

Happiest Places to Work[®]

HAPPINESS AT WORK

How Happy is India's Workforce?



SEPTEMBER 2024



**HAPPINESS
RESEARCH
ACADEMY**

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HARSH GOENKA



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FOREWORD BY HARSH GOENKA

CHAIRMAN RPG GROUP



“The report underscores a fundamental truth: happy people are more productive, more engaged, and more committed to the workplace”

The "Happiness at Work" report is an insightful exploration into the mind of India's workforce, offering a comprehensive analysis of the current state of employee happiness across various sectors. It presents interesting findings that are thought provoking and a call to action for all organisations to prioritize the happiness and satisfaction of their people. The report underscores a fundamental truth. Happy people are more productive, more engaged, and more committed to the workplace. They bring creativity and innovation to the table, drive customer satisfaction, and contribute to a positive workplace culture. Conversely, a lack of happiness can lead to disengagement, high turnover rates, and ultimately, a decline in organisational performance.

This report brings out crucial factors that contribute to workplace happiness, such as regular appreciation, transparent communication and a sense of belonging. Therefore, cultivating a workplace environment that prioritizes happiness is not just a nice-to-have — it is a strategic necessity.

THE STARK FINDING THAT 70% OF THE INDIAN WORKFORCE IS NOT HAPPY AT WORK

One of the most compelling aspects of this report is the stark finding that 70% of the Indian workforce is not happy at work, a statistic that should concern us all.

The report also brings out the disparities in workplace happiness across different demographics and sectors. It is disheartening to see that 54% of the employees want to leave their jobs. It is a grim reminder that much work remains to be done in fostering environments where employees can flourish. By systematically assessing happiness levels, we can implement targeted interventions that foster a more supportive and satisfying work environment. This report serves as a vital tool in this endeavour.

IT IS DISHEARTENING TO SEE THAT 54% OF THE EMPLOYEES WANT TO LEAVE THEIR JOBS

Nurturing happiness as a core element of organisation culture is something I have pursued in our organisation. At the root of this philosophy is compassion. It is a reflection of our values and a testament to our commitment to creating a workplace where every individual can feel a sense of belonging.

A few years ago, during one of my visits to our plants, I met an employee who shared how the company's flexible work policies allowed him to care for his ailing parents without compromising his work commitments. His gratitude and dedication were palpable, and it was a powerful reminder that when we take care of our people, they, in turn, take care of the business.

HARSH GOENKA

EXECUTIVE SUMMARY

How many reports, papers, even books have you read which address the ever-present topic of workforce productivity? How many efficiency gurus, motivation experts and team-building specialists have weighed in on how to make your people work more effectively, collaborate seamlessly and thereby boost your revenues and profits?

Haven't we all?

In the cacophony of jargon and claptrap which inevitably follows, we appear to have overlooked that one thing we inquire about one-another, wish for one-another, hope will endure for our whole lives.

Happiness.

You may not know your therblig from your thimble, Maslow's Hierarchy from Masterchef or ENTP from ISTJ, but everyone, absolutely everyone knows what happiness means. Sure, we may not be able to offer a technical definition, or enumerate its physiological manifestations, but we know when we experience it, and when we don't.

A HAPPY WORKER DOES NOT LIMIT HER HAPPINESS TO HERSELF: HER GOOD CHEER IS INFECTIOUS

And just like that, we had our insight. A happy worker does not limit her happiness to herself: her good cheer is infectious. She does not tire easily. She is readily approachable. Her hands reach out to collaborate and support, encourage and (when necessary) commiserate.

2 OUT OF 3 PEOPLE IN THE WORKFORCE ARE UNHAPPY



Individual happiness is the summum bonum of all those palpable and impalpable things which make up a thriving, buoyant enterprise. If we were to understand the variables or characteristics which engender happiness, or impede it; and then, were to go out into the real world and study how happy Indians in the workplace are, we would be able to identify pain points and cheer spots. And harness these learnings to reinforce the latter and mitigate the former. And so, this report, "Happiness At Work - How Happy Is India's Workforce".

If you have read the foreword by Mr. Harsh Goenka, you already know a headline number: over two out of three people in the workforce are unhappy. Turn that around and there's a nicer way of seeing the same statistic. One in three is happy! And that ought to be, indeed definitely is, the kernel from which organisational leaders could disseminate happiness across everyone in their charge.

Given the pressures on your time, here is a succinct view of what this report holds. We lead off by enumerating those many organisational characteristics which flourish when people in the workforce are happy.



We examine the similarities and differences in Happiness along four prominent discriminating variables: **gender, age, geography and business sector** (you'll almost certainly find your own business sector in there).

Take a close look at the comparisons and contrasts- you'll find yourself developing your own hypotheses about the enablers and inhibitors of Happiness. Inevitably, you will find yourself thinking about Happiness in your own patch. Perhaps you will have more unanswered questions than answers. **And when your interest has been piqued enough, just point your phone's camera at the QR code, and we'll do the rest.**



DECODING WORKPLACE HAPPINESS

Happiness or its absence has huge consequences for organisations. While happiness creates waves of positive externalities, its absence has the exact opposite deeply corrosive externalities.



HOW HAPPY IS INDIA'S WORKFORCE?

