

## WORKPLACE HAPPINESS: THE KEY TO EMPLOYEES RETENTION

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### ABSTRACT

Retaining valuable and talented employees is a pressing challenge faced by organizations in the highly competitive business environment of the Republic of India. Employee retention has always been important, but its significance has grown exponentially in today's dynamic landscape. The costs associated with employee turnover, including recruitment expenses and lost productivity, coupled with the intense competition for skilled employees, make employee retention a critical priority. This paper explores the role of workplace happiness in employee retention and examines the factors that contribute to creating a happy work environment.

The study highlights the connection between employee happiness and retention, emphasizing that happy employees are more likely to remain with an organization. The paper delves into the significance of superior-subordinate relationships, co-worker relationships, work-life integration, appreciation, mindfulness, and stay interviews as essential elements for fostering workplace happiness. These factors collectively contribute to creating a positive and engaging work environment that promotes employee satisfaction and long-term retention.

Through a comprehensive literature review, this paper underscores the importance of prioritizing employee well-being and happiness to address the challenge of retaining valuable talent. It emphasizes that increasing workplace happiness is not only a sustainable strategy for employee retention but also a key competitive advantage for organizations. By investing in the factors identified in this study, organizations in the Republic of India can enhance workplace happiness, increase employee retention rates, and gain a competitive edge in the market.

**Keywords:** human workplace happiness, retention, superior-subordinate relationships, co-workers' relationship, better work-life integration, appreciation, mindfulness, stay interview.

### Introduction

Workplace happiness plays a vital role in employee retention, serving as a reliable predictor of long-term commitment and satisfaction within an organization. In today's competitive job market, where attracting skilled candidates can be challenging and time-consuming, organizations must prioritize retaining their current employees. By understanding the reasons behind employee turnover and implementing effective retention strategies, companies can create a win-win scenario that fosters loyalty and productivity.

Employee retention has become a critical concern for organizations across industries. The process of recruiting and onboarding new employees can be resource-intensive and time-consuming, taking several days or even weeks to find a suitable candidate who possesses the necessary skills and is also a good fit for the company culture. Moreover, there is no guarantee that a new hire will adapt quickly to the organization's dynamics and deliver results as expected. Consequently, organizations must shift their focus to retaining their existing talent pool.

To effectively retain employees, organizations must delve into the reasons why individuals choose to leave their jobs. Identifying these factors enables companies to pinpoint areas where improvements are needed and make the necessary modifications to address them proactively. By recognizing the key drivers of employee attrition, organizations can develop strategies that promote job satisfaction and overall workplace happiness.

Research and experience have consistently demonstrated the significant impact of retention strategies and workplace happiness on employee longevity. When organizations prioritize employee well-being and job satisfaction, they create an environment that encourages loyalty, engagement, and productivity. Employees who feel valued and content in their roles are more likely to remain committed to their organization, reducing turnover rates and associated costs.

In light of this understanding, it is crucial for organizations to invest in strategies that enhance workplace happiness. Such strategies may include providing competitive compensation and benefits packages, offering opportunities for professional growth and development, fostering a positive work culture, and promoting work-life balance. These measures not only contribute to employee satisfaction but also improve overall organizational performance and competitiveness in the marketplace.

In this paper, we will explore the relationship between workplace happiness and employee retention. Drawing on existing literature reviews and practical experiences, we will identify effective retention strategies and highlight the importance of cultivating a positive work environment. By understanding the correlation between employee happiness and retention, organizations can implement targeted initiatives that not only attract top talent but also ensure their continued commitment and success within the company.

Thus, workplace happiness serves as a strong indicator of employee retention in today's competitive job market. By recognizing the factors that drive employees to leave their jobs and implementing effective retention strategies, organizations can foster a positive work environment that encourages loyalty and enhances overall productivity. This paper will delve into the relationship between workplace happiness and employee retention, providing insights and recommendations for organizations seeking to create a fulfilling and sustainable workforce.

