structural relations (labour relations) and power relations (organizational environment, type of supervision, work organization, organizational culture, etc.), is raised.

On the other hand, talking about workplace happiness represents a significant change from the traditional conception that work is a kind of punishment that prevents from devoting it to what really makes workers happy. However, whether we call it happiness at work or well-being at work, the fact is that happiness in life can hardly be achieved if it is not attained at work (Mendoza-Ocasal et al., 2021).

For Seligman (2011), there are 5 elements that promote workplace happiness; these are positive emotions, which help to have a better perception of life and work, positive relationships as social beings; it is necessary to develop good interpersonal relationships, to achieve good team results we need to communicate properly with people at work, the commitment necessary to meet the challenges of companies and loyalty of employees, achievement orientation, important for self-motivation necessary in labor productivity and the meaning or purpose that aims to develop personal and organizational goals necessary to achieve success (Mendoza-Ocasal et al., 2021). This analytical process allows the development of this research article aimed at analyzing the factors that affect subjective well-being in the workplace and its importance for business management.

### **Research Materials and Method**

The positivist research method allows analysing of events in the social world. This, through the general formulation of the observed phenomena, allows scientific knowledge. Therefore, this research is based on the quantitative method since knowledge comes from the observable; it is objective. From this perspective, phenomena are measurable and provide statistics. In this way, they can be investigated and contribute to scientific development.

The population to whom the study will be carried out corresponds to 900 workers of a university in the city of Barranquilla, among the positions hired by the institution. A simple random sample was taken for the present investigation of 302 workers, conformed as follows: (14) area director, equivalent to 5% of the sample; (37) General Services, equivalent to 12% of the sample; (108) Administrative or service assistants, being 36% of the sample and (143) Professors, equivalent to 47% of the sample.

Regarding data collection, the questionnaire proposed for the collection is intended to obtain answers about the problem under study. Initially, it was a questionnaire to analyze the quality of work life and psycho-affective factors at work. This instrument was validated by Luna and Oviedo-Trespalacios (2013), who designed a tool to evaluate the perception of safety at work in a sample of 518 employees from different companies in the manufacturing sector of the Colombian Caribbean region. In addition, the proposal made by Spector (1994) was taken into account. The questionnaire was adapted in order to achieve the objective outlined in the research,

called the 'Questionnaire of quality of work life, job satisfaction and happiness at work'.

The questionnaire was organized into three sections following a logical order according to the research categories. In the first section, a total of 53 questions highly related to the quality of work-life category were grouped. Next, a second section presents a group of 25 questions related to the category of happiness at work. Finally, the third section contains seven questions containing specific aspects of the job satisfaction category.

The questions presented in the questionnaire were directed towards the scope and achievement of the research objectives and were closed-ended with multiple responses to identify the degree of agreement or satisfaction with them. The response options for the first and second sections correspond to the following items: Totally disagree (TD), Disagree (D), Agree (A) and Totally agree (TA). While in the third section, the response options are Totally dissatisfied (TI), Dissatisfied (I), Satisfied (S) and Totally satisfied (TS).

In this sense, factor analysis is applied, which attempts to identify underlying variables, or factors, that explain the configuration of correlations within a set of observed variables.

To determine the reliability of the instrument, Cronbach's alpha was used, yielding an index of 0.895 on 9 items, which shows consistency in the results. In addition, it was subjected to content validation by three experts in health sciences research. In order to achieve the proposed objective, the multivariate statistical technique of Confirmatory Factor Analysis (CFA), widely used in previous studies on Subjective Well-being, was used. Data analysis was performed using Statistical Package for the Social Sciences (SPSS) version 27.0.

The multiple correlation coefficient was used to evaluate the goodness of fit of the data obtained to the model. Table 1 shows that the determinant is close to zero (0), indicating a linear relationship between the dimensions that make up Subjective Well-being. In this sense, the validity of factor analysis as a multivariate statistical tool to represent the existing relationships between the variables under study is demonstrated (Ferrando and Anguiano, 2010).

