

A systematic review of happiness at work and cultural dimensions

Revue systématique du bonheur au travail et les dimensions culturelles

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Abstract

This systematic literature review aims to scrutinize the theoretical backgrounds of happiness at work by reviewing 226 articles related to the antecedents of workplace happiness. Also, drawing on insights from the extensive positive psychology literature and current conceptualization on happiness at work. The implications of happiness at work in Africa are discussed in terms of happiness-related concepts and look at how the Hofstede's cultural dimensions explicate the strategic outcomes of happiness in the Moroccan context. Many researches (e.g. Feuvrier, 2014; Hayo, 2007; Schnebelen & Bruhn, 2018; Semedo et al., 2019) arguably examine happiness either at the sociodemographic level, or at the psychological level, but, indeed, an interaction between them would affect happiness at work. The aim of this literature review is to embark on new directions for empirical research regarding the subject.

Keywords: Happiness at work, Morocco, Well-being, person-environment fit, Hofstede, cultural dimensions.

JEL Classification: I31, M12

Paper type: Theoretical Research

Résumé

Cette revue systématique vise à examiner les fondements théoriques du bonheur au travail en analysant 226 articles liés aux antécédents du bonheur au travail. Elle s'appuie également sur les perspectives de la littérature abondante en psychologie positive et sur les conceptualisations actuelles du bonheur au travail. Les implications du bonheur au travail en Afrique sont discutées en termes de concepts liés au bonheur, en mettant en lumière comment les dimensions culturelles de Hofstede expliquent les résultats stratégiques du bonheur dans le contexte marocain. De nombreuses recherches (e.g. Feuvrier, 2014; Hayo, 2007; Schnebelen & Bruhn, 2018; Semedo et al., 2019) examinent le bonheur soit au niveau sociodémographique, soit au niveau psychologique, mais une interaction entre ces deux niveaux pourrait en réalité influencer le bonheur au travail. L'objectif de cette revue de littérature est d'ouvrir de nouvelles pistes pour des recherches empiriques sur ce sujet.

Mots clés : Bonheur au Travail, Bien-être, Adéquation personne-environnement, Hofstede, dimensions culturelles.

JEL Classification : I31, M12

Type du papier : Recherche théorique

1. Introduction

Moods and emotions of employees have attracted considerable research attention. Scrutinizing emotions in the workplace is now a primary concern for psychologists, social scientists, and more importantly HR professionals. These emotions play a vital role in human behavior, as they “help envision goals and challenges, enhance cognitive processes and problem-solving, promote health through resilience, form bonds with others, support self-regulation, and influence people’s behavior” (Pekrun et al., 2002 p. 149). In this regard, positive emotions are indicators of increased well-being, highlighting the role of positive psychology in enabling societies and people to thrive (Fredrickson, 2001). Indeed, positive psychology has shifted the focus from the traditionally dominant themes of illness, depression, and stress to a legitimate emphasis on happiness and other positive states (Fisher, 2010).

Certainly, Allen and McCarthy (2016) and Brinck (2019) hypothesized that workplace happiness is linked to positive organizational results, including higher productivity, strong commitment, increased involvement, improved performance, and various performance-centered metrics. Beyond these organizational outcomes, workplace happiness also encompasses factors related to the workforce. This indicates that employees' positive emotional states are associated with health benefits and success in various life areas such as marriage, friendships, income, and pleasant emotions (Howell et al., 2007; Lyubomirsky et al., 2005). Furthermore, as evidenced by Allen and McCarthy (2016), happier employees tend to be more productive, less prone to experiencing occupational burnout, and more engaged in positive interpersonal relationships.

The exponential increase in vocational positive psychology research has made understanding the effect of cultural dimensions on individuals and organizations a business necessity. Literature on cultural values has suggested that Hofstede’s cultural dimensions shape people’s emotions, thoughts, and reactions to events within societies and organizations (Daniels & Greguras, 2014; Espasandín-Bustelo et al., 2020; G. H. Hofstede et al., 2010; Jang et al., 2018; Warr, 2013). Thus, drawing on the literature review and the study’s aim, the following research questions are raised:

- How has happiness been defined?
- What are the happiness-related concepts that determine happiness at work?
- What are the elements defining the antecedents and outcomes of happiness at work?
- How has been the theoretical progress of happiness at work in Africa?
- To which extent do cultural dimensions shape happiness at work in Africa?

This article examines evidence indicating that happiness at work leads employees to think, feel, and act in ways that promote task performance, job satisfaction, and job engagement (Lyubomirsky et al. 2005). Furthermore, we propose that cultivating positive emotions at the workplace engender a plethora of positive outcomes such as success, commitment, and involvement (Boehm and Lyubomirsky 2008; Rego et al. 2011; Boxall and Macky 2014; Walsh et al. 2018; Mousa et al. 2020). Therefore, examining the impact of workplace happiness antecedents and outcomes on employees’ happiness level may provide insight into whether the concept has been extensively scrutinized in the current theory or is still a literature gap that should be addressed. From this assertion, this paper attempts to emphasize the main research question, which is how has been the theoretical progress of happiness at work? The discussion begins by exploring positive psychology literature, followed by a general definition of happiness after examining happiness in the workplace. Next, an overview of the literature on happiness is provided, focusing on personality traits, environmental factors, and the congruence between individuals and their environments. Finally, we review the African literature related to happiness at work and we argue that Hofstede’s cultural dimensions substantially influence positive emotions in vocational settings in Morocco.

1.1. Defining Happiness

Happiness research defines two conceptual views – hedonic and eudaimonic – which are debated and scrutinized in terms of how the concepts compete or supplement one another (Kashdan *et al.*, 2008; Waterman *et al.*, 2008). The first trend, as highlighted by Fisher (2010), among philosophers and social researchers is the consensus that happiness might be segmented into two primary theoretical perspectives: the hedonic view, which characterizes happiness as comprising positive judgments and enjoyable emotions, and the eudaimonic view, which sees happiness as living virtuously, morally, authentically, meaningfully, and with personal growth. The hedonic approach is grounded in the concept of Subjective Well-Being (SWB), which posits that individuals experience two related elements: an affective side characterized by strong positive emotions and minimal negative emotions, emphasizing contentment versus discontentment and encompassing all judgments about the positive and negative aspects of life, and a cognitive balance, involving assessment of life satisfaction that encompass contentment, enjoyment, and comfort (Fisher, 2010; Huta, 2015; Ryan & Deci, 2001). SWB might be categorized as: well-being evaluated according to external basis such as holiness and virtue, life satisfaction as defined by the individual's own standards of what constitutes a good life (Diener 1984), and the common understanding of happiness or SWB, which is the predominance of positive emotions over negative emotions (Bradburn 1969). Nevertheless, Ryan *et al.* (2008) noted that hedonic conceptions address the attainment of pleasure and positive affect, which not only represent the optimal human functioning, but also they result in other human functions like happiness and finding meaning in life (King *et al.*, 2006). Emerging insight in support of this perspective is that of Tomer (2011) who stated that happiness and pleasantness describe to a substantial degree the hedonic tone.