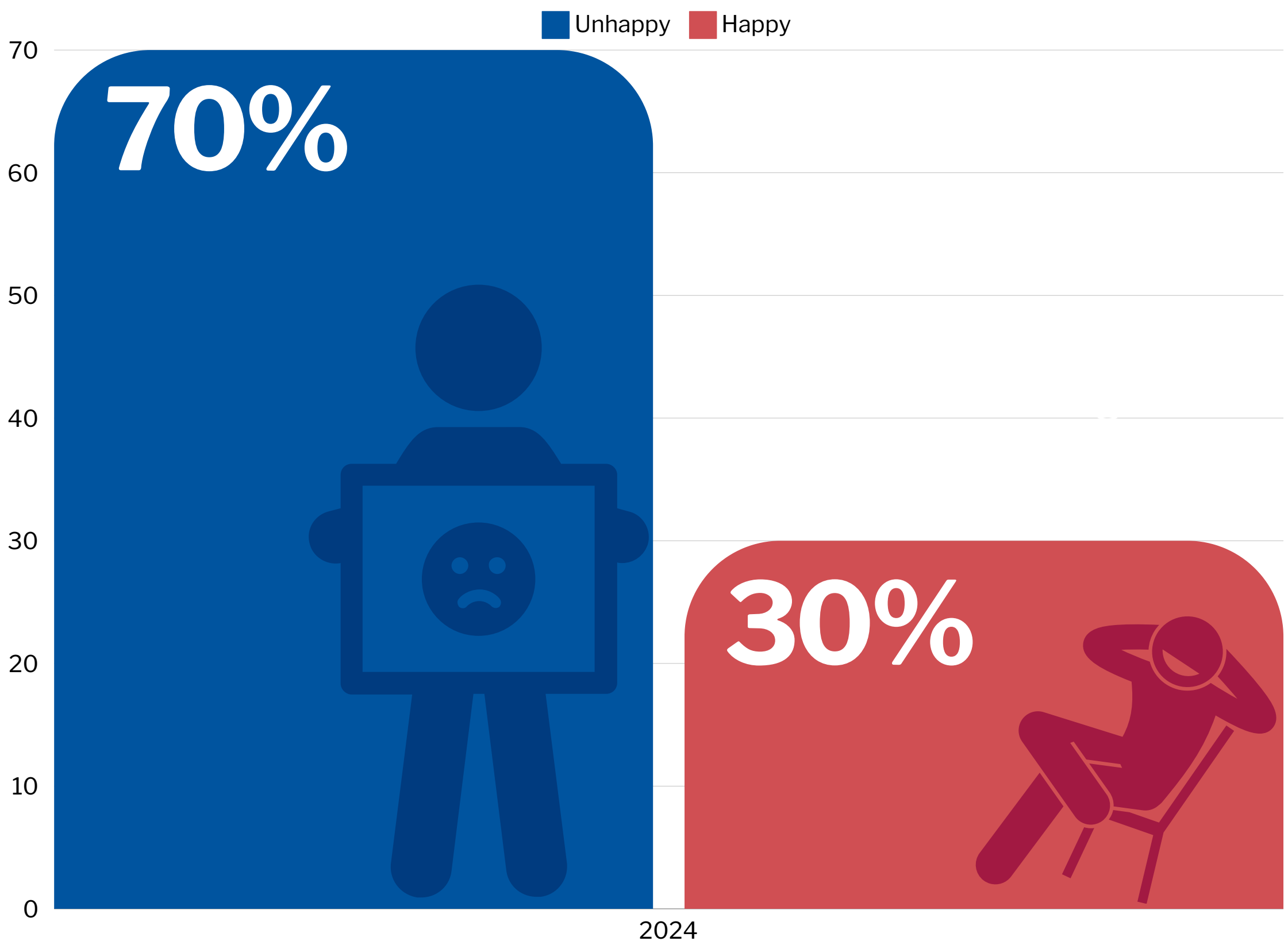
Research shows that 70% of the workforce is unhappy in 2024. This indicates the urgent need for organisations to understand what really drives happiness in the workplace.

With a diverse workforce, in a world of hybrid working and hyper-communication, it is very important to understand the differentiated needs in the workplace. A deep-dive into the emotional reasons behind attrition, burnout and a lack of involvement from employees is the key to changing the current business layout.

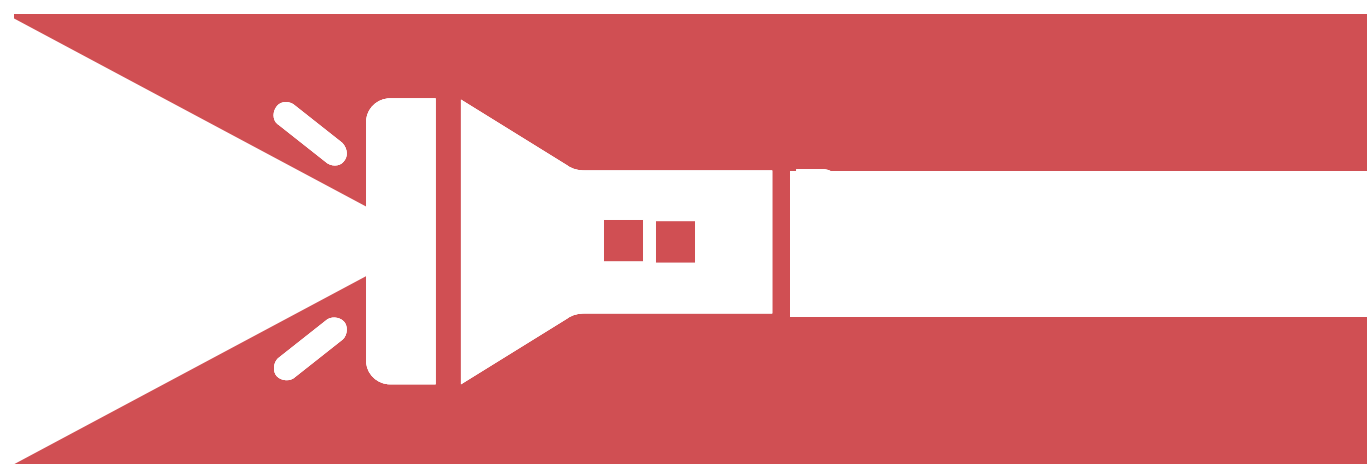
THERE IS AN URGENT NEED FOR ORGANISATIONS TO UNDERSTAND WHAT REALLY DRIVES HAPPINESS IN THE WORKPLACE

Addressing the happiness deficit in India's workforce is not just a matter of personal fulfilment but a strategic imperative for businesses aiming to succeed and thrive in a competitive environment.

HUGE MAJORITY OF INDIA'S WORKFORCE IS UNHAPPY



BROAD INSIGHTS



1
70% of the Indian workforce reports being unhappy at work



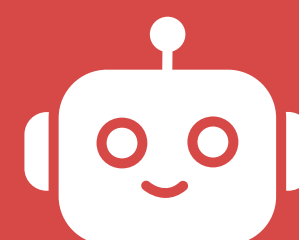
2
There are wide disparities between happiness levels reported by people of same age cohorts



3
There are yawning gaps between happiness levels of men and women in key geographies and industry sectors



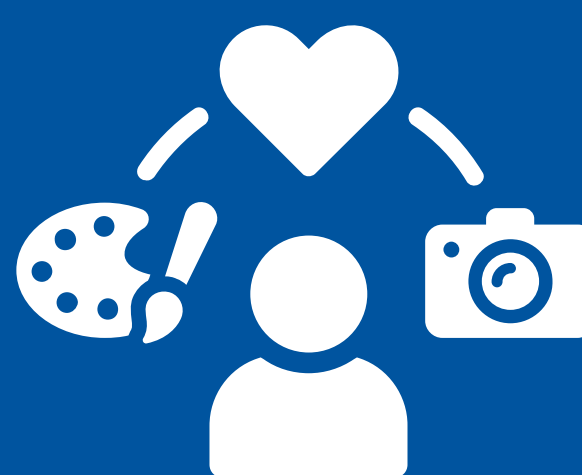
4
FinTech is the happiest sector while Real Estate is the least happy



5
54% of employees want to leave their organisations



6
Employees that have a conducive environment to pursue personal interests are 60% less likely to leave



WHAT IS INDIA'S WORKFORCE SAYING?

"The future plans and goals of this organisation are impressive. It is a successful business, and I appreciate the long-term strategies it has in place."

25, Man, Kochi



"The organisation should make an effort to connect with every employee and show appreciation for their work."

26, Man, Bhubaneshwar

"I'm exposed to new challenges regularly which helps me develop both professionally & personally."

33, Man, Mumbai

"Provide comfortable atmosphere, give support and motivate everyone."