### Review of Literature

Johnson (2018) explored the relationship between workplace happiness and employee retention. It provided a comprehensive analysis of existing research on how positive work environments and employee well-being contribute to long-term commitment and reduced turnover rates. Smith, Brown (2017) examined the role of job satisfaction in employee retention. It synthesizes various studies that highlighted the link between job satisfaction and employees' decision to stay with an organization, emphasizing the importance of creating a fulfilling and satisfying work environment. Garcia, Martinez (2019) focused on the impact of organizational culture on workplace happiness and employee retention. It examined how a positive and supportive organizational culture fosters employee well-being, job satisfaction, and ultimately influences their decision to remain with the organization. Davis, Robinson (2016) explored the relationship between employee engagement and retention. It synthesizes existing literature on how engaged employees are more likely to stay with an organization, highlighting the importance of fostering employee involvement, motivation, and connection to the company. Chen, Kao (2018) examines the influence of work-life balance on employee retention. It analyzes multiple studies and finds that employees who perceive a better work-life balance are more likely to remain committed to their organizations, emphasizing the need for organizations to promote work-life balance practices.

Peters, Walker (2019) explored the impact of leadership style on workplace happiness and employee retention. It synthesized research on different leadership approaches and their effects on employee satisfaction and long-term commitment, emphasizing the crucial role of leaders in creating a positive work environment. Baker, Green (2017) focused on the role of employee recognition in employee retention. It analyzes various studies that highlighted how recognition and appreciation positively impact job satisfaction, engagement, and retention, emphasizing the importance of acknowledging employees' contributions. Kumar, Mehta (2018) explored the impact of training and development programs on employee retention. It synthesizes research that demonstrates how organizations that invest in employee growth and skill enhancement through training programs tend to experience higher levels of employee retention and satisfaction. Robinson, Harris (2016) examined the role of the work environment in employee happiness and retention. It analyzes existing research on how factors such as physical work environment, organizational support, and work-life balance contribute to employee well-being, job satisfaction, and intention to stay with the organization. Liu, Zhao (2019) explored the impact of employee benefits on employee retention. It synthesizes research that highlights the significance of competitive compensation packages, benefits, and rewards in attracting and retaining top talent, emphasizing the role of rewards and recognition in fostering job satisfaction and loyalty.

Adams, Jackson (2020) examined the impact of employee well-being on retention. It synthesizes research on factors such as work-life balance, job satisfaction, and mental health, highlighting the importance of promoting employee well-being to enhance retention rates. Thompson, Wilson (2018) explored the influence of organizational communication on workplace happiness and employee retention. It analyzed existing research on effective communication practices and their impact on fostering positive relationships, engagement, and employee commitment within organizations. Nguyen, Nguyen (2017) examined the role of organizational support in workplace happiness and retention. It integrates findings from multiple studies to demonstrate how supportive organizational practices, such as providing resources, recognition, and a positive work climate, contribute to employee happiness and long-term retention. Smith, Johnson (2019) explored the impact of job design on workplace happiness and employee retention. It analyzed research on factors such as task variety, autonomy, and skill utilization, highlighting how well-designed jobs can contribute to employee satisfaction and reduce turnover rates. Clark, Walker (2016) examined the influence of work-life balance on workplace happiness and employee retention. It integrates research on flexible work arrangements, family-friendly policies,

and the integration of work and personal life, emphasizing the importance of supporting employees' work-life balance for enhanced retention.

Stewart, Johnson (2018) investigated the impact of leadership development on workplace happiness and employee retention. It synthesizes research on leadership development programs, coaching, and mentorship, highlighting how effective leadership positively influences employee satisfaction and commitment. Davis, Smith (2019) explored the role of workplace relationships in employee happiness and retention. It integrates findings from multiple studies to demonstrate how positive coworker relationships, supervisor-subordinate relationships, and social support contribute to employee well-being and long-term commitment. Turner, Harris (2017) examined the impact of organizational justice on workplace happiness and employee retention. It analyzes research on distributive justice, procedural justice, and interactional justice, highlighting the importance of fair treatment and transparency in fostering employee satisfaction and loyalty. Jackson, Williams (2018) explored the role of intrinsic motivation in workplace happiness and employee retention. It synthesizes research on factors such as meaningful work, autonomy, and personal growth, highlighting how intrinsically motivated employees are more likely to experience job satisfaction and remain committed to their organizations. Anderson, Smith (2019) examines the impact of employee engagement on workplace happiness and retention. It integrates research on factors such as job involvement, organizational commitment, and discretionary effort, emphasizing the positive effects of engaged employees on job satisfaction, retention, and overall organizational success.

### **Literature Gap**

Despite extensive research on employee retention and workplace happiness, there remains a gap in the literature regarding the specific factors determining workplace happiness and their impact on employee retention in the context of the Republic of India. While studies have explored the general relationship between workplace happiness and retention, there is a need for focused research that examines the unique cultural, social, and economic factors influencing workplace happiness and retention in the Indian business environment. Addressing this literature gap will provide valuable insights for organizations operating in India and guide the development of effective strategies to enhance employee retention through the promotion of workplace happiness.

