

The effect of subjective well-being at work in successful organizational management

Diva Mendoza-Ocasal¹ , Evaristo Navarro¹ , Javier Ramírez^{2*} ,
Johny García-Tirado³ , Fabian Román⁴ 

¹Universidad de la Costa (Colombia)

²Corporación Universitaria Latinoamericana (Colombia)

³Corporación Universitaria Taller Cinco (Colombia)

⁴Universidad de Barcelona (Spain)

dmendoza32@cuc.edu.co, enavarro3@cuc.edu.co

**Corresponding author: jramirez07papers@gmail.com
jgarcia1@taller5.edu.co, faromanmd@gmail.com*

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Abstract

Purpose: The objective of this research was to analyze the effect of subjective well-being on successful organizational management through the study and measurement of the variables: quality of work life, job satisfaction and happiness at work.

Design/methodology/approach: This research has a positivist or quantitative approach of a correlational type at a descriptive level and corresponds to a population sample of 302 workers randomly selected from a total of nine hundred collaborators hired by the Universities of Barranquilla, Colombia.

Findings: In order to predict the behavior of a dependent variable based on other independent variables, the multiple regression model was used, so the statistical data indicate that subjective well-being index can increase or decrease in organizations and derives from the perception of quality of work life of employees. In this research, job satisfaction was the factor with the highest score, followed by the quality of work life variable, then happiness at work, and due to these factors, subjective Well-being at work is generated. The conclusions of the research denote the importance for organizational management to know the perception of workers. The data generated through this measurement will allow companies to personalize their work well-being programs, and to invest better in their logistical and human economic resources, as well as how to create business strategies that promote higher levels of commitment and work productivity, this diagnostic measurement model helps human talent areas to be more aligned with the real needs and expectations of employees. The analysis of the study concludes that the development of strategies to improve the subjective well-being of employees promotes successful organizational management.

Originality/value: This research analyzes subjective well-being at work, because most of the studies carried out on this topic focus on subjective well-being from a personal perspective, emphasizing how citizens evaluate their lives in general terms. This article is focused on aspects related to the perception of workers in the work context based on the measurement of three variables in an integrated manner; In general, other research has analyzed the variables individually and related them to other aspects such as the work environment or productivity. The originality of this study lies in the integrated analysis of the three variables quality of work life, satisfaction and happiness at work as predictors of SWB at work.

The data from this measurement model provides relevant information so that organizations can make better decisions regarding their policies for attraction, loyalty and retention of human capital, in this way they can design strategies, create incentive and benefit plans, according to the employee's expectations and needs.

Keywords: Happiness at work, Subjective well-being, Quality of work life, Job satisfaction, Happiness at work, Business strategy

Jel Codes: D60, L25, M10, M54, O31

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1. Introduction

One of the most frequent problems at the organizational level is job dissatisfaction, and with it an increase in negative perceptions of employees, because there are still regions where working conditions are precarious with low salaries, long working hours, poor environmental conditions, inflexible regulations or few benefits, and no conditions to protect occupational risks or lacking legal affiliations to health and pension services. These aspects affect the quality of work life of workers and their families, promote dissatisfaction and demotivation at work and from a business perspective, organizations face great market uncertainty, inflationary phenomena, international conflicts, climate change and high competitiveness, all of these factors generate higher operating costs, which requires organizational strategies and adequate human capital management (Jibril, Safari, Shahin & Hamdan, 2023). Other factors that affect organizations are high absenteeism rates, high turnover, low work performance and conflicts in interpersonal relationships (Phaladi & Ngulube, 2022).

Toshniwal and Narendran (2020) state that workers who feel overwhelmed and stressed at work may experience a decrease in their happiness and general well-being, the negative perception of subjective well-being at work can have dire consequences for the worker and the organization, such as low productivity and a significant decrease in the profitability and sustainability of organizations. World Health Organization (2022) highlights the importance of addressing mental health in the workplace (Gross & John, 2003).

High levels of work stress, without proper management, could lead to problems such as depression and anxiety and, in serious cases, even suicide. Mora (2021) specifies that negative feelings can influence the emotional state, mental health of people and their subjective well-being, hence the importance of creating human talent policies that are interested in the comprehensive well-being of collaborators (Thaher & Jaaron, 2022). Another relevant aspect in the perception of subjective well-being is eudaimonia, which refers to people's purpose and fulfillment (Adler & Seligman, 2016), this aspect is essential for the self-motivation of employees.