Contrary to the hedonic perspective, which characterizes happiness as encompassing contentment and life satisfaction, Fisher (2010) and Huta (2015) reported that the eudaimonic perspective asserts that genuine happiness entails self-realization, personal growth, and consideration of both oneself and others. The notion of eudaimonia originated in Aristotle's (384-322 BC) discussion of the good or worthwhile life, and recently has been articulated as deep sense of flourishing (Ricard, 2014). The foci of eudaimonic research are the activities of people's life, and the processes involved in feeling alive and authentic (Tomer, 2011). Among psychologists today, the hedonic-eudaimonic distinction continues to be debated and discussed. For instance, Ryan *et al.* (2008) emphasized that eudaimonia is the hallmark of the good life, suggesting that eudaimonism emerges from the fulfillment of one's unique individual potentials in congruent with one's deep virtue. Some researchers argued that eudaimonia happiness is a way of behaving like openness to experience, whereas hedonia represent the outcomes of well-being like life satisfaction. Supporting this perspective, Warr (2017, p. 3) demonstrated that *"Eudaimonic themes typically focus on functional rather than affective elements"*. Others have operationalized eudaimonic focus as PWB, emphasizing that PWB depends on various settings, for instance, job-related PWB is a domain-focused concept reflecting individuals' work assessment either positive or negative (Warr, 2013).

1.2. Defining happiness at work

Researchers have extensively explored happiness-centered constructs within organizations, often classifying workplace happiness into several categories such as work engagement, work commitment, well-being, and job satisfaction (Salas-Vallina *et al.* 2018). Therefore, workplace happiness is clearly a composite of these various elements. Indeed, Fisher (2010) has emphasized that happiness at work is an overarching construct consists of the concepts "job satisfaction", "organizational commitment", and "job involvement". Further, Xanthopoulou *et al.* (2012) argued that happiness a work combines three aspects: work engagement, job satisfaction, and affective organizational commitment. Recent studies stated that workplace

happiness entails high positive affect, low negative attitudes, job satisfaction and work engagement (Salas-Vallina et al., 2017, 2020a). Consequently, some scholars emphasized that workplace happiness is fundamentally about creating an environment that enables employees to excel, where they feel appreciated, comfortable, and motivated to engage fully (Angela-Eliza & Valentina, 2017).

From this standpoint, job satisfaction has long been regarded as a facet of workplace happiness, although it differs from overall happiness at work or can be seen as a component of it. Job satisfaction is defined as a reflection of an individual's values and preferences for a "happy" work environment, promotional opportunities, or emotional experiences that may influence their evaluation of work achievements (Joo and Lee 2017). According to Xanthopoulou et al. (2012) job satisfaction may be perceived as a facet of happiness at work (subjective well-being) assessing the adequacy of employees' attitudes towards working conditions. Job satisfaction refers to the extent of an individual's contentment with their work environment and how pleased they are with their current job. Therefore, Johnson et al. (2018) argued that it is quite feasible for someone to be satisfied with their job yet feel dissatisfied or unhappy with certain colleagues or management practices within the organization.

Nevertheless, well-being is linked to health, work performance, life success, problem-solving, and various other elements which are the components of happiness (Erez and Isen, 2002; Lyubomirsky *et al.*, 2005; Warr, 2017). Moreover, some researchers associate well-being with experiencing a positive psychological connection to the workplace. Others hypothesized that work-related well-being involves an employee with a higher state of 1) work satisfaction, 2) an increased level of enjoyment and happiness, and 3) occasionally a moderate level of sadness and displeasure (Rodríguez-Muñoz & Sanz-Vergel, 2013). These authors assert that job satisfaction and work engagement are indicators of positive well-being, while happiness at work signifies a high level of pleasure and a moderate level of activation. Consequently, well-being and workplace happiness appear to significantly overlap, conveying similar meanings. However, the concept of happiness primarily addresses positive affective experiences, whereas well-being may sometimes include infrequent negative emotions.

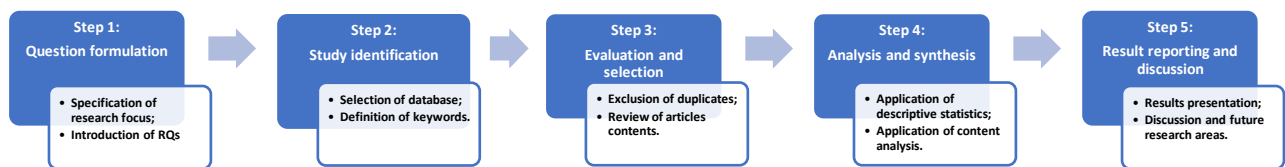
Indeed, some positive psychologists differentiate between the terms happiness and well-being, while others view them as synonymous. For instance, Caza and Wrzesniewski (2013) argued that well-being is frequently used interchangeably with happiness and wellness. Moreover, other scholars, such as Cropanzano and Wright (1999), Lyubomirsky (2001), Seligman (2002), and Joo and Lee (2017) have equated well-being with happiness. Meanwhile, other social researchers define well-being as encompassing how people feel and function, how they assess their lives, and their satisfaction with the quality of their lives. Drawing on the philosophical approach of happiness, many researchers have hypothesized that subjective well-being has always been equated to happiness, interpreted as the people's evaluations of their lives (Diener, 2000; Ryan and Deci, 2001), while the psychological well-being, which is enhanced by the eudaimonic approach, taps the self-realization side of the employee's happiness (Ryan *et al.*, 2008; Ryff and Singer, 2008; Tomer, 2011; Salas-Vallina and Alegre, 2018). In an attempt to discuss the hedonic approach of well-being, Kahneman et al. (1999) defined well-being as happiness, construed as the presence of positive affect and the absence of negative affect.

2. Research Methodology

Conducting literature reviews is an essential academic activity focused on the systematic consolidation and critical evaluation of the foundational knowledge within a specific field. This scholarly endeavor serves two key purposes: first, it helps identify existing gaps in research, and second, it highlights potential directions for future studies (De Klerk & Pretorius, 2019).

This approach is particularly relevant to the domain of Systematic Literature Reviews (SLRs) that explore the literature production of workplace happiness and cultural dimensions in Africa. In the context of our research project, we adopted a systematic five-step approach to SLR, inspired by the methodological contributions of Denyer and Tranfield (2009). This method has been consistently applied in vocational psychology research, as demonstrated in Fisher's (2010) works. For a detailed understanding of the procedural framework, Figure 1 provides a schematic overview of the SLR methodology we employed.

Figure 1 Five-step SLR approach.



Source: Adapted from Denyer and Tranfield (2009).