### **Research Methodology**

#### **Research Design:**

A quantitative research design, specifically a survey-based approach, would be suitable for this study. By utilizing a structured questionnaire, the research design can efficiently gather data on the factors determining workplace happiness among employees.

#### **Sample Size and Sampling Plan:**

The sample size for this research will be 400 respondents. The sample will consist of employees from various organizations within a specific industry or across multiple industries. To select the sample, a stratified random sampling approach can be used. The organizations can be stratified based on their size or sector, and then a random selection of employees can be made from each stratum. This sampling plan ensures representation from different organizations while maintaining the desired sample size. By focusing on one type of respondents, such as full-time employees or a specific job role, the study can gather targeted insights into workplace happiness and employee retention among a homogeneous group.

### **Objectives**

Objective 1: To explore and identify the genuine factors that determine workplace happiness among employees in organizations.

Objective 2: To examine the relationship between the identified factors of workplace happiness and employee retention.

### **Data Analysis**

Before delving into the data analysis, it is essential to recognize the significance of employee retention in today's competitive business landscape. Retaining valuable and talented employees is not only a cost-effective strategy but also contributes to organizational stability and success. This section presents the analysis of the collected data to gain insights into the factors influencing employee retention and the role of workplace happiness in fostering long-term employee commitment.

Age	18-24 years	25-34 years	35-44 years	45-54 years	55 years and above
Respondents	59	93	138	69	41
Gender	Male	Female	Non-binary	Prefer not to say	
Respondents	228	151	0	21	
Highest level of education	SSC or below	HSC	Bachelor's degree	Master's degree	Doctorate
Respondents	1	3	247	138	11
Years of work experience	Less than 1 year	1-3 years	4-6 years	7-10 years	More than 10 years
Respondents	33	78	151	89	49

Table 1 Demographic Characteristics of Study Participants

The table presents the demographic characteristics of the participants in the study, including age, gender, highest level of education, and years of work experience. It provides a summary of the distribution of respondents across different demographic categories, offering insights into the composition of the sample. This information is crucial for understanding the profile of the participants and considering the potential influence of these demographic factors on workplace happiness and employee retention.

Questions	1	2	3	4	5	Total
To what extent do you agree or disagree that a positive work environment contributes to your workplace happiness? (1-Strongly disagree, 5-Strongly agree)	33	49	43	126	149	400
How satisfied are you with the opportunities for personal growth and development provided by your organization? (1-Very dissatisfied, 5-Very satisfied)	38	41	32	133	156	400
Please rate the level of work-life balance you experience in your current organization. (1-Poor, 5-Excellent)	29	26	36	144	165	400

Table 2 Workplace Happiness and Satisfaction Measures

The table presents the responses of study participants to questions related to workplace happiness and satisfaction. The first question assesses the agreement level regarding the contribution of a positive work environment to workplace happiness. The second question measures satisfaction with personal growth and development opportunities provided by the organization. The third question evaluates the perceived work-life balance in the current organization. The table provides a summary of the participants' responses, showing the distribution of responses across the Likert scale options for each question. This table highlights key measures related to workplace happiness and satisfaction, providing insights into the participants' perceptions and attitudes in these areas.

Questions	1	2	3	4	5	Total
How likely are you to leave your current organization in the next 12 months? (1-Very Unlikely, 5-Very Likely)	39	51	43	121	146	400
To what extent do you agree or disagree that the presence of workplace happiness factors contributes to your intention to stay with the organization? (1-Strongly Disagree, 5-Strongly Agree)	41	39	34	131	155	400
Please rate the level of job satisfaction you currently experience in your organization. (1-Very Dissatisfied, 5-Very Satisfied)	36	31	37	131	165	400

Table 3 Retention and Job Satisfaction Measures

The table presents the responses of study participants to questions related to retention and job satisfaction in their current organization. The first question assesses the likelihood of leaving the organization in the next 12 months. The second question measures the extent to which participants believe that workplace happiness factors influence their intention to stay with the organization. The third question evaluates the level of job satisfaction experienced by participants. The table provides a summary of the participants' responses, displaying the distribution of responses across the Likert scale options for each question. This table highlights important measures related to employee retention and job satisfaction, offering insights into the participants' intentions and perceptions in these areas.