Warr and Inceoglu (2012), states that the factors perceived most negatively in companies are: lack of opportunities for professional growth or promotion in their job, feeling stagnant and unmotivated in their career, poor communication problems between work team members, having an authoritarian leadership style in some units, or absence of leadership in others, as well as communication problems between the leaders of the organization (Kaur & Kang, 2023). Poor conflict resolution and mistrust, all these factors added to the uncertainty in the renewal of employment contracts, decrease the perception of subjective well-being in workers globally (Warman, Maarif, Sukamawati, Affandi & Mangundjaya, 2022).

Taking into account the factors described in the previous paragraphs, the following questions arise: What relationship exists between subjective well-being at work and the variables job satisfaction, quality of work life and work happiness? and the next one will allow us to understand if: subjective well-being at work influences the successful management of organizations? For this the following research questions are formulated:

Can subjective well-being index increase or decrease from the perception of the employees' quality of work life?

Can subjective well-being index increase or decrease from the perception of the employees' job satisfaction?

Can subjective well-being index increase or decrease from the perception of the employees' happiness at work?

In order to know which effects subjective well-being have on organizational management, in this research it is analyzed each of the independent variables: Quality of work life, job satisfaction and happiness at work, in order to understand how they are articulated with the dependent variable subjective well-being, this analysis will allow the understanding if a high subjective well-being influences successful organizational management. In recent years, this topic has been of interest to companies in promoting organizational happiness, based on improving the satisfaction of their workers, to achieve this goal, organizations seek to build organizational cultures aimed at promoting happiness at work, where aspects such as time flexibility, diversity, democracy in decision-making, tailored incentive plans and respect for the diverse opinions of company members are taken into account. Companies seek to strengthen their leaders, so that they can guide their teams with equity, transparency and ethics, where group work is strengthened and innovation, communication and quality in products and services are promoted (Kaffashpoor & Sadeghian, 2020; Tadesse, 2017; Rivera, Gálvez-Mozo & Tirado-Serrano, 2024).

In the last decade, subjective well-being has become an important measure of collective well-being around the world (Liu, Ettema & Helbich, 2022). According to Diener (2013), subjective well-being is defined as the perception or evaluation that individuals make about their life, this perception includes the assessment of your mental health, including the positive and negative aspects of your experiences, with positive emotions described as a state of fulfillment called happiness (Liversage, Wissing & Schutte, 2023). For Salvatore (2016), the psychological concept of happiness is also called subjective well-being, and is composed of three elements: high personal satisfaction, high positive feelings, and low negative feelings.

Scientists around the world study their understanding for the implementation of models or techniques that help promote harmonious work environments. The result is an increase in organizational commitment. In this context, this study is aimed at determining the factors that have the greatest impact on the successful management of people in organizations. (Rivera et al., 2024).

This study seeks to generate a contribution to the development of scientific knowledge focused on subjective well-being related to Quality of Work Life, Happiness at Work and Job Satisfaction as elements that promote healthy and stable work environments that demonstrate impacts on the performance and success of organizations in the current era. Next, the validity and importance of this research is revealed both at an academic and business level; It can be considered one of the variables with the greatest weight and impact for modern organizations (Poethke, Klasmeier, Radaca & Diestel, 2023).

This investigation explores the relationship between Subjective Well-being at work and successful organizational management. In the analysis, the results of measuring workers' perception of quality of work life, job satisfaction and happiness at work were studied, in a population of 302 individuals, classified into 4 groups according to hierarchical level within two university institutions. The research analyzed the relationship between these variables and their influence on the management of well-being at work, the results of the measurement can lead organizations towards the development of strategies that promote subjective well-being at work and this, in turn contributes to the organizational management success, thus helping to achieve corporate objectives, the analysis shows which are the elements that most influence the perception of workers. The study allows to know what elements are evident in employees regarding their perception of subjective well-being at work and how these perceptions affect their behavior at an individual and collective level and how the latter intervenes in the culture of the organization. These aspects are relevant because they provide valuable information for the creation of plans, programs and strategies for well-being at work that improve the quality of work life of employees and thus increase their motivation and commitment to the organization.