• **Searching and inclusion criteria**

Our review concentrated on articles published in scientific journals within the fields of management, psychology, and organizational studies over the two decades. We conducted an extensive electronic literature search using the following combination of keywords.

Keywords for “The antecedents of happiness at work”: ((“happiness at work” OR “workplace happiness” OR “well-being at work” OR “bonheur au travail” OR “bien-être au travail”) AND (“personality traits” OR “big five” OR “traits de personnalité” OR “Person-job fit” OR “job design” OR “organizational climate” OR “high involvement” OR “extraversion” OR “work adjustment” OR “Job characteristics” OR “locus of control”) AND (“Africa” OR “Morocco”))

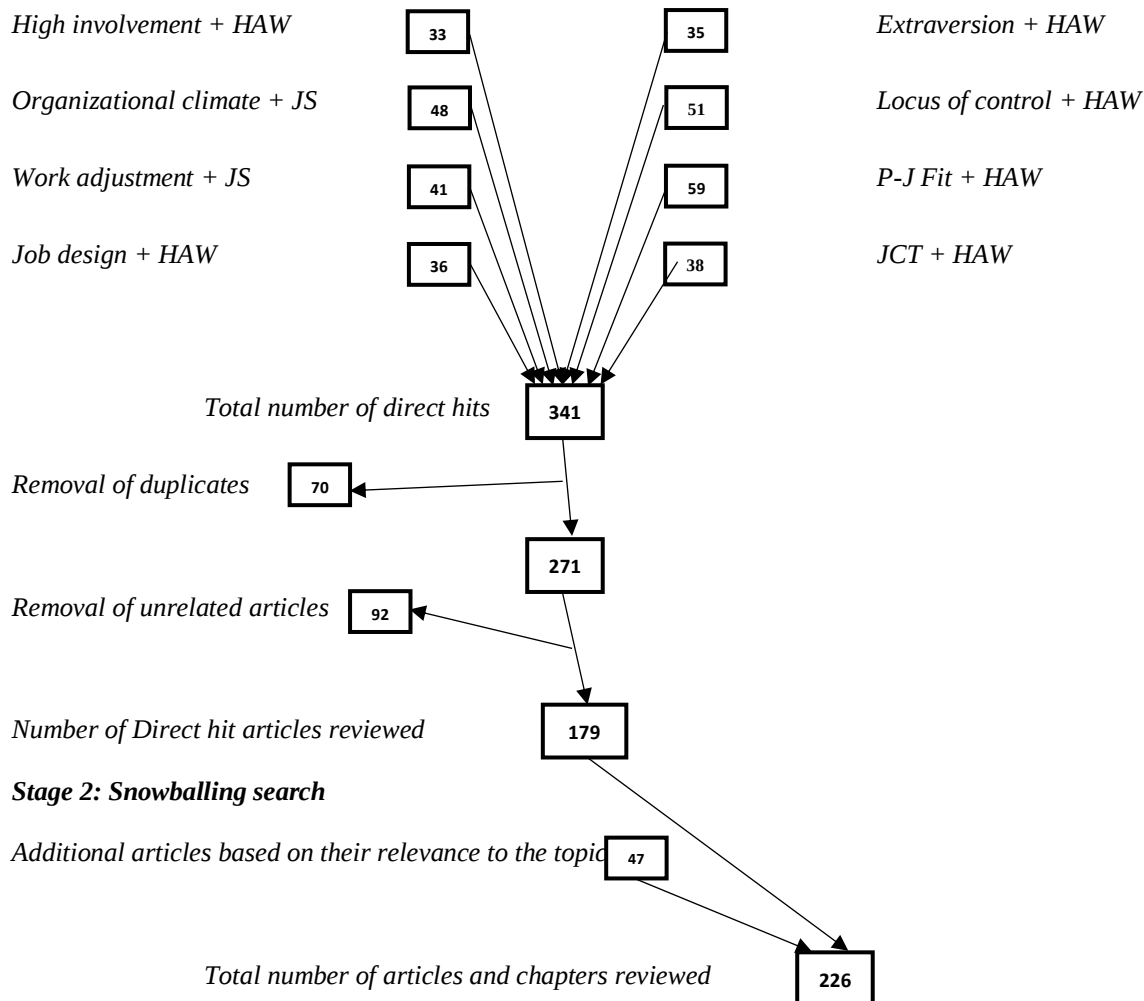
Keywords for “Cultural dimensions”: ((“happiness at work” OR “workplace happiness” OR “well-being at work” OR “bonheur au travail” OR “bien-être au travail”) AND (“Hofstede’s cultural dimensions” OR “collectivism” OR “individualism” OR “femininity” OR “uncertainty avoidance” OR “power distance” OR “masculinity” OR “dimensions culturelles”) AND (“Africa” OR “Morocco”))

These keywords were applied across two major databases: (1) Web of Science and (2) Scopus. Depending on the database's search specifications, the keywords had to appear either in the article's title, abstract or as designated keywords. The criteria for including articles in the review were as follows: (1) published in English or French, (2) featured in a peer-reviewed journal, (3) focused on a working population, and (4) specifically reported on the antecedents of happiness at work and cultural dimensions with an emphasis on African countries. The entire systematic review process was conducted by the author. The initial search yielded 341 articles based on their titles and abstracts. These were then screened based on full-text review, resulting in 179 relevant articles. A further snowballing process was conducted to incorporate additional articles based on their relevance to the topic, which resulted in adding 79 articles, to have 226 reviewed articles as illustrated in Figure 1.

In this model, as illustrated in Figure 1, we review happiness at work on the basis of three stages that combine assessing vocational psychology and management literature. The happiness-related concepts are represented in stage 1 as explanatory concepts embedded in personality traits, circumstantial factors, and person-organization fit. In this stage, we reviewed more than 341 articles examining happiness at work in general. Snowballing search is reported in stage 2 as the backbone of this review by excluding unrelated articles and examining 226 articles only those tackling explicitly the subject.

Figure 1: The two stages of the literature review

Stage 1: Direct search



Note: HAW – Happiness at work, P-J – Person-job fit, JCT – Job Characteristics Theory, JS – Job satisfaction.

Source: Authors

3. Results and discussion

3.1 Results

3.1.1. Antecedents of happiness at work

3.1.1.1. Circumstantial contributors to happiness at work

Research on environmental factors has shown that variations in happiness result in the inability to control the work environment (Veenhoven, 2014). Several theorists argued that some aspects of the work environment, such as autonomy, high involvement, and high commitment, greatly impact happiness at work; it implies enhancing sharing responsibilities and authority, participating in decision-making, and improving skill development (Boxall and Macky 2014). The virtue of adopting such terms is that they increase system performance, enhance personal growth, and, therefore, employee happiness. Other theoretical insights have suggested that training and a learning environment enhance employee involvement, thus boosting work

practices; such patterns may act on employee happiness at least partly by rising satisfaction, competence, and autonomy (Felstead et al., 2010).