**Table 1. Correlation matrix**

Dimensio ns	1	2	3	4	5	6	7	8	9
Work environme nt	1	0,63**	0,52**	0,57**	0,5**	0,45**	0,41**	0,34**	0,48**
Organizati on	0,63**	1	0,54**	0,46**	0,49**	0,4**	0,416**	0,40**	0,46**
Single indicator	0,52**	0,54**	1	0,34**	0,59**	0,49**	0,53**	0,44**	0,51**
Social and working environme nt	0,58**	0,46**	0,34**	1	0,37**	0,37**	0,31**	0,28**	0,41**
Positive emotions	0,50**	0,49**	0,59**	0,37**	1	0,64**	0,71**	0,51**	0,67**
Meaning	0,46**	0,4**	0,49**	0,37**	0,64**	1	0,64**	0,44**	0,67**
Committ ment	0,41**	0,41**	0,53**	0,31**	0,71**	0,64**	1	0,63**	0,63**
Achievem ent orientatio n	0,34**	0,41**	0,44**	0,28**	0,51**	0,44**	0,64**	1	0,46**
Positive relations	0,49**	0,46**	0,51**	0,41**	0,67**	0,67**	0,63**	0,46**	1

Determinant = ,008; Score: \*\* p <0,01

Likewise, it was possible to establish through significance, Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) index (p-value: 0.0) that the dimensions of Subjective Well-being are correlated in the population. Furthermore, employing the KMO index (0.726), the substantial strength of this relationship was demonstrated, eliminating the influence that other variables might have (Ferrando and Anguiano, 2010) (Table 2).

**Table 2. KMO and Bartlett's Test**

Kaiser-Meyer-Olkin measure of sampling adequacy	Bartlett's test for sphericity	
	0,726	Chi-squared
GI		36
Sig.		0

Finally, Principal Component Analysis (PCA) was used during the model estimation procedure. However, it was not possible to construct, in the light of the theory, coherent interpretations of the factor loadings of the initial solution (canonical form).

For this reason, it was decided to perform rotations through the Varimax Method with Kaiser normalization (Ferrando and Anguiano, 2010).

### Research Results

Table 3 shows the distribution of the employees of a university in Barranquilla, Colombia. The current position level was taken as a reference for identifying this characteristic. In this sense, it is observed that 47.3% are Professors, and 35.7% are Administrative Assistants. The results were obtained through a questionnaire adapted from a quality of life questionnaire by Spector (1994) to achieve the objective outlined in the research, being called Questionnaire of quality of work life, job satisfaction and workplace happiness, allowing the analysis of the data considering these conditions.

**Table 3. Distribution of the sample by size**

Size	Frequency	Percentage (%)	Cumulative percentage (%)
Administrative or Service Assistants	108	35,7	35,7
Area Managers	14	4,60	40,3
Professors	143	47,3	87,6
General services	37	12,4	100
Total	302	100	

Table 4 shows the descriptive statistics of Subjective Well-being. It is observed that the highest response averages are located in the dimensions of quality of work life. Segurado and Agulló (2002) refer that the perspective of the quality of life of the work environment pursues the objective of improving the quality of life through the achievement of organizational interests. In addition, it is evident that in all the evaluated groups, the perception of quality of life is positively the emotional aspect, the most important with 3.47, followed by positive relationships with 3.37, commitment with 3.35 meanings with 3.33 and organization with 3.31. These results show that subjective well-being is determined by intrinsic aspects related to workers' cognitive and emotional aspects, which demonstrates the need to promote these factors to generate a perception of quality of work life.



