



Promoting Leadership through Human Happiness

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Abstract

Happiness is a state of mind. It is a pleasant emotion made of love, inner peace, joy, contentment and fulfillment. How happy can we be depends on how we choose to act and think? It is an art that can be cultivated by focusing on small things in life which are often ignored, but carry a lot of meaning. We all strive and spend our entire lives for achieving success, money, career and wealth in order to achieve happiness. We keep on striving without awarding the seeds of happiness - health, relationships, peace of mind, gratitude, kindness, love, faith and so forth. We need to be aware, we need to choose happiness! Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership plays an important part in the success of any organization. In the absence of effective leadership, no organization can work efficiently. An organization is created with the purpose of achieving certain objectives, purposes with the prime aim of achieving through a human group and their level of happiness.

Keywords: Happiness, Leadership, Leadership attributes, Organizational goals, Gratitude.

1. Introduction

When used in a broad sense, the word happiness is synonymous with 'quality of life' or 'well-being'. In this meaning happiness denotes that a life is good, but does not specify what is good about that life. Happiness is a very simple concept. We are all born eternally happy. There can be no creation without happiness. All that we have to do is, be our original selves, unlearn the faulty learning and re-learn the methods on how to be happy. Almost all the religions, great leaders, great preaching's and ancient scriptures are nothing but ways to find happiness.

1.1. Four qualities of life

Vertically there is a difference between chances for a good life and actual outcomes of life. Horizontally there is a distinction between external and internal qualities. Together, these two dichotomies mark four qualities of life, all of which have been denoted by the word 'happiness'.

1.2. Livability of the environment

The left top quadrant denotes good living conditions. Often the terms 'quality-of-life' and 'wellbeing' are used interchangeably for this particular meaning, especially in the writings of ecologists and sociologists. Economists sometimes use the term 'welfare' to denote this meaning. 'Livability' is a better word, because it refers explicitly to a characteristic of the environment. Politicians and social reformers typically stress this quality of life.

1.3. Life-ability of the person

The right top quadrant denotes inner life-chances. That is: how well we are equipped to cope with the problems of life. This aspect of the good life is also known by different names. In biology the phenomenon is referred to as 'adaptive potential'. On other occasions it is denoted by the medical term 'health'. Sen (1992) calls this quality of life variant 'capability'. I prefer the simple term 'life-ability',

which contrasts elegantly with 'livability'. This quality of life is central in the thinking of therapists and educators.

1.4. Usefulness of life

The left bottom quadrant represents the notion that a good life must be good for something more than itself. This presumes some higher value, such as ecological preservation or cultural development. In fact, there is a myriad of values on which the usefulness of a life can be judged. Moral advisors, such as your pastor, emphasize this quality of life.

1.5. Satisfaction with life

Finally, the bottom right quadrant represents the inner outcomes of life. That is the quality of a life in the eye of the beholder. As we deal with conscious humans this quality boils down to subjective appreciation of life. This is commonly referred to using terms such as 'subjective wellbeing', 'life-satisfaction' and 'happiness' in a limited sense of the word. This is the kind of happiness I deal with in this paper.

2. Measurement of Happiness

Thus defined happiness is something we have in mind. Consequently happiness can be measured using questions, that is, by asking people how much they enjoy their life-as-a-whole. Questions on happiness can be posed in various contexts; clinical interviews, life-review questionnaires and survey interviews. The questions can also be posed in different ways; directly or indirectly, and by means of single or multiple questions.

All questions ever used have been checked for fit with the above definition of happiness. About half failed that test for face-validity. Accepted questions are listed in the collection 'Measures of Happiness' of the World Database of Happiness (Veenhoven 2014c).

A common question¹⁰ reads as follows:

All things considered, how satisfied are you with your life as a whole these days?
0 1 2 3 4 5 6 7 8 9 10
Dissatisfied Satisfied

Many misgivings have been advanced about such self report of happiness, it has been doubted that responses validly reflect how people feel about their life, that responses are erratic and incomparable across persons and cultures.

