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**Home activities and happiness: assessments based on  
meeting points between HR retention practices and  
stages of happiness  
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## **Home activities and happiness: assessments based on meeting points between HR retention practices and stages of happiness**

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### **Abstract**

*Happiness has been studied from a wide range of different approaches: psychology, psychiatry, philosophy, sociology, economic, among others (David, Boniwell & Conley Ayers, 2014). Since Fisher (2010) happiness at work (HAW) has growing in importance among organizational academics, and nowadays it is becoming increasingly important for human resource management research (Salas-Vallina & Alegre, 2018). Happier employees report better outcomes than less happy employees (Wright et al., 2002; Salas-Vallina et al., 2020). These are some reasons why organizational field research has studied a wide range of constructs related to HAW as job satisfaction, job embeddedness, engagement, well-being, affective commitment, among others (Maleka et al., 2018; Fisher, 2010). Specifically, employee retention strategies are based on the idea that happy workforce encourages retention. The aim of this work is twofold. First, it is to serve as a framework for reflection on the impact of the most successful human resources retention practices on different dimensions of happiness. Secondly, it is to detect similar home activities to the most successful human resources retention practices to asses their influence in different stages of happiness. In this sense, this work aims to transfer significant learning from the HAW area to the home context, since both realities are mainly made up of human actions and relationships. To this end, we will study the relationship between the most successful retention practices (job design -enrichment-, supervisor support, compensation systems, internal communication, and others) and the most widely accepted happiness theoretical approaches in the literature. In relation to this second aspect we propose to analyse three approaches from a progressive prism (momentary happiness, subjective well-being, eudaemonic well-being) (Argyle, 1992; Diener, 1994; Nettle, 2006; Ryff, 1989) and another one linked to the stage identified in some sources as happiness (flow) (Csikszentmihalyi, 1997). Furthermore, we will discuss how to transfer the current knowledge about well-being workplace and happy workers to the home context (other common aspects, roles and tasks are distributed among household members, communication and participation systems, etc.) through a vision integrated by three dimensions: economic (household as a unit of production), social (home as a space where social interaction takes place) and dimension (household as a set of tangible*

resources) (Sánchez, 2015). The research technique used is the open qualitative interview jointly applied by two experts in the topics analyzed: happiness and human resources retention practices. The results of this research can be helpful for HR practitioners and managers for policy decision-making because it points out which human resource practices influence each type of happiness. In this sense, job design (enrichment) is the most relevant practice in the business field in terms of momentary happiness, well-being, psychological well-being and flow. In addition, the "relating" practices i.e. co-worker support, internal communication and participation systems, and supervisor support also have a remarkable weight in the most durable happiness types: subjective and psychological well-being. This study can be useful in order to choose particular home activities to boost one or more stages of happiness. Momentary happiness, subjective well-being and flow seem to be more influenced by the home's place dimension. But in the case of psychological well-being, associated with positive mental functioning, social dimension is the one with most impact. This study can also be helpful for people seeking joy, transcendence, satisfaction or fulfilment both home and in their employment.

**\*Full Paper awaiting publication**