**Table 4. Descriptive statistics**

Dimensions	Average	Standard deviation
Work environment	3,22	0,686
Organization	3,31	0,697
Individual indicator	3,56	0,542
Social and work environment	3,04	0,748
Positive emotions	3,47	0,603
Meaning	3,33	0,638
Commitment	3,35	0,596
Achievement orientation	3,24	0,577
Positive relations	3,37	0,659

The results of the model indicate that the first factor is mainly constituted by the dimensions that make up workplace happiness, which explains 46.76% of Subjective Well-being (Table 5). On the other hand, it is observed that, within this factor, the highest loadings correspond to commitment (0.878) and positive emotions (0.791). Furthermore, considering that these dimensions of workplace happiness are carried out by individuals, it is striking that the individual indicator dimension is linked, with a factor loading of 0.575 (Table 6). The above is consistent with the approaches that support the importance of Quality of life and workplace happiness in the perception of the subjective well-being of workers.

From this correlational analysis of subjective well-being, it can be deduced that organizations should focus their administrative management on knowing the perception of subjective well-being of their collaborators and work teams to carry out strategic management that enhances the commitment of employees to the institution so that they feel satisfied with their quality of working life. In this order of ideas, a factor load of 0.758 in the dimension of meaning in workplace happiness indicates that people need to understand their mission in the organization.

This factor analysis has allowed us to understand that the individual or intrinsic factor is the most important when talking about subjective well-being because it is related to the perception of employees, represented in the quality of life and workplace happiness. The components of these variables are closely related to three aspects: commitment, achievement orientation and positive relationships. These results confirm the position of workers with respect to the organization, hence the importance for human talent areas to evaluate these aspects that are connected to the work climate and labour productivity (Salas et al., 2013).

The second component represents the quality of life factors and explains 16.14% of the variance of Subjective Well-being (Table 5). The factor loading with the greatest weight is located in the Work Environment (0.829). Segurado and Agulló (2002) refer that the perspective of the quality of life in the work environment pursues the objective of improving the quality of life through the achievement of organizational interests. For Fernández (2015) "Degree of personal and professional satisfaction in the performance of the job and in the work environment, which is given by a certain type of leadership and management, working conditions, compensation, attraction

and interest in the activities performed and level of achievement and individual and team self-development", hence the importance of the environmental aspects of work in the positive or negative perception of the quality of work life and workplace happiness.

The second factorial loading is represented by the socio-labour environment (0.803), whose result refers to Quality of life, health and well-being of workers, living conditions, preretirement, lifestyle, sociodemographic variables, socio-economic factors: employment policies, job security and stability, prevention of occupational hazards. It is in line with the study of Segurado and Agulló (2002).

The correlational analysis shows that the organization with a factorial weight of 0.745 also has relevant incidents within the quality of life factors, which is consistent with the study of Robbins (1989). Quality of work life is the process through which an organization responds to the needs of its employees by developing mechanisms that allow them to participate fully in the decision-making process of their working lives. It shows that work environment, organization, structure, culture, process and policies influence the perception of workplace happiness and quality of work life, and explain most of the variance (62.9%) of Subjective Well-being within the factorial model (Table 5). These findings can be explained, at least tentatively, if two propositions are accepted: first, that these dimensions are integrated through a common element: individuals, who are the source of human capital generation in the organization, and second, that the organizational learning factor is complemented when the organization has managed to develop individual, collective and organizational learning and, in addition, manages to recognize the value generated by its human capital.

**Table 5. Factor analysis of work environment quality**

Dimensions	Factor 1: Workplace happiness	Factor 2: Quality of life	Community
Work environment		0,829	0,772
Organization		0,745	0,666
Individual indicator	0,575		0,561
Social and work environment		0,803	0,664
Positive emotions	0,791		0,738
Meaning	0,758		0,654
Commitment	0,878		0,799
Achievement orientation	0,724		0,547
Positive relations	0,737		0,671

## Discussions

Strategic human resources management consists of defining how organizational objectives will be achieved through people management. Human talent management should be an area that designs effective strategies, through a deep knowledge of employees' perception of their subjective well-being (Jiang and Messersmith, 2018).