3. The Importance of Happiness in the Workplace

Many people feel that if they become successful at work, they will automatically become happy. But according to Shawn Achor, founder and CEO of Good Think, Inc., that scenario should be reversed. It's important to become happy, which will then help you become a success. Achor makes it his business to study the psychology of happiness in the workplace. He consults with organizations worldwide and regularly publishes his findings on his website (www.shawnachor.com). His ground-breaking book, *The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work*, was published in 2010. It's important to organizations for employees to be happy, and not just for the employees themselves. "The greatest competitive advantage in the modern economy is a positive and engaged workforce," Achor says. And happiness as a concept is poorly understood, inside and outside of the workplace. In his book, happiness is defined as "the joy we feel striving after our potential." It occurs along the way to achieving one's potential, not just when that potential has been achieved. "This definition is crucial for leaders to understand," Achor says. "Without it, happiness can create irrational optimists." He suggests that what is needed is the cultivation of "rational optimism." The latter "requires taking a realistic assessment of the present, both the bad and the good, while maintaining a belief that our behavior matters. Rose-colored glasses will not help, but an optimistic brain will help your team overcome the biggest challenges." People can also help fulfill their potential by better understanding the role of social support at work. The key to remember is that giving support is even better than receiving it. "In an era of do-more-with-less," Achor says, "we need to stop lamenting how little social support we feel

from managers, coworkers and friends, and start focusing our brain's resources upon how we can increase the amount of social support we provide to the people in our lives. The greatest predictor of success and happiness at work is social support. And the greatest way to increase social support is to provide it to others." Achor was also the head teaching fellow for psychologist Tal Ben-Shahar's happiness course at Harvard. He found that lessons learned there could also be applied to organizations. "In the working world," he says, "working with leaders, I began to discover that some of the same principles that caused Harvard students to rise to the top were also the same principles used by leaders to become more successful. Those seven research principles became the basis for The Happiness Advantage." Closely related to happiness is the concept of thriving. Gretchen Spreitzer, a professor at the University of Michigan's Ross School of Business, and her coauthors delineate this concept in their paper "Thriving at Work: Toward Its Measurement, Construct Validation, and Theoretical Refinement," published in the Journal of Organizational Behavior.

"Thriving is like happiness in that it also involves the experience of positive emotions," Spreitzer says.

"But it is focused on a specific type of positive emotion—what we term as vitality or energy. When people are thriving in their work, they feel alive at work. Their work is literally fueling them with energy. But thriving is also more than positive emotions. It also includes a sense that one is growing, learning or getting better at what they are doing. This suggests that thriving is about making progress or having positive momentum rather than languishing or feeling stunted."

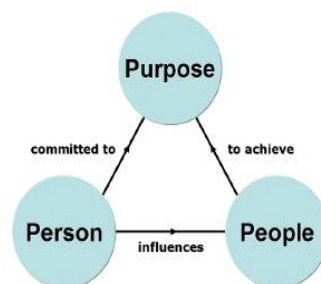
Everyone at work can consciously help themselves to thrive more. Some basic strategies involve managing energy by sleeping well, eating a balanced diet that includes frequent high-protein snacks, and taking breaks, ideally every 90 minutes. But Spreitzer and her colleagues also found that the way people engaged in their work had an effect on how well they thrived. "When individuals engage their work in a way that helps others, learn new things, and find meaning in their work, they report higher levels of thriving," she says. "So the challenge is for individuals to find ways to craft their work so they have more relational connections, more chances to try new things, and can see more of the impact in what they do." This research suggests that leaders can create the kind of workplaces that can help people thrive. Spreitzer says,

"Leaders can (1) provide their people with more opportunities for decision making discretion, (2) share more information about the organization, its strategy, and competitors, (3) set and reinforce norms that promote civil and respectful behavior, and (4) offer performance feedback, especially about what is going well. When leaders create workplaces with these characteristics, their people feel like they can grow, develop, and thrive in their work."