44, Man, Kochi



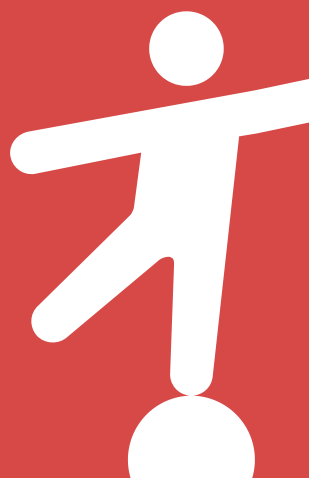
"Not everyone is clear about their role. They should make all things clear to all employees."

37, Woman, Chennai



"One should also give time for personal life. And personal problems should also be understood."

27, Woman, Delhi

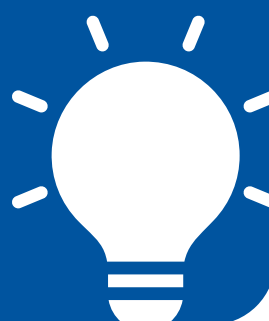


"I think there needs to be better communication within the management level that then trickles down. I would also like to see more trust in the employees and greater respect for their opinions rather than relying on outsiders."

24, Woman, Gurugram

"Clear & transparent communication is needed. Organisations should have a growth mindset & be open to exploring new ideas."

40, Woman, Mumbai



"Allow for flexibility and nurture personal responsibility. If you want to build stronger relationships, both flexibility and trust are crucial."

26, Man, Indore



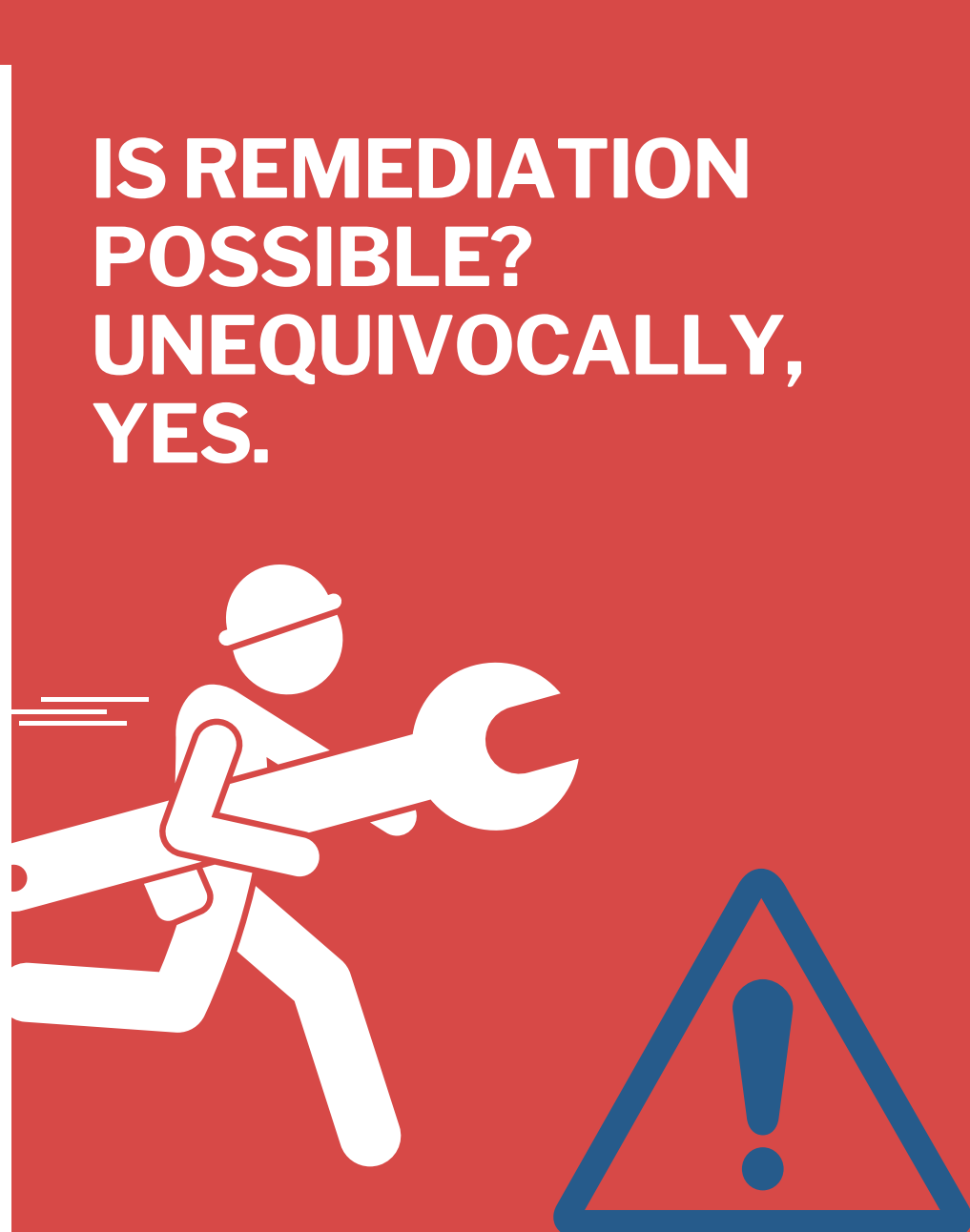
"Treat everyone the same whether big or small. This will help build confidence."

56, Woman, Delhi

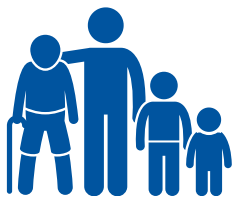


WORKPLACE HAPPINESS ACROSS DEMOGRAPHICS

This research reveals yawning gaps between happiness levels of men and women in key geographies and industry sectors. Endemic patriarchy has engendered work environments and business cultures which perpetuate these gaps.

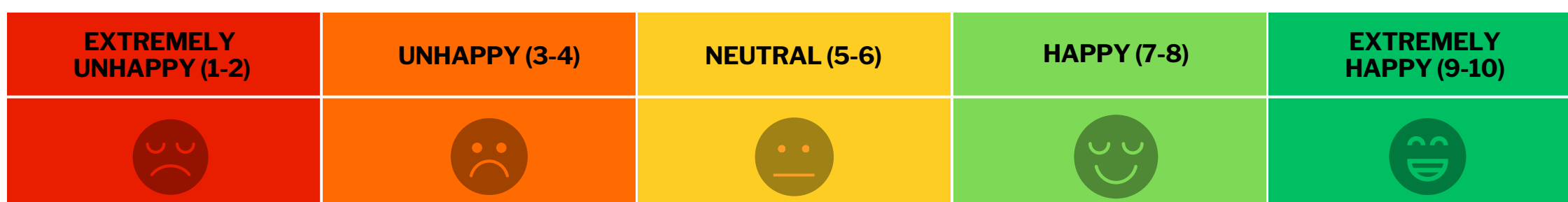
Is remediation possible? **Unequivocally, yes.**



AVERAGE HAPPINESS LEVELS OF MEN AND WOMEN ACROSS DIFFERENT GENERATIONS

 Generation	 Women	 Men
Gen Z	6.5	6.5
Millennials	6.3	6.4
Gen X *	6.6	6.2
Baby Boomer	6.3	6.2

Gen X is the only generation with a statistically significant difference in the happiness levels between men and women. On the other hand, Gen Z happiness appear to be the most uniform, with the least difference in scores across genders.