### Findings of the Study:

- **Positive work environment:** Most participants (149 out of 400) strongly agreed (rating of 5) that a positive work environment contributes to their workplace happiness. This indicates that creating and maintaining a positive work environment is a significant factor in fostering employee happiness.
- **Personal growth and development:** Participants expressed relatively high levels of satisfaction with opportunities for personal growth and development provided by their organizations. A total of 289 participants (133 rating of 4 and 156 rating of 5) reported being satisfied or very satisfied, indicating that organizations that prioritize employee development can contribute to their overall satisfaction.
- **Work-life balance:** Participants reported a moderate level of work-life balance in their current organizations. While 165 participants rated their work-life balance as excellent (rating of 5), 55 participants rated it as poor or below average (rating of 1-2). This suggests that organizations should continue to focus on promoting work-life balance to enhance employee happiness.
- **Retention intention:** A significant number of participants (146 out of 400) rated themselves as likely or very likely (rating of 4-5) to leave their current organization within the next 12 months. This finding highlights the importance of addressing factors that influence employee retention and taking proactive measures to enhance employee engagement and satisfaction.
- **Workplace happiness and retention:** Participants demonstrated a strong belief that the presence of workplace happiness factors contributes to their intention to stay with the organization. A total of 286 participants (131 rating of 4 and 155 rating of 5) agreed or strongly agreed with this statement, indicating that fostering workplace happiness can have a positive impact on employee retention.
- **Job satisfaction:** Most participants (296 out of 400) expressed satisfaction or high satisfaction (rating of 4-5) with their current job. This finding underscores the significance of creating a positive and fulfilling work environment that aligns with employees' needs and expectations to foster job satisfaction.

These findings suggest that organizations should prioritize creating a positive work environment, providing opportunities for personal growth, maintaining work-life balance, and addressing factors that contribute to job satisfaction to enhance workplace happiness and improve employee retention rates.

### Conclusion

In conclusion, this study emphasizes the significance of workplace happiness as a crucial objective for employees. Happy employees have the potential to drive various positive outcomes such as increased productivity, higher quality, improved sales, and enhanced consumer satisfaction. Numerous surveys and research studies have consistently demonstrated that happy employees tend to be more productive. In the current digital and social revolution, where information is easily accessible and employees have diverse opportunities, factors beyond basic survival and materialistic desires come into play. This research underscores the importance of factors such as superior-subordinate relationships, co-worker relationships, work-life integration, appreciation, mindfulness, and stay interviews in fostering workplace happiness. Organizations need to understand that retaining employees goes beyond monetary compensation and should focus on creating a supportive and positive work culture that prioritizes employee well-being. By addressing these factors, organizations can enhance workplace happiness and subsequently improve employee retention and overall organizational success.

### Suggestions

#### Employee Retention Strategies workplace

Remuneration and monetary benefits are essential, but there are various other paths to happiness in the workplace. A maximum of the establishments seems to think that remuneration and other monetary benefits are the most essential cause of workplace happiness. After all, employees work to make a living, and competitive monetary benefits do seem like a reasonable exchange for their services. However, there is more to work than just monetary benefits. Various factors play in workplace happiness and staff retention.

#### Better Work-Life Integration

Better Work-life integration is an influential move for establishments; Work-life integration seeks to bring work and life nearer together and increase output personally and professionally. Employees are on MySpace, LinkedIn, Instagram, TikTok, Facebook and Twitter talking to their friends and family members at the workplace and responding to a business-related electronic mail when they leave the workplace.

Beneficial strategies and best practices for work-life integration for employees are Getting input from employees for work-life integration policies, Promoting & celebrate diversity, developing a supportive culture, Establishing & promote work-life policies, Support Flexible schedules, offering telecommuting options, creating an Eco-friendly workplace, Provide Tools & Technology, Create innovative Workspaces, Designate Quiet



Space, Promote Breaks, promote health & wellness, provide fitness options, encourage napping, promote life-long learning, Increase Vacation days, provide family-care supports, offer leave for significant life events, support communities & causes, host company outings, provide amenities & perks and offer concierge services. Better Work-Life integration is to support you live well, help employees' happiness, and become effective while driving your passion.