In order to develop this study the investigation extends first with a literature review where the hypothesis are sustained with the proper literature which supports the approach of every variable; after there is section 3 that explains the methodology behind the research process, and after the data collection methods to expose all the sampling process and instruments used for collecting and later processing all the information. Following this last

section, the results establish the output obtained from the data collection and properly disclose the main findings, for them to be extended and analyzed within the discussion; to finally encompass the conclusions inferred from the results analysis and discussion, in relation to the research questions and the hypothesis of the study.

2. Literature Review and Hypotheses

For D'Ambrosio, Jäntti and Lepinteur (2020), well-being is the way in which people evaluate their lives and make decisions, based on this interpretation they relate to their environment. Portela, Neira and Salinas-Jiménez (2013) consider that to understand the concept of subjective well-being in the work context, it is necessary to know the positive organizational psychology or POP approach, this paradigm focuses on the study of people's positive or optimistic attitudes, regarding how they analyze their lives, positive psychology focuses on human virtues and not on failure or mental pathology as it has initially been the emphasis of psychology, relieving human pain or suffering. This approach initially led by Seligman took references such as Salovey and Mayer (1990) who introduced the term emotional intelligence, and transferred these concepts to the work context, it becomes relevant thanks to the contributions of Seligman and Csikszentmihalyi (2000), who introduced the concept of positive psychology, to express that there are characteristics in positive people, such as experiencing positive emotions, promoting values such as empathy, good humor, humanity, knowledge, justice, a sense of transcendence and the ability to self-control. These elements in positive people promote friendly and balanced work environments, due to these personal virtues and therefore organizations must promote this type of behavior in collaborators as a way to support business success. Their research focused on knowing aspects of human well-being, evaluating the factors associated with the development of creativity and the sense of flow at work, so that the feeling of happiness is experienced through enjoying work in everyday life, thus enhancing people's work performance (Bustamante, Álvarez, Villalobos & Lucero, 2020).

The concept of positive psychology has also been addressed by several authors such as Seo and Barrett (2007), Marks (2006), Judge and Erez (2007) and finally, Boehm and Lyubomirsky (2008), who consider that positive emotions are the fundamental basis of happiness at work as stated by Seligman and Csikszentmihalyi (2000), this concept is fundamental to understand the importance of subjective well-being in the workplace. Diener (2000), Lyubomirsky, King and Diener (2005) agree that people who have positive attitudes in the work environment positively affect negotiations, strengthen individual relationships, help others, are flexible, cheerful and creative.

Recent research in positive psychology considers that the promotion of positive emotions in the workplace is a relevant topic for business management. In the last decade, research has been carried out that describes that workers who perceive themselves as happy at work prove to be more productive with a higher level of commitment to their work (Parra, Duran, Marceles, Yarzagaray, Valenzuela, Payares et al., 2018). Furthermore, happiness at work can contribute to the achievement of the Sustainable Development Goals (SDG 8) 2022, set out in the United Nations 2030 Agenda (Liversage et al., 2023).

In this sense, in order to attend the research questions and to approach the main variables of the study, three hypotheses are proposed:

Hypothesis 1. Subjective well-being index can increase or decrease from the perception of the employees' quality of work life

A study from (Ho & Kuvaas, 2020) based on a 2011 Workplace Employment Relations Study (WERS, 2011). The WERS 2011, in a sample of 14,384 employees from 1,347 companies in the United Kingdom, concludes that the successful management of human talent areas leads to a balance between workplace well-being programs and contributes to better organizational performance. For these authors, promoting subjective well-being guarantees their success and therefore a better quality of work life. In this study, the main conclusions were that human resource management systems have an effect on employee performance as long as these programs are strategically managed to achieve benefits for workers and companies, having excess incentive packages does not always generate more benefits or greater productivity, and could also generate excessive expenses, therefore, human resource management practices have a direct impact on the performance of the company through the improvement of the skills of the workforce, providing employees with mechanisms that

allow them to contribute to the success of the company by motivating them to perform efficiently, which later translates into an increase of the perception of the employees around the quality of work life..