*statistically significant difference



It is important to consider the complexity and diversity of cultures in India that have a tremendous impact on how people behave. Such sociological reasons are why the same cohort group may respond differently based on their environment.

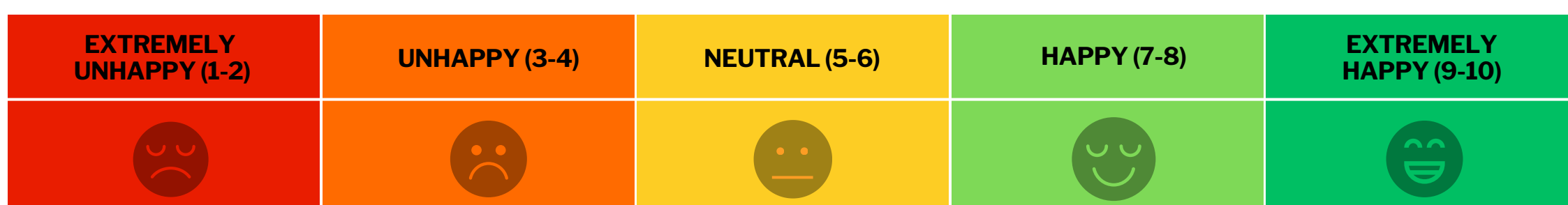
ZONES WHERE STATISTICALLY SIGNIFICANT DIFFERENCE IS OBSERVED BETWEEN AVERAGE HAPPINESS LEVELS OF MEN AND WOMEN

Zone	Women	Men
East Zone	7.2	6.7
North Zone	5.9	6.4
Central Zone	7.5	6.5

No statistically significant differences were observed for the South and West Zone

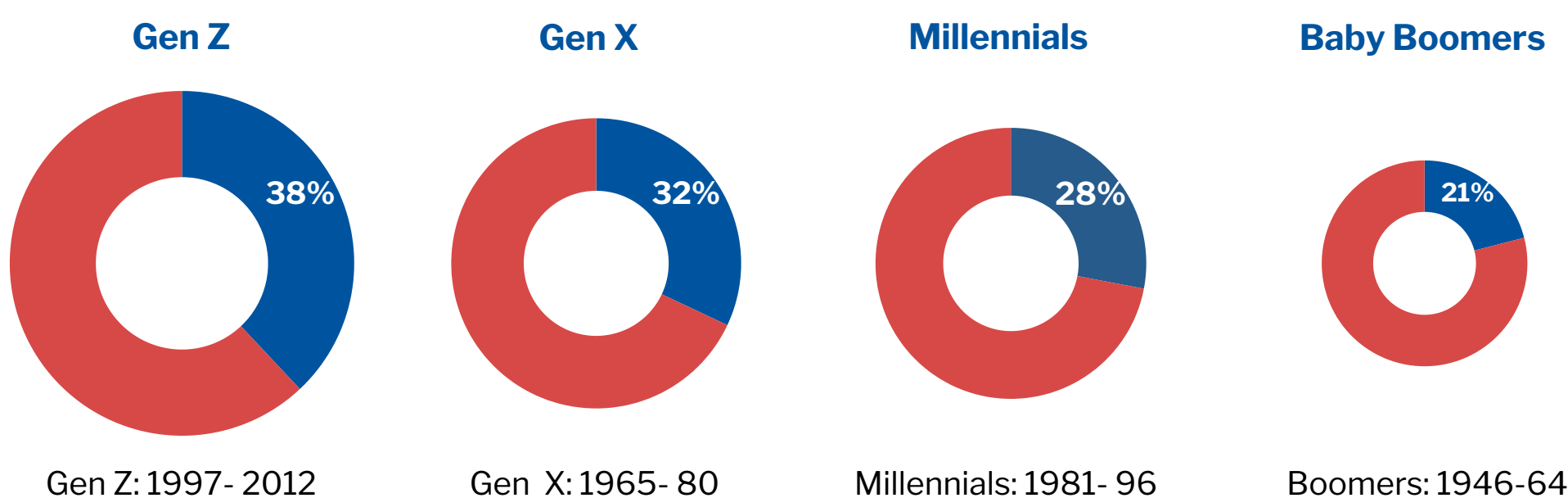
In the East and Central Zones, women report higher happiness than men, potentially due to regional, cultural or social factors. However, in the North Zone, men are slightly happier, which might suggest different gender dynamics or socio-economic conditions in that region.

Men in the North Zone might be happier due to traditional gender roles, economic advantages, and cultural norms that favor male well-being, potentially leading to higher satisfaction compared to women in the region.



EXPLORE GENERATIONAL NARRATIVES

This research reveals wide disparities between happiness levels reported by people of the same age cohorts



Happiness Levels across Generations

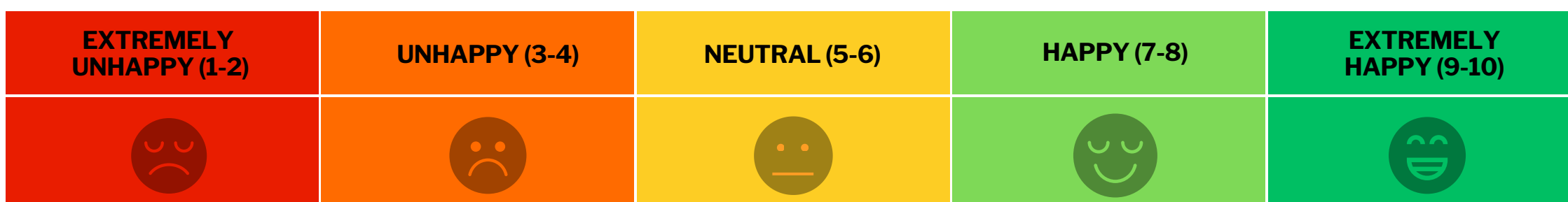
STATISTICALLY SIGNIFICANT DIFFERENCE OBSERVED BETWEEN AVERAGE HAPPINESS LEVEL OF GEN X WOMEN AND GEN X MEN

Generation	Women	Men
Gen X	6.6	6.2

Given that Gen X is the only generation with a statistically significant difference in the happiness levels between men and women, it is important to understand the reasons behind the reduction of this difference in the later generations.

It can be hypothesized that Baby Boomers are a very small minority of the workforce, potentially holding very senior positions. Subsequently, the ratio of male to female employees has been subsequently improving with each generation, which could explain why the gender differences for Millennials and Gen Z are less pronounced as well.

Gen X is also at a life stage with peak career responsibilities, which might affect men and women differently, while Millennials and Gen Z are in earlier stages.



EXPLORE GENERATIONAL NARRATIVES

This research reveals wide disparities between happiness levels reported by people of the same age cohorts across different geographical locations and business sectors.