According to the correlational analysis carried out in this research, it can be concluded that quality of work life and workplace happiness are determining factors to generate commitment, achievement orientation and positive emotions. An organization whose social and work environment promotes a good experience for employees, which is concerned about creating comfortable spaces, and promotes a work environment characterized by fair policies, is perceived by employees as an element that contributes significantly to the positive perception of the quality of work life (Adnan, 2019).

The results were classified into 2 categories, component 1 for the organizations and component 2, the intrinsic aspects of the individuals. The factors associated with component 1 have the highest score since the employees gave it a higher level of importance, while component 2 has a significant weight in the perception of workplace happiness. This factor is more focused on subjective personal aspects, such as the relationship of people with their work, the quality of interactions between employees and how they feel about these ties.

The Human Resources areas need to analyze the data to create strategies for managing people (Lorincová et al., 2018; Mendoza-Ocasal et al., 2021). Hence, the importance of this type of research is to provide information on the factors that most influence the well-being and motivation of people in the workplace. This correlational analysis was done through the application of an instrument created to know the perception of subjective well-being with its variable quality of work life and workplace happiness. The data obtained will allow the strategic management of human talent to use the information for the creation of strategic plans and programs to improve the performance and productivity of people concerning the goals of the organizations, aiming to obtain better levels of profitability, sustainability, and organizational (De Miranda et al., 2020).

This study contributes to existing theory by proposing an explanation of how the variables that make up subjective well-being in organizations interact and offers results on the most important aspects to promote quality of work life and happiness. Besides, human resource practices are considered a package or system that collectively improves the skills and motivation of the workforce (Delery and Roumpi, 2017). The human capital pool is created, maintained and motivated through the use of multiple HR practices, which is likely to improve the overall effectiveness of the HR system (Jiang et al., 2012).

## **Conclusion**

The strategic management of human talent, seen from a factor analysis of subjective well-being, quality of life and workplace happiness, allows understanding of the importance of the management of organizations, understanding the perception of employees, and knowing which aspects give meaning to their work. Organizations in recent years are facing unprecedented economic, political, social, economic and environmental changes; how they can achieve progress, overcome obstacles and be competitive is to have committed employees willing to work towards companies'

strategic objectives. For companies' goals to be met, they need to understand the most important factors for the perception of employees' subjective well-being. In this way, they can strengthen policies and programs that promote the development of people. By generating a better quality of work life, the experience of workplace happiness is promoted, an element related to factor 1 that includes variables such as commitment, positive emotions, positive relationships, and meaning or purpose. These variables are important but not determinant in the correlation of subjective well-being because the work environment, policies, salary, types of contracts, leadership styles and the work structure have a relevant weight in the perception of quality of work life.

This type of study allows us to understand that there is no single key element in the positive perception of subjective well-being, which leads us to conclude that each organization should evaluate the subjective well-being within companies to determine the favorable or unfavorable factors that require attention, management and direction. Because management, to be strategic, needs to analyze the factors of effectiveness or satisfaction to achieve an increase in the productivity and efficiency of people within companies. Work is a fundamental element in the life of individuals, not only because it allows their livelihood and that of their families, but also because people need a work environment that generates interaction with others, hence the importance of promoting labour welfare programs that seek the quality of working life taking into account the factors that affect the subjective well-being of employees. In this way, it will be possible to reduce the indicators of absenteeism, work-related illnesses and high personnel turnover.

Finally, it can be concluded that the satisfaction of the intrinsic needs of employees, their autonomy, level of competence and interpersonal relationships at work are determining factors in achieving strategic management of human talent.