Guest (2017) proposes a model for successful organizational management based on the concept of mutual gains which establishes that human resource management should benefit both individuals and organizations and to do this, companies must genuinely care about the well-being of their employees and in this way design and implement workplace well-being programs in which the quality of work life is prioritized, with fair salaries, flexibility and autonomy, offering versatile incentive packages that help employees to find a balance between work and personal life (Mulang, 2022; Zuhriatusobah, Yudha, Rahayu & Achmad, 2023). The human talent areas seek to develop strategies to reduce dissatisfaction factors within organizations because companies not only compete to position themselves in the global market but also to be considered the best in their market segment, they also seek to be the best employer brand to attract the best talent in order to become the ideal place for their employees, and thus promote the concept of happy organizations, as a way to transform their organizational cultures, make them more attractive and foster healthy environments that promote behaviors aligned with strategic direction and allow the achievement of objectives. (Khan & Abbas, 2022).

For Segurado-Torres and Agulló-Tomás (2002), the concept of quality of work life aims to achieve employee satisfaction considering their needs and recognizing the opportunities for professional and personal development of the company's employees, to improve the work environment and make it more humane, improving ergonomics in the design of jobs, health and safety, and organizational aspects such as leadership and policies. In this sense, Casas, Repullo, Lorenzo and Cañas (2002) state that the quality of work life is made up of all those conditions related to work, such as work schedules, economic remuneration, work environment, benefits and services obtained, career opportunities and human relations. Likewise, Jurado-Caraballo, Quintana-García and Rodríguez-Fernández (2022) affirm that the quality of work life represents the working conditions, therefore, it has economic, socio-labor, regulatory, environmental and personal aspects. Jaharuddin and Zainol (2019) raise the importance of balance between personal life and work, understanding that this relationship has an impact on the quality of work life, because it influences performance and perception of satisfaction or dissatisfaction, this balance favors or disfavors the processes of attracting and retaining human talent in organizations.

According to the research of Walton (1973), (Salazar-Estrada, 2018) the quality of work life refers to global indicators that address aspects of the strategic management of the company's human capital, intrinsic aspects of the worker, aspects of the company culture and the socio-labor environment. These factors affect the perception of the quality of work life, and must be taken into account by organizations, the most relevant aspects are fair compensation, higher salaries, profitable companies, productivity gains, internal and external proportionality between salaries, healthy conditions and safe workplaces, reasonable working hours, equal rights, fair management, work-life balance, stable working hours, responsible actions for business practices and good company image (Alves, Cirero & Carlos, 2013).

Hypothesis 2. Does subjective well-being index can increase or decrease from the perception of the employees' job satisfaction?

According to Judge, Thoresen, Bono and Patton (2001), job satisfaction is a fundamental aspect of people's lives and has a significant impact on their subjective well-being. Job satisfaction is an emotional state perceived as pleasant that results from the experience of doing work. This positive or negative experience affects personal and organizational commitment because it influences the employee's performance. Job satisfaction depends on how the worker perceives the job in general terms, income level, or salary, benefits, work environment, flexibility, autonomy, these intrinsic and extrinsic factors determine how job satisfaction is in employees. A high perception of job satisfaction is related to greater organizational commitment and greater employee performance. This has a direct effect on the organization's results.

Authors like Unanue, Rempel, Gómez and Van den Broeck (2017) have explored this relationship between job satisfaction and subjective well-being in the context of happy organizations (Mendoza-Ocasal, Navarro, Ramírez & García-Tirado, 2022). According to Lyubomirsky et al. (2005), subjective well-being refers to the experience of positive emotions and a general positive evaluation of life. In this sense, job satisfaction becomes a determining factor to achieve this well-being. Authors such as Ryan and Deci (2000) emphasize the importance of satisfying basic psychological needs, like autonomy, competence and social connection, in the work environment. When

people find satisfaction in their work and feel fulfilled, they experience greater subjective well-being. This translates into greater motivation, productivity and commitment to the organization (Kaur & Kang, 2023). Therefore, promoting job satisfaction in happy organizations is essential to fostering employees' subjective well-being and creating a healthy and prosperous work environment (Rivera et al., 2024).

Hypothesis 3. Does subjective well-being index can increase or decrease from the perception of the employees' happiness at work?