STATISTICALLY SIGNIFICANT DIFFERENCE OBSERVED BETWEEN AVERAGE HAPPINESS LEVEL OF DIFFERENT GENERATIONS IN THE SOUTH ZONE

Zone	Baby Boomers	Gen X	Zone	Baby Boomers	Millennials
South	6.2	6.9	South	6.2	6.8

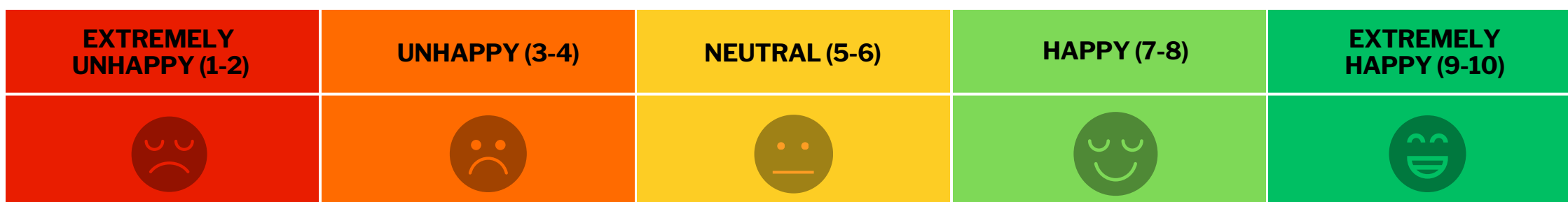
Zone	Baby Boomers	Gen Z
South	6.2	6.9

STATISTICALLY SIGNIFICANT DIFFERENCE OBSERVED BETWEEN AVERAGE HAPPINESS LEVEL OF DIFFERENT GENERATIONS IN THE EAST ZONE

Zone	Gen Z	Millennials	Zone	Gen X	Millennials
East	7.3	6.6	East	7.2	6.6

In the South Zone, Baby Boomers is the only generation that has a statistically significant difference in happiness levels when compared to all other generations. Similarly, in the east zone, Millennials' average happiness levels are significantly low.

These differences in happiness levels between comparable groups means that there is a possibility of transference of learning from one group to the other group. Therefore, it is imperative to understand what is making Gen Z and Gen X happy and possibly apply these learnings to increase happiness levels amongst Millennials and Baby Boomers.



HAPPY EMPLOYEES ACROSS SECTORS



PERCENTAGE OF PEOPLE HAPPY

FinTech	40%
Biotechnology	39%
IT and Technology	38%
Aviation	35%
Automobile	32%
Hospitality, Travel and Tourism	31%
Consumer Electronics	30%
Banking and Insurance	30%
Financial Services	30%
FMCG	29%
Education and EdTech	29%
Manufacturing	29%
Healthcare and Pharmaceuticals	27%
Telecom	26%
Consulting and Management	26%
Retail and E-commerce	25%
Media, Entertainment and Advertising	23%
Real Estate and Construction	20%

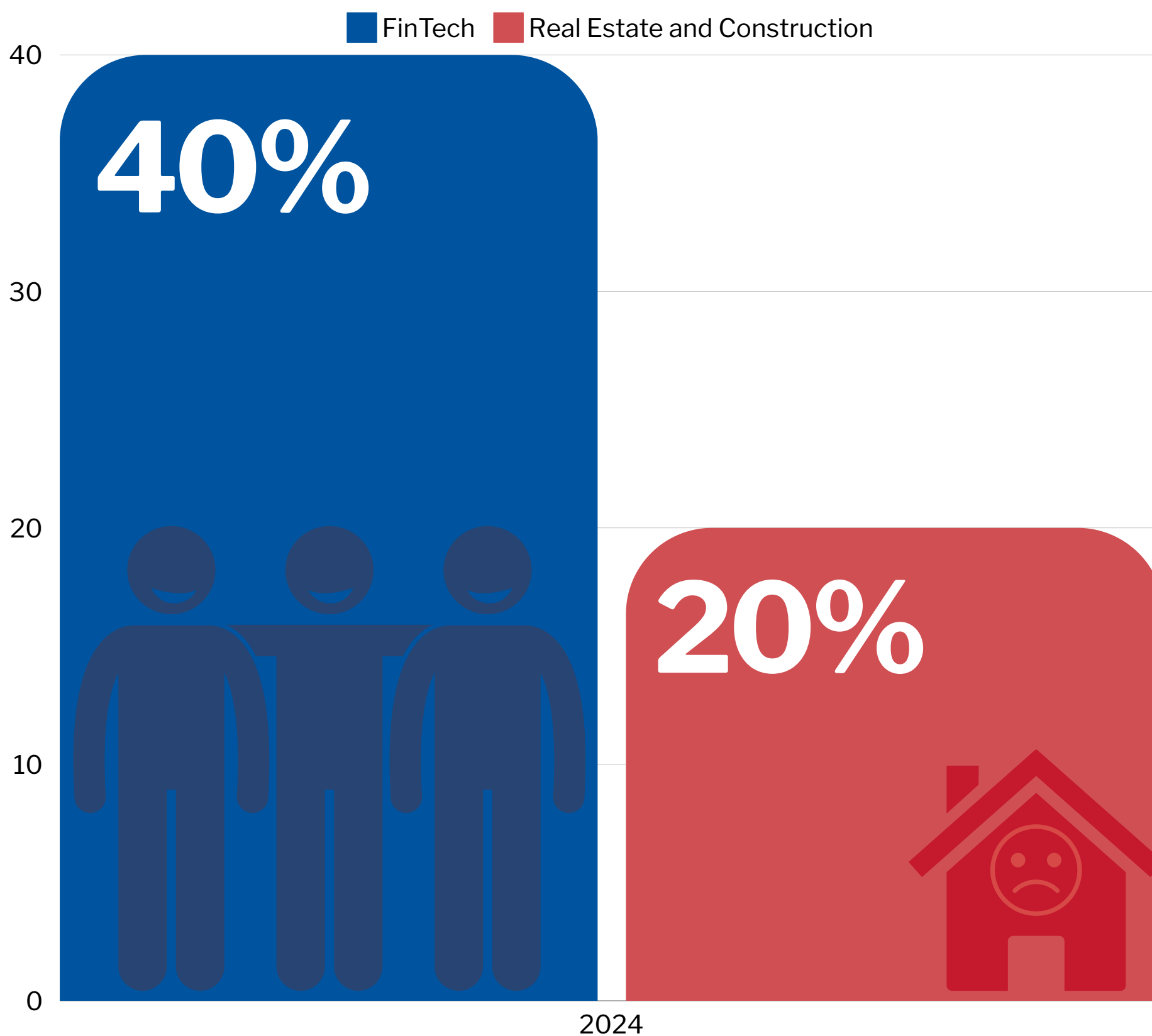
FINTECH LEADS IN EMPLOYEE HAPPINESS

This study reveals a stark contrast in employee happiness between the FinTech sector and the Real Estate sector, with almost double the number of employees reporting to be happy when compared to the employees of Real Estate.

Employees of the FinTech sector enjoy a healthier work-life balance, receive feedback and support more regularly, are encouraged more to learn new things, and find their work more meaningful than the employees of Real Estate.