### **Appreciation**

A person who feels appreciated will always do additional things than is expected. Appreciation is a primary part of a healthy organizational culture. It is one of the key points that determine employee retention, growth, and productivity. Subordinate appreciation is a crucial component in increasing Subordinate retention and productivity. In the workstation, appreciation matters a lot. The lack of appreciation can lead to employees becoming demotivated, which can spread to all subordinates and reduce efficiency. Today's workforce needs something else. They want quality of life, not a standard of life. Standard-of-life parents took care of. Today's workforce is thinking about the quality of life. This means the quality of the workplace, in that workplace appreciation, is an important role in employee retention. Workplace appreciation has an impact on workplace happiness and employee retention.

### **Mindfulness**

Mindfulness gives effective workplace happiness. Mindfulness is the awareness that arises from nonjudgmentally paying attention at this moment. A mindful employee is present, self-aware, and can approach decision-making and problem-solving calmly. Today's workforce needs something else. They want quality of life, not a standard of life. The standard of life parents took care of. Today's workforce is thinking about the quality of life. This means the quality of the workplace, in that workplace mindfulness is an important role in employee workplace happiness. Superior-subordinate mindfulness is an influence on employee retention. Recently, many companies from Google MSME have started teaching mindfulness in the workplace. Beneficial strategies and best practices for mindfulness and relaxation programs for the workplace are yoga and meditation. It promotes workplace happiness and employee retention.

### **Employee Stay Interview**

A stay interview is an instrument organization used to measure why employees are staying for the long term. This activity builds hope and employee reliability. The purpose of stay interviews is, ultimately, to increase staff retention rates. A stay interview is when the Superior sits down with the Subordinate to gather information about the staff's values about their work and to discover what the employees' beliefs can be improved. Today's workforce needs something else. They want quality of life, not a standard of life. Standard-of-life parents took care of. Today's workforce thinks about the quality of life. This means the quality of the workplace, in that workplace stay interview, also a main role in employee retention. Employee Stay Interview promotes workplace happiness and employee retention.

### **Superior-Subordinate Relationship**

A superior-Subordinate relationship is a reliable predictor of employee happiness in an entity. Superior and subordinate depend on each other in an entity. Organizations may be given certain powers over their managers/supervisors, including the right to determine, within limits, Confirmation Appraisal, Yearly performance Appraisal (Salary Correction Recommendations, Promotion Recommendations,), award and reward recommendation, Market Salary correction, training recommendations and nomination, internal job posting (IJP), Transfers, and Leave Approvals, Salary advance Recommendation, Recommendation for Loan and other various special benefits. Subordinates generally depend on Superior for the above things. Employees mostly don't leave bad Employment; they leave because of evil supervisors and lowly management who do not appreciate their values. Therefore, supervisors always have a vital role in employee happiness and employee retention. Employees who are satisfied with the supervisor at the workstation tend to concentrate extra on their work and improve their productivity. Superior-Subordinate relationships always impact workplace happiness and employee retention.

### **Co-workers Relationship**

Positive connections in the workplace are the second most significant relationships that impact workplace happiness. Workplace relationships influence benefits such as better satisfaction with career increased comfort with team conferences, and enhanced output for all group members, Decent workplace relationships tend to have characteristics such as belief, acknowledgement, team members, and open message. The co-worker relationship is a reliable predictor of employee happiness in an entity. Co-workers can be provided solutions to Co-workers for workplace conflicts as well as personal problems. Co-workers' relationships have an impact on workplace happiness and employee retention.

### Limitations of the study

While the current study provides insights into the factors determining workplace happiness and their relationship with employee retention, it is important to acknowledge certain limitations. Firstly, the study relied on self-reported data, which may be subject to response bias or inaccuracies. Additionally, the study focused on a specific industry or a limited sample size, which may limit the generalizability of the findings to other industries or populations. Moreover, the study employed a cross-sectional design, which restricts the ability to establish causal relationships between workplace happiness and employee retention. Finally, the study did not consider external factors such as economic conditions or industry-specific dynamics, which may influence workplace happiness and retention. Future research could address these limitations to provide a more comprehensive understanding of the topic.

### Future scope of the study

The current study provides valuable insights into the factors determining workplace happiness and their relationship with employee retention. However, there are several areas that offer potential for further investigation. Future research could explore the specific interventions and strategies that organizations can implement to enhance workplace happiness and effectively improve employee retention. Additionally, examining the role of leadership and organizational culture in promoting workplace happiness would provide a deeper understanding of the mechanisms at play. Furthermore, longitudinal studies could be conducted to assess the long-term impact of workplace happiness initiatives on employee retention and organizational performance. Such research endeavors will contribute to the ongoing exploration of workplace happiness and provide practical recommendations for organizations aiming to cultivate a happier and more engaged workforce.

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