Nevertheless, subsequent research has indicated that organizational climate influence happiness at work to a substantial degree. Day and Bedeian (1991), in their research on the impact of the individual and situational factors on job satisfaction, have tested that situational characteristics (i.e., organizational climate) are significant predictors of job satisfaction. Following the same vein, Lafollette and Sims (1975) have argued that psychological climate or organizational climate is a causal factor in a plethora of positive concepts such as job satisfaction, job performance, and productivity as it is seen as an environment of arousing motivation. Further support for this assertion, Parker et al. (2003), in their meta-analysis, have reported that organizational climate is not only related to job satisfaction and performance but also to work attitudes, motivation, and even well-being at work.

Quality-of-life researchers, however, point out the inadequacy of socio-demographic variables in predicting the antecedents of happiness. Thus, psychologists have turned their focus on other correlates of happiness, i.e., studying psychological factors believing that would bring more significant findings rather than environmental and circumstantial factors (Turkdogan 2017). In effect, psychological factors, like personality traits, appear to regulate how sensitive individuals are toward their environment (Oerlemans and Bakker 2018). Moreover, Danna and Griffin (1999) have hypothesized a strong relationship between core personality traits, circumstantial factors, and happiness-related constructs in a way that largely affects employees' health and personality patterns.

3.1.1.2. Personal contributors to happiness at work

Researchers have often assumed that employees' personality traits play a major role in defining their happiness level at work. Tatarkiewicz (1976) suggested in his book "Analysis of Happiness" that personality has a dual impact on happiness: (1) "it predisposes one to feel joy or sorrow," and (2) "it shapes a man's life in such a way as to cause him joy or sorrow." Personality traits have proven their relevance to many organizational environment criteria, including happiness at work, leadership, work motivation, and job performance (Judge et al. 2002). It has been shown that individuals with high positive affectivity, which is an aspect of core traits, and high core self-evaluation tend to be happier at work and enjoy higher job satisfaction (Judge and Hurst 2008).

According to Barrick and Mount (1991), the big-five model postulates that personality includes five independent dimensions, which yield a significant taxonomy for scrutinizing an individual's psychological state. This personality model consists of extraversion, neuroticism, conscientiousness, agreeableness, and openness to experiences (Barrick et al. 2001). According to the theory, the variance in personality moderates the five factors extraversion, neuroticism, conscientiousness, agreeableness, and openness to experiences; e.g., extraversion is associated with positive affect, demonstrating a high level of well-being at work, whereas neuroticism involves negative affect, indicating a poor level of well-being (Cost and McCrae 1992; McCrae and John 1992; Goldberg 1993; Meléndez et al. 2019).

Following the same reasoning, scholars have reported that locus of control is a substantial predictor of happiness at work. For instance, Spector (1982) pointed out that locus of control is linked to various behavioral constructs in vocational settings such as motivation, job performance, and job satisfaction. Supporting this assumption, Judge and Bono (2001) have linked locus of control to job performance and job satisfaction by signaling that internals are inclined to improve their efforts and performance to meet the standards, and they are more job satisfied. Recent research by Spector et al. (2002), Ng et al. (2006) and Wang et al. (2010) has even emphasized the relationship between locus of control and happiness at work. As in psychology, neither the environmental and circumstantial factors nor the personality traits

would confirm results; rather, an interaction between them would affect the level of happiness (Fisher 2010). These variables overlap those used to analyze the antecedents of happiness at work.

3.1.1.3. Relation person/situation and happiness at work

Research on circumstantial and personal factors as contributors to happiness at work is the most addressed organizational psychology issue (Judge et al. 2005; Fisher 2010; Biétry and Creusier 2013). However, a growing body of empirical research has focused on the interaction between personal factors and work conditions as contributors to happiness at work (Becherer et al. 1982; Blanz 2017). Indeed, several theories have scrutinized the fit between person and situation, ranging from the Theory of Work Adjustment (TWA) to the modern theories of person-organization fit. Several researchers have hypothesized that the TWA is considered the foundation of studying the relationship between person and organization (Hesketh et al. 1992; Tinsley 2000; Cable and DeRue 2002; Westerman and Cyr 2004). The main assumption of this theory concerns the process of achieving a positive interaction between the individual's work personality and the work environment; a match between environmental reinforcers and an employee's needs and values will enhance job satisfaction and, therefore, employee happiness (Dawis and Lofquist 1984).

Many researchers argued that person-environment (P-E) fit is the extension of the TWA. Since it is based on the concepts initiated by the TWA (Tinsley 2000; Eggerth 2008), other scholars, however, have stated that the TWA is predicated upon the concepts of P-E (Rounds et al. 1987); (Bretz and Judge 1994; Dawis 2005). Nevertheless, substantial research has linked P-E fit to several positive-related occupational outcomes (Kristof-Brown et al. 2005; Resick et al. 2007; Greguras and Diefendorff 2009). In general terms, P-E congruence refers to the fit, match, or interaction between the individual and environment (Muchinsky and Monahan 1987; Kristof 1996).

Many P-E fit research has linked P-E congruence to job satisfaction, job involvement, job performance, and motivation, suggesting that individuals who fit are more satisfied and motivated viewing their needs and preferences met by the organization (Muchinsky and Monahan 1987; Bretz and Judge 1994; Kristof-Brown et al. 2005). In addition, some empirical research suggested that P-E fit reduce job stress, conveying high levels of P-E fit, resulting in reduced levels of job-related stress and, therefore, an increased level of job-based affect (Kristof 1996; Edwards 2008). Other management psychologists have gone even further in supporting these propositions; Edwards and Rothbard (1999), Eggerth (2008), and Yu (2016) have tested that a congruent environment will preserve the interests of employees and make them happier with their choice. Further, Gabriel et al. (2014) have emphasized that happiness at work is the result of fit perceptions because needs fulfillment mediates the relation between fit and positive-related attitudes.

Drawing on the elements of Table I below, happiness at work has been checked in different samples and countries, revealing a strong explanatory ability to conceptualize positive emotions in the vocational environment. However, these studies are almost all of them conducted in western countries, which share certain cultural and labor market characteristics. For these reasons, the authors have attempted, through this study, to review the concept in eastern countries, namely Morocco, toward a widely checked construct in different environments. In this study, the authors have emphasized the theoretical review to embark on new directions for the empirical research, revealing the extent to which cultural values in Morocco influence happiness at work.

