# Chapter 17
# Happiness and Motivation in the Workplace:
## A Case Study

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## ABSTRACT

*This chapter aimed to understand the relationship between motivation and happiness at work through a comprehensive literature review applied to the case study in the SME. The research explored the importance of work by identifying factors which may influence employees. Topics such as working conditions and organizational climate were addressed to understand their impact on individuals and the organization. Organizational happiness and role-specific happiness were analyzed, identifying key factors affecting workers' happiness in each dimension along with some antecedents of happiness at work. The dimension of motivation was then discussed, highlighting motivational theories to understand their application to the subject. Subsequently, a quantitative methodology was adopted using a questionnaire with previously validated scales applied to a specific organization. The questionnaire was answered by 85% of employees. The results suggest that the company has happy and motivated employees. Furthermore, a positive and bidirectional relationship between motivation and happiness was evidenced.*

## INTRODUCTION

A significant portion of our lives is spent working; thus, it is crucial for employees to feel motivated and happy in their workplace. The perspective of Rego et al. (2009) highlights the central role of work in people's lives and happiness, providing essential material, social, psychological, and emotional resources for their needs. The pursuit of happy employees is not merely a benevolent aspiration but a strategic goal for organizations, as it is intrinsically linked to better performance and satisfaction in the work environment. In the complex and dynamic landscape of contemporary work environments, the relationship between employee happiness and motivation emerges as a critical dimension for organizational performance and individual well-being.

In this context, there is a need to create environments that promote overall well-being, trust, and the satisfaction of individual needs, while simultaneously encouraging group cooperation. The growing interest of companies in issues related to happiness at work reflects the understanding that satisfied employees are valuable assets. This chapter will analyze the factors which influence happiness in the organization, happiness at work, and motivation, examining how motivational factors are applied in the organizational context. The analysis of various motivational approaches and their impact on workers' happiness will help identify practices capable of promoting a more positive work environment.

With a deeper understanding of the relationship between the concepts of happiness and motivation, organizations can create more productive and satisfying work environments, which benefits both employees and the organization itself. Recognizing the current relevance and importance of the topic, this chapter aims to contribute to the understanding of the interconnection between happiness and motivation in the workplace.

Given the focus of this study, the following research objectives were defined:

- Understand the relationship between motivation and happiness.
- Study the factors that influence happiness at work and motivation within the organization.

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