The FinTech industry is known for its rapid innovation and dynamic growth that provides employees with cutting-edge tools, career development opportunities, and flexible work arrangements, leading to greater levels of happiness and work-life balance.

40% OF FINTECH EMPLOYEES REPORT BEING HAPPY COMPARED TO JUST 20% IN REAL ESTATE AND CONSTRUCTION



2024

WHERE ARE THE BIGGEST DIFFERENCES BETWEEN FINTECH & REAL ESTATE?



HAPPIEST SECTOR

FINTECH

LEAST HAPPY SECTOR

REAL ESTATE & CONSTRUCTION

41% of employees feel they have a good work-life balance



27% of employees feel they have a good work-life balance

37% of employees receive adequate feedback and support



29% of employees receive adequate feedback and support

35% of employees feel encouraged to learn and grow



23% of employees feel encouraged to learn and grow

38% of employees feel energetic at work



29% of employees feel energetic at work

37% of employees find their work meaningful



23% of employees find their work meaningful

WHY DO EMPLOYEES LEAVE?

The decision to leave is not based on a single factor but a concatenation of multiple issues. In recent years, we've seen a noticeable uptick in employees' intention to leave their jobs, with about 54% of the workforce intending to leave their jobs. This rising trend points to deeper issues like dissatisfaction and lack of engagement and is becoming an increasingly important issue for organisations.

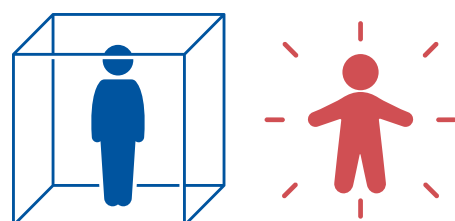
54% OF THE WORKFORCE INTENDS TO LEAVE



By understanding the factors that influence employees' decisions to stay or go, businesses can develop strategies to retain their best talent. Since happiness is extremely textured in India, organisations need to finely gauge the needs of the different cohorts and cater to them accordingly.

FACTORS THAT LEAD PEOPLE TO LEAVE ORGANISATIONS

Employees who don't get time for personal interests



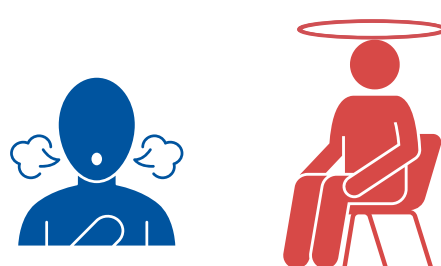
60% reduction in intention to leave for employees who create time for personal interests

Employees who don't get regular appreciation



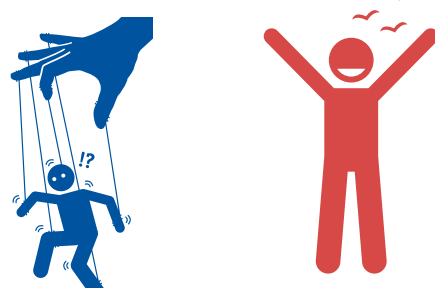
Regular appreciation can decrease this intention by 62%

Employees who remain calm during uncertainty



Employees who are calm in the face of uncertainty are 63% less likely to leave

Employees who don't get freedom in their roles



Having freedom reduces intention to leave by 60%

WHY DO EMPLOYEES LEAVE?

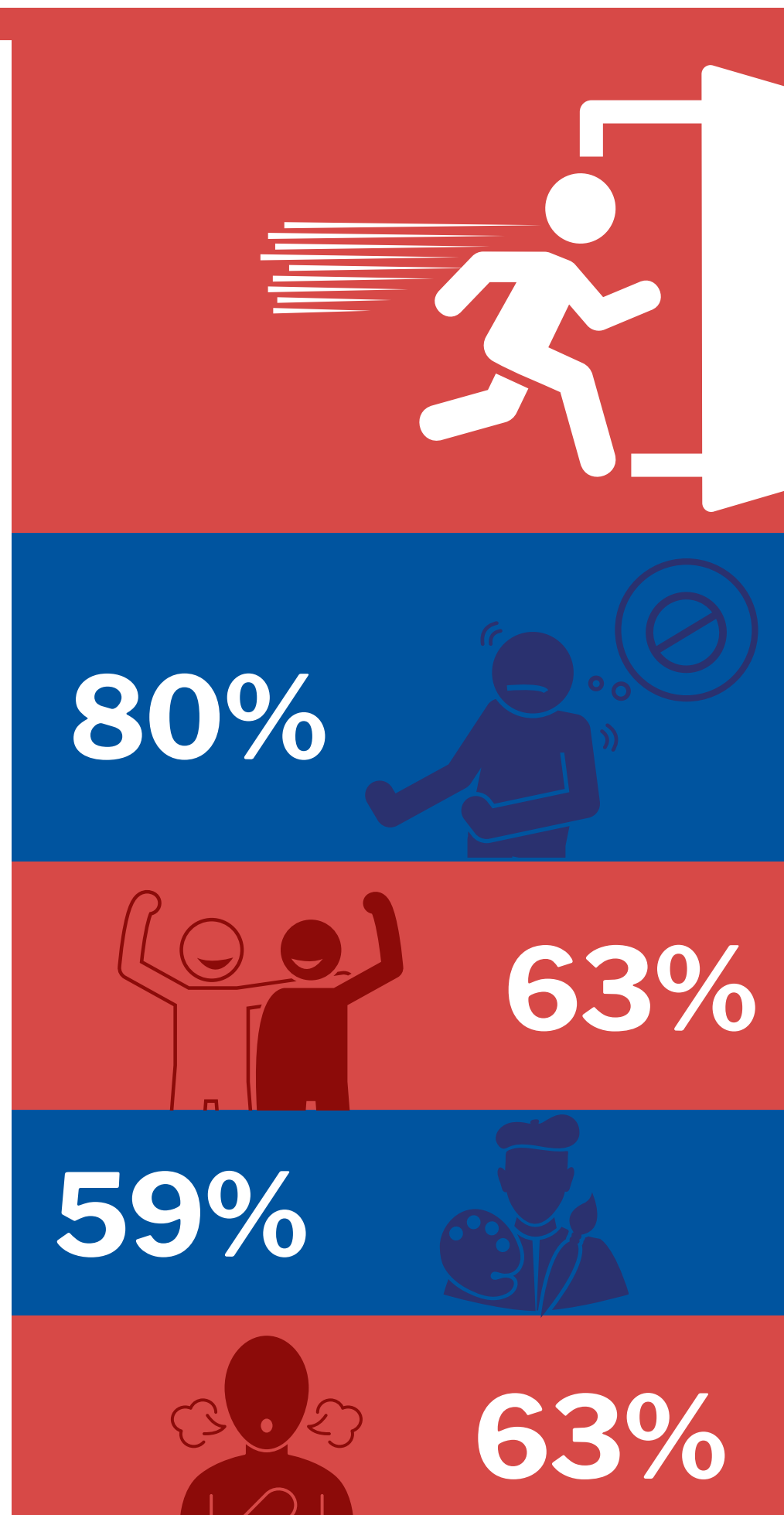
The intention to leave among Millennials stands the highest at a significant **59%**

Conflict Avoidance - Interpersonal conflicts, with a striking 80% of Millennials often avoiding working with colleagues due to conflicts is a major contributing factor.