Fully engaged, thriving employees finish the day not depleted but, Spreitzer contends, "with energy for their family life, hobbies, and community service."

4. Definition of a Leader

A leader is "a person who influences a group of people towards the achievement of a goal". A mnemonic for this definition would be 3P's - Person, People and Purpose as illustrated by the following diagram.



5. Leadership as a tool

Leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience. This guide will help you through that process. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their laurels.

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills.

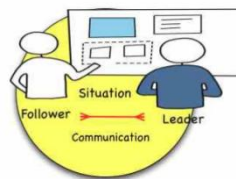


5.1. Leadership involves

- Establishing a clear vision.
- Sharing that vision with others so that they will follow willingly.
- Providing the information, knowledge and methods to realize that vision, and
- Coordinating and balancing the conflicting interests of all members and stake holders.
- A leader steps up in times of crisis, and is able to think and act creatively in difficult situations.

5.2. Factors of Leadership

There are four major factors in leadership:



Follower: Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. You must come to know your employees' be, know, and do attributes.

Leader: You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader who determines if a leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

Communication: You lead through two-way communication. Much of it is nonverbal. For instance, when you "set the example," that communicates to your people that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your employees.

Situation: All are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront an employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective. Various forces will affect these factors. Examples of forces are your relationship with your seniors, the skill of your people, the informal leaders within your organization, and how your company is organized.

5.3. Importance of Leadership

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

- 1. Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
- 2. Motivation-** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
- 3. Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
- 4. Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving those guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
- 5. Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
- 6. Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
- 7. Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

5.4. Different Types of Leadership Styles

Different types of leadership styles exist in work environments. Advantages and disadvantages exist within each leadership style. The culture and goals of an organization determine which leadership style fits the firm best. Some companies offer several leadership styles within the organization, dependent upon the necessary tasks to complete and departmental needs.

Laissez-Faire

A laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style. However, not all employees possess those characteristics. This leadership style hinders the production of employees needing supervision. The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs.

Autocratic

The autocratic leadership style allows managers to make decisions alone without the input of others. Managers possess total authority and impose their will on employees. No one challenges the decisions of autocratic leaders. Countries such as Cuba and North Korea operate under the autocratic leadership style. This leadership style benefits employees who require close supervision. Creative employees who thrive in group functions detest this leadership style.

Participative

Often called the democratic leadership style, participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader. Participative leadership boosts employee morale because employees make contributions to the decision-making process. It causes them to feel as if their opinions matter. When a company needs to make changes within the organization, the participative leadership style helps employees accept changes easily because they play a role in the process. This style meets challenges when companies need to make a decision in a short period.

Transactional

Managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results. Managers and team members set predetermined goals together, and employees agree to follow the direction and leadership of the manager to accomplish those goals. The manager possesses power to review results and train or correct employees when team members fail to meet goals. Employees receive rewards, such as bonuses, when they accomplish goals.

Transformational

The transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. This style of leadership requires the involvement of management to meet goals. Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals.

5.5. Leadership Models

Leadership models help us to understand what makes leaders act the way they do. The ideal is not to lock you in to a type of behavior discussed in the model, but to realize that every situation calls for a different approach or behavior to be taken. Two models will be discussed, the Four Framework Approach and the Managerial Grid.

5.6. Four Framework Approach

In the Four Framework Approach, Bolman and Deal (1991) suggest that leaders display leadership behaviors in one of four types of frameworks: Structural, Human Resource, Political, or Symbolic. The style can either be effective or ineffective, depending upon the chosen behavior in certain situations.

Structural Framework

In an effective leadership situation, the leader is a social architect whose leadership style is analysis and design. While in an ineffective leadership situation, the leader is a petty tyrant whose leadership style is details. Structural Leaders focus on structure, strategy, environment, implementation, experimentation, and adaptation.

Human Resource Framework

In an effective leadership situation, the leader is a catalyst and servant whose leadership style is support, advocacy, and empowerment. While in an ineffective leadership situation, the leader is a pushover, whose leadership style is abdication and fraud? Human Resource Leaders believe in people and communicate that belief; they are visible and accessible; they empower, increase participation, support, share information, and move decision making down into the organization.