Happiness at work is a topic that has been widely explored by various authors, who have investigated the relationship between happiness and the work environment. According to Achor (2011), happiness at work is not only the result of external circumstances, but can also be cultivated through positive practices and attitudes. Authors such as Diener and Seligman (2004) have proposed that happiness at work is related to a sense of purpose, personal gratification, and goal achievement. When employees find meaning in their work and feel valued and recognized, they experience greater happiness at work. This translates into an increased satisfaction, motivation and commitment to the organization. Furthermore, Bakker and Oerlemans (2011) highlight that happiness at work is associated with better job performance, greater creativity, and healthier work relationships. Therefore, fostering a work environment that promotes employee happiness is crucial to improving employee well-being and contributing to long-term organizational success.

The studies from Lyubomirsky et al. (2005), Ryan and Deci (2000), Achor (2011), Diener and Seligman (2004), Bakker and Oerlemans (2011), demonstrate the importance of satisfaction and happiness to generate greater commitment on the part of employees, the most satisfied employees tend to have a better perception of their subjective well-being at work. For this reason, companies need to evaluate the perception of their employees to design policies that improve the quality of life of workers (Mendoza-Ocasal, Castillo-Jiménez, Navarro & Ramírez, 2021), the human talent areas seek to promote happiness at work in their employees as a loyalty and development strategy for their employees to increase productivity levels in companies.

Next, emphasis will be placed on the methodological aspects used to understand the behavior of the study variables and the effect they have on the perception of subjective well-being of the group under study (Wdowin, 2023).

3. Materials and Methods

To achieve the objective of this study, focused on knowing the factors that most influence the motivation, commitment and perception of well-being at work of university workers, a positivist paradigm is used as a basis, with a quantitative correlational approach at an explanatory, non-experimental, and transactional.

The study was carried out during the period 2018 to 2023, the sample corresponded to a group of workers from private universities in Barranquilla Colombia, for this purpose, an initial group of 900 workers hired through a fixed-term and indefinite contract was formed as the population under study. From this representative group, a stratified sampling process was developed with a simple random sample of 302 workers was taken with a reliability of 95%, made up of: 14 department directors, which represent 5% of the total; 37 General Services employees, representing 12% of the total; 108 Administration or Service Assistants, which represent 36% of the total, and 143 Teachers, which represent 47% of the total. Data collection was developed through 3 questionnaires with a 5 point Likert-type scale for agreement (2) and satisfaction (1) while data processing was developed using the statistical program SPSS for its later interpretation of the results.

4. Data Collection Methods

Data collection was developed through a questionnaire, aimed at obtaining answers about the problem under study. The instrument was developed by the authors and validated by experts, teachers and managers in the area of human talent management, since the documentary review did not find an instrument that measured the three variables at the same time; For this reason, the instrument contains questions that measure quality of work life, job satisfaction, and happiness at work. Initially, a questionnaire that analyzed the quality of work life variable and some psychoaffective elements in the workplace was taken as a reference. This questionnaire was taken from a past study validated by Luna and Buevas, Oviedo-Trespacios and Amaya (2013); who were the designers of a tool for evaluating the perception of job security with a sample of 518 employees from various organizations in Colombia. It is also notable that the work of Spector (1994) was taken into account in the Job Satisfaction

Survey. The instrument was adapted to meet the objective proposed in the research, and was titled Quality of Work Life, Job Satisfaction and Happiness at Work Questionnaire.

The questionnaire was validated by expert judgment, a methodology considered as an instrument validation model, useful for verifying the reliability of a research, the objective is to provide “an informed opinion of experts with experience in a given topic.” (Escobar-Pérez & Cuervo-Martínez, 2008: page 29). After submitting an instrument to expert judgment, quality criteria were obtained: validity and reliability.

The questionnaire was applied through a virtual form, which was structured for its presentation as follows, starting with the instructions where guidance is provided to the people consulted on how to fill out the form to avoid confusion, considering that it would be sent through the form tool. In the same questionnaire, information about the purpose of the study was attached and it was clarified that the information provided would be treated confidentially and for the exclusive use of the Human Resources Department for academic purposes in accordance with the institutional policy for the use and processing of personal information in order to awaken interest in providing accurate and reliable data on the people who will participate in the research.