Table 1: Summary of selected research: Antecedents of happiness at work

Authors	Method	Country of research	Happiness-related concepts	Main contribution
Peiro, (2006)	Case study	Argentina, Australia, Chile, China, Dominican Republic, Finland, Japan, Nigeria, Peru, Russia, Spain, Sweden, Taiwan, USA, and Venezuela	• Well-being • Financial satisfaction • Life satisfaction	Happiness is being assessed from a socio-economic perspective where age, health, marital status account for a substantial degree of happiness and satisfaction
Fisher, (2010)	narrative synthesis method		• Job satisfaction • Engagement • Organizational commitment • Affect at work	Happiness at work is being examined at transient, person, and unit levels
Higgs and Dulewicz, (2014)	Case study	United Kingdom	• Well-being	Emotional stability is related to happiness and life satisfaction, while extraversion predicts happiness solely
Feuvrier, (2014)	Case study	France	• Psychological well-being • Subjective well-being • Flow	Interieur and external factors determine happiness level. Interpersonal, intra-individual, and superpersonal factors shape happiness
Salas-Vallina et al., (2017)	Case study	Spain	• Engagement • Job satisfaction • Affective organizational commitment	Happiness at work predicts organizational citizenship behavior and organizational learning capability
Salas -Vallina et al., (2018)	narrative synthesis method		• Job satisfaction • Engagement • Commitment • Hedonia and eudaimonia • Well-being • Psychological capital	the job demands-resources theory and the social exchange theory have a greater impact on happiness at work. Social interactions and high-quality connections also foster happiness at work among knowledge-intensive workers.

Source: Authors

3.1.2. Outcomes Of Happiness at Work

3.1.2.1. Consequences of happiness at the organizational level

At the organization level, happiness is associated with diversity management by predicting equality, respect, and appreciation to ensure employee belonging and the achievement of the organization's strategic objectives (Mousa et al. 2020). Positive affect also seems to mediate the employee's high-involvement, motivation, and skills, thus promoting problem-solving teams and self-directed teams among HRM design (Li et al. 2018; Salas-Vallina et al. 2020). Further, Von Bonsdorff (2018) argued that high-involvement work practices reinforce flexibility, proactivity, and collaboration, which offer important implications for organizational practices.

In an attempt to clarify the importance of life satisfaction and job satisfaction, Erdogan et al. (2012) concluded that workplace happiness leads to job satisfaction through the mediation of life satisfaction, assuming that several studies utilize life satisfaction as a salient measure of happiness. Such consequences of happiness at work have led researchers to assume that job satisfaction mediates various positive outcomes. This assumption can be found in many studies. For example, Joo and Lee (2017) underlined the crucial role of career satisfaction in predicting success, engagement, and happiness. They argued that positive work-related outcomes (career satisfaction and job satisfaction) covary with high happiness levels and increased degree of engagement, performance, and dedication.

3.1.2.2. Consequences of happiness at the personal level

Happiness research at the individual level suggests that studies of the overall job satisfaction predicting positive attitudes have been found to prevail across occupational settings. Reviews by Firth et al. (2004) and subsequent studies by other researchers (e.g., Wunder et al. 1982; Griffeth et al. 2000) have consistently shown that job stressors are related to dissatisfaction, resulting in reduced commitment consequently intention to resign. They also reported that work stressors and job dissatisfaction lead to turnover; alleviating job stressors may enhance employees' positive moods. A number of other studies have supported the contention that a positive emotional state predicts quite substantially employees' health, and bad health is associated with unhappiness and dissatisfaction (Peiró 2006; Judge et al. 2010; Bojanowska and Zalewska 2016). Consistent with these reviews, past and recent research findings suggest that job stressors depicted in anxiety, depression (Van Katwyk et al., 2000), and burnout (Taris, 2006) are negatively related to positive attitudes manifested by well-being (Elfering et al., 2005), job performance (Crawford et al. 2010), and job satisfaction (Clark and Lake 2020). Previous research has identified work-centered variables as crucial happiness-booster or hindrance aspects; hence, studies have also emphasized work detachment as a more powerful determinant of happiness at work, showing that prolonged work availability may have a detrimental effect on employee happiness and health (Fritz et al. 2010; Sonnentag and Fritz 2015; Dettmers 2017). Thus, psychological detachment may have accounted for increased employee happiness and performance by restoring the individual's resources depleted during the workday.

Table 2: Summary of selected research: Outcomes of happiness at work

Authors	Method	Country of research	Happiness-related outcomes	Main contribution
Wright and Staw (1999)	Longitudinal study	USA	Job performance Creativity Cooperativeness Helping Social support	Positive affects predict a spectrum of positive-focused concepts such as performance, creativity, and social support. A happy-employer is a productive, performed, satisfied, and cooperative individual.
Judge et al. (2010)	Case study	Sweden	Health Economic well-being Occupational prestige	Positive psychological health through general mental ability would yield positive occupational outcomes such as health, economic well-being, occupational prestige.
Turban and Yan (2016)	Case study	USA	Job attitudes Extra-role behaviors Job satisfaction Affective commitment Interpersonal helping	Happiness moderates a plethora of positive work attitudes such as job attitudes, extra-role behaviors, and job satisfaction. Positive emotions lead to employee effectiveness and the organization's performance.
Schnebelen and Bruhn (2018)	Case study	Germany	Hedonic value Emotional fulfillment Positive emotions	Happiness induces consumers to develop brand attachment by problem-focused coping and emotion-focused coping.
Walsh et al. (2018)	Case study	Spain	Career success Job satisfaction Job performance	Happiness at work precedes success-centered outcomes: job performance, job satisfaction, prosocial behavior, autonomy, and many positive consequences related to vocational duties.
Salas-Vallina et al. (2020c)	Case study	Spain and Italy	Learning Knowledge activities Knowledge processing Social embeddedness High involvement work systems	Happiness and quality of life at work will enhance absorptive capacity. The promotion of happiness in the vocational environment will strengthen the employer's attractiveness and boost high involvement work systems.

Source: Authors

The table II above reports some selective studies on outcomes of happiness at work conducted in different countries around the world. As can be seen, none of the studies was conducted in eastern nation. From this it follows that the authors shall scrutinize the outcomes of happiness at work in Morocco, pointing out the specifications of the Moroccan culture and its relationship with happiness at work. The following revue will shed lighter on less-documented concept of consequences of happiness at work by emphasizing its theoretical underpinning and by examining to which extent outcomes of happiness at work could explicate the employee positive psychological functioning.

3.1.3. Cultural Dimensions and Happiness at Work in Morocco

A significant body of research has yielded a functional relationship between cultural characteristics and psychological functioning, pointing out that aspects of national culture impact an individual's positive mental health and well-being (Arrindell et al. 1997; Teixeira and Vasque 2020; Espasandín-Bustelo et al. 2020). For example, Moroccan culture is characterized by a high degree of collectivism, a low degree of uncertainty avoidance, and high power distance that may predict positive emotions and moods in communities and organizations (House et al. 2004; Louahabi et al. 2020).