Political Framework

In an effective leadership situation, the leader is an advocate, whose leadership style is coalition and building. While in an ineffective leadership situation, the leader is a hustler, whose leadership style is manipulation? Political leaders clarify what they want and what they can get; they assess the distribution of power and interests; they build linkages to other stakeholders, use persuasion first, and then use negotiation and coercion only if necessary.

Symbolic Framework

In an effective leadership situation, the leader is a prophet, whose leadership style is inspiration. While in an ineffective leadership situation, the leader is a fanatic or fool, whose leadership style is smoke and mirrors? Symbolic leaders view organizations as a stage or theater to play certain roles and give impressions; these leaders use symbols to capture attention; they try to frame experience by providing plausible interpretations of experiences; they discover and communicate a vision.

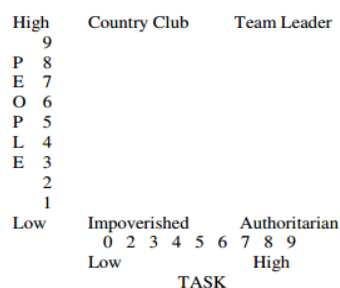
This model suggests that leaders can be put into one of these four categories and there are times when one approach is appropriate and times when it would not be. Any one of these approaches alone would be inadequate, thus we should strive to be conscious of all four approaches, and not just rely on one or two. For example, during a major organization change, a structural leadership style may be more effective than a visionary leadership style; while during a period when strong growth is needed, the visionary approach may be better. We also need to understand ourselves as each of us tends to have a preferred approach. We need to be conscious of this at all time and be aware of the limitations of our favoring just one approach. For an activity, see Bolman and Deal's Four Framework Approach.

5.7. Managerial Grid

The Blake and Mouton Managerial Grid (1985) use two axes:

- "Concern for people" is plotted using the vertical axis
- "Concern for task" is along the horizontal axis.

They both have a range of 0 to 9. The notion that just two dimensions can describe a managerial behavior has the attraction of simplicity. These two dimensions can be drawn as a graph or grid:



Most people fall somewhere near the middle of the two axes. But, by going to the extremes, that is, people who score on the far end of the scales, we come up with four types of leaders:

- Authoritarian (9 on task, 1 on people)
- Team Leader (9 on task, 9 on people)
- Country Club (1 on task, 9 on people)
- Impoverished (1 on task, 1 on people).

- Authoritarian Leader (high task, low relationship)
- Team Leader (high task, high relationship)
- Country Club Leader (low task, high relationship)
- Impoverished Leader (low task, low relationship)

6. How to Sustain the Employees' Motivation

As mentioned by Garrido (2009), sustainability means that to perseverance in time of that specific thing. Take for an example, if there is a building abandoned without any maintenance done, the materials will age by it. Not only that, with the environment weather takes place, this will cause the building to aged where it cannot be sustain and soon it will collapse. Same goes to an organization, sustainability of a company defines that the company needs to be re-producing at a

specific period of time. It is important for the company to keep changing and developing to keep up with the industry. In order to achieve both gains, employees' motivations are the key to the problem.

7. Conclusion

This brings us to discussions about the role formal and informal leaders-especially those in organizational policy-making situations can play in promoting happiness. Why should leaders care? The New Economics Foundation, noted earlier, is specifically interested in the role of societal policy in promoting happiness (New Economics Foundation, 2012). The presumption is that policy-makers, citizens, and politicians would take the results yielded by the HPI, GNH or another model and use those results to initiate policies, which would promote happiness and do so with a measure of ecological sustainability. This also presumes that politicians and policy-makers are able to lead, educate, and inspire citizens to do the tasks necessary to accomplish these goals, which would, make for a happier society. It is far too early in the development process to see how willing large numbers of political leaders are to embrace such a role and what strategies will be used whether using HPI, GNH, or some other measurement tool to bring the needed policy changes into fruition.

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