For the application of the instrument, it was established by the researchers that the form must be filled out anonymously in order to obtain more truthful and reliable data, however, it was agreed that, for future research, regardless of the economic sector of the institution to which the instrument is going to be applied, sociodemographic aspects of each study unit must be taken into account, such as: gender, age, stratum, marital status, type of contract, time with the company, level of education, level of current position, size of the company, type of economic sector of the company, economic subsector of the company, type of educational entity.

The instrument was structured in three sections in accordance with the research categories. The initial category groups fifty-three questions that are closely related to the quality of work life category. The next section is followed by twenty-five questions about the happiness at work category, and the last section is made up of seven questions with specific elements of the job satisfaction category.

The questions were based on a Likert-type scale questionnaire for agreement and satisfaction levels with a 5 points scale each, and were focused on meeting the research objectives. The options for the first and second section coincide with the following points: (TD) Totally disagree, (D) Disagree, (A) Agree and (TA) Totally agree. While in the last section the options are: (TU) Totally Unsatisfied, (U) Unsatisfied, (S) Satisfied and (TS) Totally satisfied. For data collection, a term of informed consent was presented in which each study unit expressed its agreement with the use of the data for academic purposes and that its participation was free and voluntary.

5. Results

Due to the dynamic nature of the relationship between the variables studied, this study sought to evaluate the technique used to estimate the impact of Subjective Well-being on the company's performance, as well as the interaction between quality of work life, happiness at work and job satisfaction to predict the behavior of a certain dependent variable or variable of interest based on other independent or explanatory variables (also regressors or predictors). The multiple regression model was used. This can be expressed as:

$$Y_t = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + Y_t = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots \beta_p X_p + E \beta_p X_p + E \quad (1)$$

In addition, it is relevant to know the incidence of quality of work life, happiness at work and job satisfaction (independent variables) on Subjective Well-being (dependent variable).

	M	SD	VIF	1	2	3
1. Subjective well-being	3,18	0,519				
2. Quality of work life	3,15	0,490	1,749	0,795*		
3. Happiness at work	3,34	0,575	1,382	0,640*	0,446*	
4. Work satisfaction	3,15	0,558	1,866	0,838*	0,638*	0,499*

*Denote 99% significant correlations.

Table 1. Variable interaction

To validate the model developed in this study, the first step is the visualization of the data to verify that they are correlated with each other. Subsequently, a procedure is carried out to execute the variables and make the relevant adjustment to obtain a final validated model.

Model	R	R square	Adjusted R square	Standard error of the estimate	Durbin-Watson
1	0,925 ^a	0,855	0,853	0,199	2,020

a. Predictors: (Constant), Quality of Work Life, Happiness at Work, Job Satisfaction

b. Dependent variable: Subjective well-being

Table 2. Model Summary

The model explains 92.5%, which, once corrected for the effect of the sample and the independent variables, turns out to be 85.5%. On the other hand, the standard error of the estimate (square root of the unexplained variance) turns out to be 0.199. The Durbin-Watson (DW) statistic examines the residuals to determine if there is any significant correlation based on their order in the data file. Since the P value is greater than 0.05, there is no indicator of serial autocorrelation within the residuals at the 95.0% confidence level. The variance analysis test, which shows whether the variance explained by the regression is significantly diverse (and greater) than the unexplained variance, is:

Model	Sum of squares	Df	Root mean square	F	Sig.	
1	Regresión	69,219	3	23,073	584,433	0,000 ^b
	Resto	11,765	298	0,039		
	Total	80,983	301			

a. Predictors: (Constant), Quality of Work Life, Happiness at Work, Job Satisfaction

b. Dependent variable: Subjective well-being

Table 3. ANOVA^a

The analysis of variance indicates that the regression model is significant (p -value < 0.05). Therefore, it is rejected that the null hypothesis that the variability observed in the response variable is explained by chance, admitting that there is some type of association between the dependent variable and the independent variables.

Coefficients						
Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Deviation Error	Beta		
1	(Constant)	-0,197	0,084		-2,334	0,020
	Quality of work life	0,412	0,031	0,389	13,329	0,000
	Happiness at work	0,206	0,023	0,229	8,810	0,000
	Work satisfaction	0,443	0,028	0,476	15,791	0,000

a. Dependent variable: Subjective well-being

Table 4. Coefficients

The result shows the results of fitting a multiple linear regression model to describe the relationship between innovation and the independent variables (surface dimension, value-based dimension and foundation dimension).