To undertake research relating to Hofstede's dimensions to the Moroccan context at the occupational level, one requirement should be met. This prerequisite involves the availability of nation-descriptive data on national culture applied to vocational psychology, which is needed to uncover such a relationship. Recent research has shown that the Moroccan national culture is classified as collectivist, considering the group as primary importance and enforcing group cooperation (Venaik and Brewer 2010; Balambo 2014; Al-Alawi 2016; Louahabi et al. 2020). The relationship between individualism-collectivism and well-being has been quite moderately scrutinized. For instance, Diener et al. (1995) argued that well-being is related to collectivistic orientations; there might be great group solidarity and social support, which ought to improve happiness. Thus, they found that in individualistic countries, people tend to be happier than people living in collectivist countries simply because they encourage the pursuit of individual interest and value independence and achievement through their actions. However, other researchers have shown that in developed countries, happiness correlates with individualistic orientation due to the importance of freedom of action and achievement of personal goals and desires, whereas social support and national pride are the key predictors of well-being in less-developed countries like Morocco (Inglehart et al. 2008; Steele and Lynch 2013). Thus, organizations facilitating inter-colleague relations, reinforcing in-group solidarity, and improving management-employee relations will inevitably have job satisfaction and happiness of their employees enhanced (Fisher 2010; Menon 2012; Tansel and Gazioğlu 2014).

Drawing on the theoretical and empirical findings, the Moroccan context is a high power distance culture characterized by obedience and deference to hierarchal orders (Hofstede 1994; Balambo 2014; Louahabi et al. 2020). Thus, the vocational setting in Morocco should be depicted by an increased degree of satisfaction and enhanced level of positive emotions given the fact that high power distance predicts happiness at work. However, some research has linked high power distance with reduced governance effectiveness and less GDP per capita (Taras et al. 2012). Other researchers have highlighted the effect of high power distance on economic inequality and, in turn, its indirect impact on happiness (Oishi and Kesebir 2015; Steel et al. 2018).

Cultures with high uncertainty avoidance view uncertainty as threatening, and individuals respond to ambiguous situations with stress, anxiety, and decreased perceptions of control (Hofstede et al. 2010). In contrast, according to Hofstede et al. (2010), cultures with low uncertainty avoidance, uncertainty is more tolerated, and individuals easily accept change. In these societies, people cope with the unknown using their sense of control (Barr and Glynn

2004). The Moroccan culture is indeed a lower uncertainty avoidance culture, where unpredictable future and uncertain situations are dealt with certain controllability (Nouiga 2003; Balambo 2014; Louahabi et al. 2020). Individuals of these cultures tend to allow equivocality and have a positive outlook on the future and therefore reinforce their positive emotions, confidence, and well-being in societies and organizations (Basabe et al. 2002; Jang et al. 2018; Lawrie et al. 2020). For instance, Basabe et al. (2000, 2002) pointed out that high uncertainty avoidance cultures provoke stress, anxiety, and fear, igniting low well-being. This perspective confirms earlier research by Hofstede suggesting that unhappiness tends to correlate more with high uncertainty avoidance, and thereby employees in uncertainty-avoiding countries seem more stressed and anxious (Hofstede et al. 2010). Based on this assumption, individuals in uncertainty-tolerant countries, like Morocco, consider the unknown as a normal feature of life, and therefore, they are less stressful and less anxious, which is reflected on increased happiness (Hennekam and Tahssain-Gay 2015; Tahssain-Gay et al. 2019; Louahabi et al. 2020).

Prominent theories have linked perceptions of positive attitudes to cultural dimensions. For example, the masculinity-femininity concept has two cultural dimensions; masculinity cultures emphasize achievement, assertiveness, and material success, particularly for men, and femininity cultures value cooperation and recognition without emphasizing gender role differences (Hofstede et al. 2010; Taras et al. 2010). Research on masculinity societies has shown that masculinity is related to low affect balance by focusing on material success, gender segregation, and non-emotional reactions (Basabe et al., 2002). In the vocational setting, evidence largely supports the idea that job stress and anxiety are linked to masculine societies where tenseness reduces job satisfaction (Arrindell *et al.*, 1997). On the other hand, feminine countries involve a higher level of well-being among their employees and dominance of positive emotional experience (Arrindell et al. 1997; Hofstede et al. 2010). The results obtained in these researches indicate that femininity cultures accentuate interpersonal relationships, social sharing of emotions, and a high level of pleasantness, resulting in positive emotions in the working place (Basabe et al. 2002; Taras et al. 2010).

This cultural dimension in Morocco is controversial. It is a masculine country in conveying performance, assertiveness, and success but a feminine side manifested by cooperation, mutual aid, and the prevalence of positive emotions (Balambo 2014; Louahabi et al. 2020). Moreover, the Moroccan culture is undergoing a social transformation shifting from a low masculinity society (Hofstede's score of 53) to femininity social values (Hofstede's score of 47), emphasizing social mutuality and concern for the weak, which, therefore, increase joy, the frequency of positive emotions, and happiness mainly in the work environment (Balambo 2014; Hennekam and Tahssain-Gay 2015; Tahssain-Gay et al. 2019; Louahabi et al. 2020).

3.1.4. Happiness at Work in Morocco

Few studies have been conducted to assess the quality of life, job satisfaction, and happiness among employees in African countries. However, studies of happiness have been progressively conducted internationally and among various vocational settings. Hence, the Southern African context has been a fruitful setting for scrutinizing happiness and an overwhelming amount of Southern African literature has tackled the issue of happiness in various vocational environments. For instance, Kollamparambil (2020), analyzing happiness inequality and income dynamics in South Africa, concluded that income inequality has a negative impact on happiness inequality suggesting that an increase in income decreases income inequality resulting in a diminution in happiness inequality. Another example involves studying happiness at the family level in South Africa, conveying that strong family ties are associated with happiness and life satisfaction (Botha & Booysen, 2014).

Another stream of research has investigated the determinants of happiness within various contexts and attempted to conclude that these determinants are the same no matter the context.

Indeed, Hinks and Gruen (2007) have hypothesized that happiness fluctuates depending on socio-demographic and economic variables like age, marital status, education, employment status, and income. He stated that these variables identified as determinants of happiness are relevant to the Southern African context the same as Western countries. Following the same vein, Hayo (2007) has shown that happiness determinants in Western Europe and the USA are also relevant to Eastern Europe. Thus, the concept of happiness lies in the hearth of socio-demographic and economic welfare regardless of geographic context and the happy person emerges as a younger, well-educated, well-paid, and married person (Diener, 1984).

Much of the research on happiness in Africa seems to have been based on the South African context. However, the Moroccan context has been also fruitful for studying happiness at work. Nevertheless, in the Moroccan literature, happiness at work has been studied in terms of happiness-centered concepts, such as well-being, work engagement, and job satisfaction. Indeed, the concept of happiness in Morocco, it started with a survey carried out by the High Commission for Planning¹ in 2012. This survey showed that accommodation comes first followed by revenue since roughly one Moroccan out of ten claimed that labor compensation is a crucial factor of well-being. Thirdly, ensuring good work conditions and guaranteeing equitable access to jobs would imply the effectiveness of well-being at work. Moreover, nearly one employed worker out of two is unsatisfied with his/her job. While the level of satisfaction is low among operatives and common laborers, senior managers are more satisfied in their work. The survey also illustrated that health comes fourth (*High Commission for Planning 2012. Mesure du bien-être au Maroc : Principaux résultats de l'Enquête Nationale sur le bien-être 2012*²).