Appreciation and Respect - 63% of millennials do not feel appreciated and respected enough for their contributions at work.

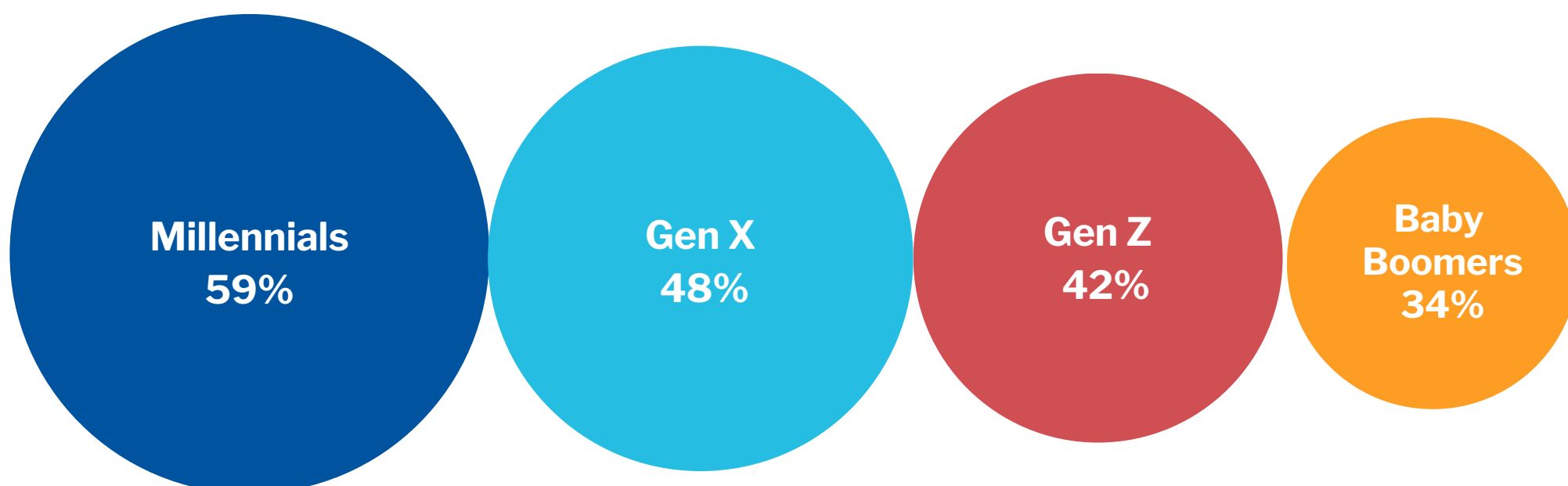
Personal Interests - 59% of millennials find it difficult to create time for personal interests.

Calmness in Uncertainty - 63% of millennials struggle to remain calm in the face of uncertainty.



Out of all the generations, millennials represent a significant portion of the workforce. They are at a stage where career decisions and job satisfaction profoundly impact their long-term professional trajectory. Understanding their motivations and concerns can help organisations address retention challenges and adapt to the evolving expectations of a key demographic.

Intention to Leave across Generations



These learnings underscore the need for tailored retention strategies that address the specific needs of different generations and employee groups. By focusing on building trust, providing support, and encouraging both personal and professional growth, organisations can hold onto their employees for much longer. However, it will not be a perfect one-size-fits-all solution, organisations need to take a proactive approach to understand the variability in the happiness levels of their people.

WHY DO EMPLOYEES STAY?

Secrets to Keeping Employees Happy



Sense of Belonging

- 71% of employees highlighted the importance of a sense of belonging at work; which fosters social connection and acceptance, enhancing involvement, cohesiveness, and teamwork.
- 74% of employees emphasized that enjoying working with colleagues is vital, as positive interactions and camaraderie greatly enhance their work experience.

Communication in the Organisation

- 72% of employees stated that clarity and transparent communication are crucial for their happiness, as it reduces uncertainty and anxiety, allowing better focus and satisfaction.
- A sensitive & empathetic communication style is important to 73% of the employees underscoring the value of mutual respect and support.

Together, these findings illustrate that fostering a supportive, inclusive, and collaborative work environment is key to enhancing workplace happiness.

Greater flexibility & accomodation of needs



Better transparency in the organisation



Being your authentic self at work



Being able to bounce back from challenges



Higher energy during work hours



Greater support from the organisation



Being more sensitive and empathetic



Greater sense of belonging



WHY DO EMPLOYEES STAY?

How Can Collaboration Support Organisational Happiness?

- **Collaboration** significantly enhances workplace effectiveness and fosters a sense of community and shared purpose, which can boost morale and job satisfaction.
- **Effective collaboration** improves communication, reduces silos, and increases overall productivity by ensuring that tasks are completed more efficiently and effectively.

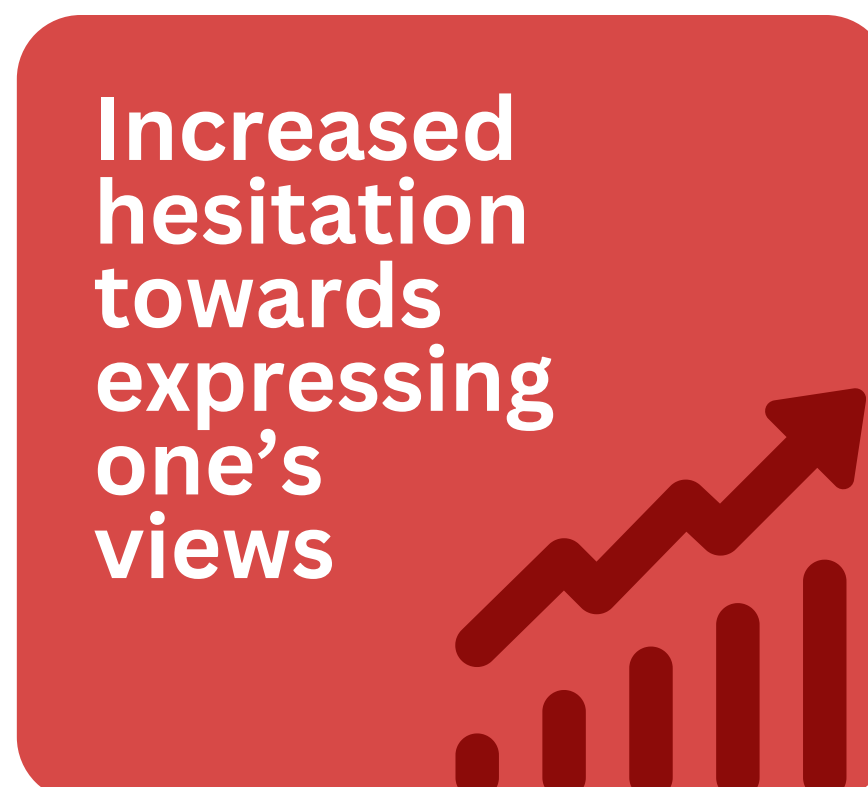
TAPPING INTO THE POWER OF COLLABORATION



DECREASED COLLABORATION LEADS TO



Increased conflict



Increased hesitation towards expressing one's views

How Can a Lack of Collaboration Hinder Workplace Happiness?