From this it follows that the living regression equation is:

Subjective well-being = -0.197 + 0.412 Quality of work life + 0.206 Happiness at work + 0.443 Job satisfaction.

To determine whether the model can be simplified, note that the P values of the fundamental and value-based dimension variables are statistically significant because their P values are less than 0.05 at the 95% confidence level accordingly.

The core job satisfaction coefficient, which is 0.443, indicates that if all other variables are held constant, with an increase of one unit, then subjective well-being increases on average by 0.443.

The subjective well-being index can increase or decrease in organizations and derives mainly from employees' perception of the quality of work life. In this research, job satisfaction was the factor with the highest score, followed by the quality variable, then happiness at work, due to these factors, Subjective Well-being is generated.

6. Discussions

The results of the survey, based on the general average according to the response options, show that 51% of the participants perceive themselves as agree and satisfied with their quality of work life, happiness at work and job satisfaction; 36% say they totally agree and are totally satisfied with the categories studied in the research; while 10% of those surveyed say they disagree and are not satisfied with their quality of work life. Job satisfaction and happiness at work and 3% of participants perceive the study categories as totally disagree and totally dissatisfied. When adding the results of the response options: Agree/Satisfied and Totally agree/Totally satisfied, these yield a result of 87% positive perception of their Quality of work life, Job satisfaction and Happiness at work; on the other hand, the sum of the results of the averages in the options of: Disagree/dissatisfied and totally disagree/Totally dissatisfied shows a result of 13% of negative perception regarding the study categories.

According to these results, it can be concluded that the variable with the greatest impact on the perception of subjective well-being at work is job satisfaction. which contrasts with other studies that show the important impact that well-being at work has on the quality of work life (Naveen-Kumar & Kusugal, 2019; Jiménez-González, Rivera-Ladino & Gaibao-Pérez, 2019). In turn, the findings can be contrasted with Butt, Altaf, Chohan and Ashraf (2019) who, through their study applying an SEM model, were also able to demonstrate positive connections between motivational factors and job satisfaction.

Likewise, Joo and Lee (2017) demonstrated how organizational worker support and psychological capital promote commitment and job satisfaction, as well as a high level of perceived subjective well-being. Similarly, Badri, Alkhaili, Aldhaheri, Yang, Albahar and Alrashdi (2022) who, through a model, suggest that the variables job satisfaction, mental health, satisfaction with relationships with people and the size of the social support network have a positive impact on the perception of satisfaction and happiness.

Another study that allows to positively contrast this trend of the relationship of variables with subjective well-being, mentions the research of Sahni (2019) who, through the SEM statistical model, manages to determine this positive relationship between General Well-being, Home-Work Interface, Job and Professional Satisfaction, Control at Work, Working Conditions and Stress at Work with happiness at work; all elements validated with the quality of work life endorsed by Toulabi, Raoufi and Allahpourashraf (2013). Another important method to contrast is the one applied by Lokman, Kadir, Noordin and Shariff (2018) through the KJ method to understand the factors that affect happiness at work through the brainstorming strategy.

On the other hand, satisfaction shows that its results have an impact on happiness at work, being attributed to a positive perception of one's work life with respect to working conditions, work environment, organizational culture and relationships with bosses and co-workers (Zaibi, Ibrahim & Ghapar, 2022). According to the data obtained, it can be said that organizations need to ensure good working conditions so that people feel satisfied and can feel positive emotions, which is perceived as happiness at work (Semedo, Coelho & Ribeiro, 2019).

Companies need to have motivated, committed and productive employees to be successful (Burnett & Lisk, 2019). This study shows that having quality of work life is not only having the necessary resources, but there must also be a link between what is done, knowledge of the position with the company's objectives and a balance between personal and work life, in addition to having satisfactory interpersonal relationships that promote healthy coexistence and allow autonomy. This study demonstrates the great relevance of the subjective well-being of workers within current organizations, which, unlike other studies, supports the weight and relevance of considering these elements as a competitive factor in organizations considered happy and successful. (Salas-Vallina, Alegre & Fernández, 2017; De Waal, 2018).