The concept of happiness has become the major focus of more studies in Morocco, the first important study appeared with the creation of the Moroccan Observatory of Happiness³ in 2016. In a survey carried out by the OMB, on a happiness scale, 96% of the surveyed individuals are for Religion, 80% for good health whereas work come in the last position with only 7%. Nonetheless, this research incorporates the concept of happiness as a synonym or aspect of well-being. Consequently, it focuses on the socio-demographic aspects of well-being rather than vocational sides (*OMB 2016. Bien-être au travail : qu'en disent les Marocains ?*⁴).

However, the first in-depth research in the vocational setting has been launched in 2017 by the OMB. This survey attempted to measure to which extent the workplace makes employees happy and to identify some factors that influence the employees' well-being. Additionally, this research is based on the answers of 1200 surveyed individuals in all the business sectors. Generally, the survey has revealed that 46% of Moroccans are happy at work whereas 36% of them are somewhat not happy. Senior officers seem to be the most satisfied with a percentage of 56 out of 46% of the sample. By contrast, rural areas are over-represented by individuals whose level of happiness is very low, roughly 50% against 36% of the total sample. Operatives of the private sector seem also to be unhappy in their work (44%). Interestingly enough, approximately half of the surveyed employees are seemingly unable to justify their degree of happiness with tangible reasons such as environment, work conditions, compensation... but rather they make the best of their situation and consider themselves happy to even have a job⁵. Nevertheless, other results of the survey concern the perception of work. Since roughly one-third of the surveyed individuals consider their jobs as a source of stress. In fact, three factors

¹ The High Commission for Planning is a governmental organization that provides surveys and statistical analysis regarding the economic, social, and demographic scenes.

² Retrieved from http://www.oecd.org/site/oecdqfd/Mesure_Bien-%C3%AAtre_Maroc_2012_SOUDI.pdf

³ The Moroccan Observatory of Happiness is an association concerned with studying, analyzing, and understanding various sources and factors of happiness among Moroccans.

⁴ Retrieved from <http://www.omb.ma/bien-etre-au-travail-quen-disent-les-marocains/>

⁵ OMB 2017. Résultats de l'étude nationale sur le Bien-être au Travail. Retrieved from <http://www.omb.ma/resultats-de-letude-sur-le-bien-etre-au-travail/>

are behind this stress: Lack of recognition, work overload, and lack of means to achieve goals. On the other hand, the statistical analysis of this survey has highlighted 12 factors that impact the level of happiness at work. For instance: Quest for meaning, control over duties, reconciliation between private life and working life, compensation and bonus pay, level of autonomy and accountability, security and wholesomeness of work environment, support of hierarchy and mutual assistance among teammates, transparency and organizational durability, opportunity of promotion and potential of creativeness, positive atmosphere in work...etc. (OMB 2017. *Résultats de l'étude nationale sur le Bien-être au Travail*⁶).

3.2. Discussion

The purpose of this study is to determine and examine the antecedents and outcomes of happiness at work and cultural dimensions. Building on prior research, our reviews provide further evidence that positive psychology optimizes human potential and happiness. It has long been recognized in the vocational literature that work in the twenty-first century has not only shaped our tasks, teammates, and management but also moods, emotions, well-being, and positive attitudes. Happiness in the form of all these positive-related constructs has received a lot of research attention. This research attempted to predict the employees' well-being by scrutinizing some vocational concepts ranging from personality traits to environmental factors to person-environment fit. Additionally, this study is fundamentally motivated by the need to extend African literature on happiness at work and cultural dimensions. Understanding the effects of happiness at work and cultural dimensions should identify a framework for explicating the level of employees' happiness within organizations in Africa.

The theoretical foundation of this framework is derived from positive psychology and affective events theory. Following the fundamental principles of these theories, the authors contended that specific personality traits, positive environmental factors, or a high congruence between individuals and organizations engender an emotional experience of happiness, which subsequently influences various coping strategies and emotional responses. Given that employees frequently seek an optimal work environment, the authors argued that key happiness-centered concepts serve as a robust basis for defining positive experiences within a vocational setting. Consequently, the authors offer a managerial contribution by providing recommendations for effective human resource management and overall management.

The theoretical frameworks of positive psychology and appraisal theory offer foundational support for recognizing the importance of happiness in the workplace and its practical relevance. As a result, organizations stand to gain significantly from having satisfied employees. Research indicates that employees who experience happiness demonstrate supportive behaviors vis-à-vis their organizations, including increased involvement, engagement, and performance. These positive dispositions contribute to crucial financial outcomes for the organization. Additionally, positive emotional states and attitudes lead employees to engage more effectively in their daily tasks and enhance their job performance. Such positive emotions and attitudes also enable managers to build and maintain strong relationships with their collaborators, thereby securing their devotion. To harness these benefits, managers must adopt effective human resource practices based on optimizing organizational climate, aligning employee preferences with organizational systems, and implementing happiness-enhancing activities and practices.

The findings from this research provide further support for the discussion around the contribution of the antecedents of happiness at work in increasing the employees' happiness. As expected, happiness at work is influenced by a wide range of variables. Stable attributes of individuals such as personality, as well as the congruence between person—organization and the employee's preferences, needs, and interests. Comprehending these contributors to

⁶ Retrieved from <http://www.omb.ma/resultats-de-letude-sur-le-bien-etre-au-travail/>

happiness offer some potential levers into enhancing happiness at work. If these elements are incorporated into the management system, organizations are likely to improve the employees' expectations, fulfill their interests, and, therefore, their happiness.

Firstly, consistent with previous research, happiness's meaning tended to fall into two main camps. The hedonic viewpoint is based on subjective well-being, which is used as a synonym for happiness. On the other hand, the eudaimonic viewpoint, that accentuates psychological well-being, is defined as self-realization and meaningfulness (Reis et al., 2000). Interestingly enough, despite definitional and philosophical differences, the two constructs seem to overlap and complement each other since they provide a full picture of a happy individual. Great strides have been made in the accumulation of theory and research on distinguishing two sides of happiness which are often regarded as irrelevant to scientific inquiry. In fact, some empirical research argued that it is inappropriate to treat hedonic well-being and eudaimonic well-being as separate concepts: that the constructs represent opposite ends of a single bipolar trait or that a circumplex is required to emphasize their complementarity and they could be operationalized in tandem. The aim of this research is to review the theoretical background of various dimensions of happiness and present the ingredients to advance the empirical study of the construct.