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## SUBIEKTYWNE SAMOPOCZUCIE I JEGO ZWIĄZEK Z ZADOWOLENIEM Z PRACY I JAKOŚCIĄ ŻYCIA PRACY: WIZJA ORGANIZACYJNA

**Streszczenie:** Globalne zmiany gospodarcze mają wpływ na życie zawodowe. Kryzysy, z jakimi borykają się organizacje, wpływają na życie ludzi. Zrozumienie związku między jakością życia zawodowego a szczęściem jest niezbędne dla firm, ponieważ związek między światem pracy a subiektywnym dobrostanem ludzi pomoże organizacjom zaprojektować strategię, które pozwolą im odnieść sukces. Z tego powodu niniejsze badania mają na celu analizę czynników wpływających na subiektywne samopoczucie w miejscu pracy oraz określenie ich znaczenia dla zarządzania przedsiębiorstwem. W artykule zwrócono uwagę na najważniejsze zmienne związane z subiektywnym dobrostanem i jego wpływem na zarządzanie talentami ludzkimi w organizacjach. Badanie ma charakter pozytywistyczny, wyjaśniający, transakcyjny i nieeksperymentalny. Jako narzędzie wykorzystano kwestionariusz, w którym posłużono się skalą porządkową Likerta, z pięcioma opcjami odpowiedzi i rzetelnością 0,895. Jako narzędzie statystyczne zastosowano analizę głównych składowych (analizę czynnikową). Wyniki pokazują, że istnieją dwa czynniki grupujące szereg zmiennych, które korelują i wyjaśniają postrzeganie jakości życia i szczęścia w miejscu pracy w grupie 302 pracowników. Komponent 1 reprezentuje czynniki motywacyjne lub wewnętrzne, a komponent 2 reprezentuje czynniki zachowawcze lub czynniki organizacyjne. Z przeprowadzonej korelacji wynika, że zarówno w komponencie organizacyjnym, jak i w komponencie 1 motywatorów występują istotne wartości, co

oznacza że 67,4% zarządzania jakością życia i szczęściem w miejscu pracy jest determinowane przez ten komponent. Sugeruje to związek między obydwoma czynnikami, w których pośredniczą jednostki, przyczyniając się do postrzegania szczęścia w miejscu pracy i jakości życia. Podobnie zaobserwowano, że pracownicy przypisują większą wartość komponentowi 2, gdy jest on zintegrowany z jakością życia zawodowego. Jeśli chodzi o szczęście w miejscu pracy, pracownicy przywiązują większe znaczenie komponentowi 1 lub motywatorom. Stwierdzono, że w kontekście badanej firmy dobrostan w pracy jest determinowany przez jakość życia zawodowego, a tę z kolei zapewnia komponent 2.

**Słowa kluczowe:** zadowolenie w miejscu pracy, szczęście w pracy, organizacja

### 主观幸福感及其与工作幸福感和工作生活质量的相关性：组织愿景

**摘要：**全球经济变化对工作生活产生了影响。组织面临的危机影响着人们的生活。公司有必要了解工作生活质量与幸福感之间的关系，因为工作环境与人们的主观幸福感之间的关系将有助于组织设计使他们成功的战略。为此，本研究旨在分析影响工作场所主观幸福感的因素及其对企业管理的重要性。本文重点介绍了与主观幸福感相关的最相关变量及其对组织人才管理的影响。该研究属于实证主义、解释性、交易性和非实验性类型。使用李克特式序数量表问卷作为工具，具有五个响应选项和 0.895 的可靠性。主成分分析（因子分析）被用作统计工具。结果表明，有两个因素将一系列变量组合在一起，这些变量关联并解释了一组 302 名工人对生活质量和工作场所幸福感的看法。成分 1 代表动机或内在因素，成分 2 代表维持或组织因素。在进行的关联中，很明显，在组织成分和激励因素的成分 1 中都存在显著的负载，从而解释了 67.4% 的生活质量和工作场所幸福感管理是由该成分决定的。这表明这两个因素之间存在联系，由个人调节，有助于感知工作场所的幸福感和生活质量。同样，据观察，当组件 2 与工作生活质量相结合时，员工会为组件 2 赋予更大的价值。关于工作场所的幸福感，员工更加重视成分 1 或激励因素。得出的结论是，在所研究的公司的背景下，工作幸福感取决于工作生活质量，而这反过来又由成分 2 提供

**关键词：**职场幸福感、工作幸福感、组织