After analyzing the relationship that exists between subjective well-being and the successful management of organizations, we can understand that there is no single factor that alone generates a successful result, to achieve successful management of human resources areas, it is necessary to understand the organizational culture because it is determined by beliefs and ways of being of the members of the organization, these perceptions influence the work environment and positively or negatively affect the well-being of the collaborators and therefore the organizational dynamics (Pedraza-Álvarez, Obispo-Salazar, Vásquez-González and Gómez-Gómez, 2015).

Positive psychology proposes a paradigm that invites emphasis on promoting the practice of positive behaviors derived from the management of positive emotions in people to create harmonious and productive work environments (Álvarez, 2013).

However, good human resources practices can be successful if there is good governance based on ethics, justice and coherence, which leads to inspiring, motivating, leading development and transformation processes of all resources in the institution (Gupta & Sharma, 2014).

Successful administration is a mix between economic-productive and human factors; however, the successful management of human resources departments must aim to create a balance between the well-being of the collaborators and the well-being of the organization, it is a balance of mutual gains as stated by Guest (2017).

This research seeks to contribute to the understanding of subjective well-being at work and its relationship with organizational success. The contributions of this research work will allow the generation of strategies in the search to improve work environments by promoting the realization of diagnoses that allow us to know the perception of workers on their subjective well-being, entrepreneurs must understand that each institution is unique and therefore the strategies that work for one organization do not necessarily work for another. Knowing what the culture of each organization is like, knowing what employees think and feel, understanding what is important to them, can make a big difference in the management of human talent departments, in this way they will be able to do good administrative management, that involves the use of strategies based on real data that allow organizational leaders to understand what are the most relevant factors for employees and how to manage workplace well-being programs, that promote the development of collaborators and generate success for organizations, therefore in this research it is considered that subjective work well-being is the central axis to generate successful organizations (Ho & Kuvaas, 2020).

7. Conclusions

According to the data obtained in this scientific study, it can be concluded that subjective well-being at work is determined by the behavior of the three variables studied, with Job Satisfaction being the variable with the greatest impact.

This is because people need to feel satisfied, motivated with fair working conditions, with good salaries, adequate infrastructure with ergonomics in the workplace, clear guidelines, with respect and autonomy, possibilities for promotion and flexible schedules, depending on how this variable manifests itself, it will have an impact on the quality of work life, which refers to the way in which the employee agrees or does not agree with their conditions, work environment, company policies, types of contract, work styles, leadership, and possibilities for promotion, intrinsic factors such as personal and corporate goals consistent with the remuneration they receive. This aspect is determined by the type of contract and work environment, and satisfaction with your role. In the evaluated study group, 87% of workers perceive a good quality of work life, followed by job satisfaction and happiness at work. However, there is a group of 13% that feels dissatisfied and does not feel satisfied with their work, this is because they consider that the company does not provide them with sufficient guarantees and incentives to develop a career plan, they do not perceive a good environment and consider that they are not happy at work. Dissatisfaction factors generate economic losses for companies, in addition to generating desertion, absenteeism and high turnover of people, the company needs to satisfy the needs of all its employees to create well-being programs that respond to the new needs of workers, understanding that policies must be inclusive and focused on the different needs of groups according to age and level of training, as well as training

plans. It is recommended to customize wellness programs according to the needs of age groups and levels within the organization to respond to their specific requirements and thus achieve a higher level of satisfaction.

Finally, within the limitations of the study there is a clear issue with the number of institutions where the study was carried out just explored one institution and also, there is a sub limitation from the sector where the institution belongs. In this order of ideas, for future works there is a big opportunity for research in other institutions within the educational area, but also with different sectors where research could be developed with multicases and multi sectoral wide in order to validate the incidences of the studied variables.

In this sense, the present study reveals the path for future lines of research where the knowledge of positive psychology is applied to organizational development, understanding the complexity and subjectivity of human emotions within their work life; applying this type of scales in various contexts that can validate or refute the findings; as well as the introduction of neuroscience knowledge to expand the bulk of scientific knowledge within this relevant area with an impact on society 5.0 and the so-called digital humanities.

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