Secondly, this research seeks to present the construct of workplace happiness as it includes well-being, job satisfaction, and other positive-related concepts. Some research tackles the issue of happiness at work as a synonym of well-being (Caza and Wrzesniewski 2013), while others use them interchangeably (Seligman 2002; Joo and Lee 2017). This study also reveals that personality traits manifested by locus of control and extraversion correlate positively with happiness in the workplace; improving these traits contributes significantly to employee well-being. In addition to revising social psychologists' perspectives on environmental factors, high involvement, and organizational climate findings corroborate earlier literature regarding their substantial impact on organizational behavioral constructs. Ultimately, we have stressed the prominence of person-organization correspondence by illustrating that positive congruence provides an empowering work environment enabling positive affects to evolve such as job satisfaction, well-being, and happiness.

Thirdly, in management literature, the concept of happiness at work does not get enough attention, contributions to the scant management literature as it unfolds various common causes and consequences of happiness at work. First, it adds a managerial overview to this research by focusing on aspects that impact the employee's state of mind in the organizational setting. Second, this study extends the existing body of knowledge on happiness in the workplace because the concept plays a substantial part in predicting positive behavioral outcomes such as job satisfaction, job engagement, and well-being, which in turn mediate positive managerial concepts such as organizational performance and strategic management of human resources. Finally, this article will serve as an impetus for much research, mainly in the Moroccan framework.

Furthermore, many authors have noted that cross-cultural management research is now needed more than ever because it can no longer be assumed that western concepts and theories transcend culture and national boundaries (Taras et al. 2010; Taras et al. 2012; Daniels and Greguras 2014). Thus, we argued that classic Hofstede's cultural dimensions impact to a substantial degree the psychological state of individuals in societies and organizations. Further, this review demonstrates the value of Moroccan's national culture in predicting happiness and to which extent these dimensions, mainly collectivism and femininity, can correlate with the experience of positive emotions.

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4. Conclusion

This systematic study was conducted with the objective of investigating the potential positive impact of the antecedents of happiness at work on employee's psychological state. Direct relationships of cultural dimensions on workplace happiness have been uncovered. Indeed, the examination of the antecedents of happiness at work identified three critical levels of contributors: circumstantial factors, personal attributes, and the alignment between personal characteristics and job roles. Circumstantial contributors include external factors such as organizational climate, autonomy, and high involvement, all of which significantly impact employees' happiness. Personal contributors involve personality traits embedded in big five and locus of control, highlighting the role of intrinsic factors in workplace happiness. The analysis of person-job fit underscored the importance of matching employees' skills, values, and aspirations with their job roles, which fosters greater satisfaction and well-being at work.

In the same vein, the review of the outcomes associated with workplace happiness revealed its profound impact at both the organizational and personal levels. At the organizational level, happiness at work was found to enhance key performance indicators such as productivity, employee engagement, retention, and overall organizational effectiveness. This underscores the strategic importance of fostering a happy workforce as a means of driving organizational success. At the personal level, workplace happiness was linked to increased job satisfaction, better mental and physical health, and overall life satisfaction. The findings suggest that workplace happiness is not only beneficial for organizations but also crucial for employees' holistic well-being.

As for culture, the analysis of cultural dimensions in relation to workplace happiness highlighted the significant role that cultural context plays in shaping how happiness is perceived, experienced, and expressed in the workplace. The review found that Hofstede's cultural values such as individualism vs. collectivism, power distance, and uncertainty avoidance influence employees' expectations and experiences of happiness at work. These cultural factors can either enhance or hinder the pursuit of workplace happiness, depending on how well they align with organizational practices and employee expectations. This section revealed the Moroccan cultural classification which a collectivist society, characterized by high power distance, high tolerance of uncertainty avoidance, and moderate femininity.

On the whole, drawing on the fundamentals of systematic literature review by reviewing 226 articles, this article has provided a comprehensive and nuanced understanding of the multifaceted nature of workplace happiness, integrating findings from 226 articles to offer a holistic perspective on its antecedents, outcomes, and cultural influences. The review revealed that workplace happiness is influenced by a complex interplay of circumstantial, personal, and cultural factors, each contributing uniquely to employees' overall happiness. Moreover, the exploration of cultural dimensions further highlighted the importance of considering cultural context in understanding and promoting workplace happiness.

Despite considerable interest in studying happiness at work, parallel research on the antecedents of happiness at work has been scarce. This is problematic given the multifaceted nature of happiness at work and its broad vocational setting dimensions. Accordingly, this study presents some limitations. Firstly, studies of the antecedents of happiness at work included in the current literature review depended almost exclusively on some intermediate concepts like well-being,

job satisfaction, and engagement. Thus, our review may have been vulnerable to analyzing the employee's happiness through the aforementioned happiness-related concepts.

Secondly, this study's theoretical background has not examined the implication of the antecedents of happiness at work on the employee's level of happiness; instead, most research assessed happiness through some specific variables such as well-being and engagement. For instance, Fisher (2010) has examined happiness in the workplace using three main variables: Affective organizational commitment, job satisfaction, and engagement to capture the variance of happiness at work. Thirdly, while psychologists have extensively examined happiness at work, the concept remains less documented in management sciences; this literature review focuses more on psychological and social perspectives rather than scrutinizing managerial standpoint. Moreover, the African literature related to happiness at work remains scarce, and therefore this study's implications need more in-depth reviews to judge the status of happiness at work in Africa.

Regarding the cultural dimensions and their implications for happiness at work, the major limitation is empirical studies of the Moroccan context. These studies are not fairly large and do not represent each data category equally well. Further research is needed to confirm the relationship between happiness at work and high uncertainty avoidance because the latter predicts negative emotions and stress in communities by employing experimental and longitudinal approaches.

Since Hofstede's (1980) ground-breaking book, there has been considerable progress in comprehending how cultural values affect organizations and the people therein. Consistent with the theoretical review, it is apparent that cultural values positively relate to wellness within organizations. Though some research has analyzed cultural values and their pervasive role in perceiving positive emotions, we believe there remain many underexplored areas in which cultural values likely play a crucial role for employees and organizations. Regarding the Moroccan context, an almost limitless list of research explores the effects of cultural dimensions on positive attitudes. Thus, we suggest that more research should assess the impacts of cultural values on happiness in Morocco to unveil the role of these values in predicting individuals' happiness.

Future research needs to address these potential limitations and assess whether the effects of circumstantial factors on happiness at work are relevant to the degree of the employee's happiness. For example, it is feasible that environmental factors may foster positive affects within organizations, but this proposition has not been examined in the current research; instead, much research has taken place at the personal level. Research also needs to extend beyond the factors examined in this research to determine other variables; happiness in a vocational setting is a broad concept that could affect mood and emotions. Moreover, future research should develop an overarching framework assessing real-time causes and consequences of happiness at work. Another interesting area for future research is exploring the value of cultural dimensions for human resources management to better predict employee happiness. Also, future studies should incorporate more research databases and more research languages just to capture more literature production in various areas.

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