- 63% of people state inertia to collaborate with colleagues due to conflicts, leading to a sense of reduced camaraderie, making teamwork more difficult, and a decline in overall workplace morale.
- 62% of employees struggle with expressing their views openly at work. This inability to voice opinions freely creates a negative work culture making employees feel isolated.

WHY DO EMPLOYEES STAY?

APPETITE FOR FLEXIBILITY AND THE FREEDOM TO THRIVE

Post-Pandemic, there has been a complete rewiring of needs at a life level. Employees accustomed to a certain degree of flexibility adjusted their lifestyles. Whether it was moving further afield, getting a pet, or starting a new fitness regime. With 50% of employees saying that their employer isn't providing enough, flexibility is no longer a luxury but a priority and in many cases a dealbreaker.

Most importantly, hybrid or remote working allowed people to save on transportation costs as well as cut down on travel time. Employees found themselves having more time and energy for their personal interests rather than being stuck in traffic during their daily office commute. However, flexibility is not restricted to a work location policy only. There is a deep need for autonomy over one's schedule, allowing individuals to balance personal responsibilities and work commitments more effectively. Flexible hours empower employees to manage their time in a way that suits their lifestyle, leading to higher productivity, reduced stress, and greater overall well-being. Owing to this, not having hybrid working as an option just doesn't seem logical anymore.

IT WOULD BE BETTER TO FOCUS ON WHETHER PEOPLE HAVE ACHIEVED THEIR DAILY GOALS AND ARE CONTRIBUTING TO THE BUSINESS

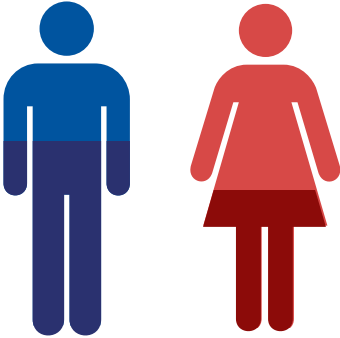
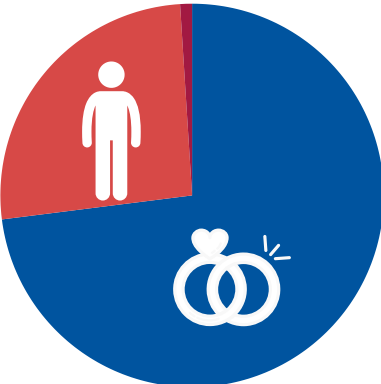

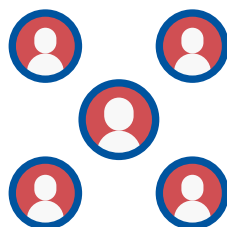

THE VALUE IS IN THE HOURS

With time being everyone's most important resource, people have shifted their mindset from time-based management to goal-based management. Giving employees greater control over their working hours may benefit both talent retention and acquisition strategies. Rather than being concerned with physical attendance and the exact number of hours people put in, it would be better to focus on whether people have achieved their daily goals and are contributing to the business.



DESIGN & SAMPLE

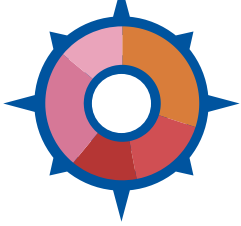



The survey was collected across the country with 2000 Respondents


 <p>GENDER DISTRIBUTION Male = 59% Female = 41%</p>	<p>RELATIONSHIP STATUS Married = 80% Single = 20%</p> 
 <p>EMPLOYMENT STATUS Full-time = 95% Part-time = 1% Self-employed = 4%</p>	<p>JOB LEVEL Middle-level management = 27% First-level management = 23% Senior management = 9% Entry level = 15% Other = 26%</p> 
 <p>WORK EXPERIENCE 1-2 years = 8% 3-5 years = 24% 6-10 years = 25% 11-15 years = 18% 16-20 years = 12% 21+ years = 13%</p>	<p>TENURE ★★★★★ 1-2 years = 13% 3-5 years = 33% 6-10 years = 29% 11-15 years = 16% 16-20 years = 6% 21+ years = 3%</p>

SECTORS



- Healthcare & Pharmaceuticals = 5%
- Financial Services = 5%
- Consulting & Management = 8%
- IT and Technology = 6%
- Education & EdTech = 6%
- Biotechnology = 6%
- Automobile = 6%
- Banking & Insurance = 5%
- Consumer Electronics = 5%
- Manufacturing = 7%
- Aviation = 5%
- Media, Entertainment & Advertising = 5%
- Hospitality, Travel and Tourism = 6%
- Real Estate & Construction = 5%
- FinTech = 5%
- FMCG = 5%
- Retail and E-commerce = 5%
- Telecom = 5%

 <p>ZONE South = 19%, West = 26%, North = 33%, East = 15%, Central = 7%</p>	<p>The average age of the sample was about 41 years, with Gen Z = 18% Millennial = 40% Gen X = 27% Baby Boomer = 15%</p> 
 <p>EDUCATION Undergraduate = 2% Graduate = 43% Post graduate = 51% Diploma = 1% Doctorate = 3%</p>	<p>PERSONAL INCOME Below 5 lacs = 23% Between 5 & 10 lacs = 37% Between 10 & 20 lacs = 25% Between 20 & 40 lacs = 12% 40 lacs + = 3%</p> 

 <p>The average family size was about 5 people with 83% having up to 2 children and 17% having more than 2 children</p>	<p>Data was collected online from April 2024 to May 2024. Interested participants were invited to fill a questionnaire to assess workplace happiness.</p>
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Projections Using Combined Weightage

All numbers reported in this study have been weighted up from our research sample to India's urban working population, using a State-by-Gender weighting matrix. Universe Estimates are consistent with those widely used in the Marketing Communications industry. This approach ensures that the projections of overall happiness levels accurately reflect the workplace experiences and sentiments of the corporate workforce.

Miller's T-Test

This test is a gold standard statistic, regularly used in analysing whether the central tendency, generally represented by the arithmetic mean, on two data sets measuring the same variable across different groups, are statistically equal or not. We used the T-Test to analyse and compare happiness levels between various pairs of groups, along dimensions of gender, age segment, industry sector, etc. covered by our study. The insights reported in the study, which highlight telling contrasts observed across these groups, make them robust basis, both for drawing inferences and planning interventions that could strengthen sweet spots and remedy pain points.

Logistic Regression for Predicting Intent to Leave

We employed a logistic regression model to predict the probability of employees' intent to leave. This model analysed weighted responses, assessing the impact of key predictors on the binary outcome (leave or stay). The coefficients provided a clear measure of each variable's influence, leading to statistically sound predictions within India's urban working population.

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