

## A Conceptual Assessment on the Importance of Employee Happiness in Tourism Enterprises\*

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### Abstract

*Employees must do their work voluntarily with love and in happiness to ensure working with the same extent of excitement each day within the premises of their workplaces where they spend the most efficient and longest duration of their lives. The significance of human resources for the enterprises is an indisputable fact in terms of the competition environment we live in today. As a matter of fact, especially the happy employers working in tourism enterprises ensure happiness on part of the customers. From this point of view, in this study, it is aimed to examine the current practices with the necessity of creating happiness department as a function of human resources by considering the happiness of employees working in tourism enterprises. In this context; in this study, the concepts and the concepts related to the subject of literature search and the elements related to the subject, happiness, happiness in the workplace, the happiness of employees and the importance of happiness in tourism enterprises were examined in a conceptual framework. In addition, in the tourism sector, where the need for manpower is an indisputable issue, the benefits of creating a happiness department to tourism enterprises are discussed. As a result of the research, it is revealed that tourism enterprises must create a happiness department either as a single department or under the human resources department considering the current capacities.*

**Keywords:** *Happiness, Workplace happiness, Tourism enterprises*

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## Turizm İřletmelerinde alıřan Mutluluęunun Önemi Üzerine Kavramsal Bir Deęerlendirme\*

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### Öz

*alıřanların yařamlarının en verimli ve uzun dönemini geçirdikleri iř yerlerine her gün aynı heyecanla gidip alıřması için iřini severek ve mutlu bir şekilde yapması gerekmektedir. Günümüz rekabet ortamında insan kaynaęının iřletmeler açısından ne denli önemli olduęu tartışılmaz bir gerçektir. Nitekim özellikle turizm iřletmelerinde mutlu alıřan, mutlu müşteri yaratmaktadır. Buradan hareketle, bu arařtırmada; turizm iřletmelerinde alıřan mutluluęu konusu ele alınarak, insan kaynaklarının bir fonksiyonu olarak "mutluluk departmanı" oluşturulmasının gereklilięi ile mevcut uygulamaların incelenmesi amaçlanmıřtır. Bu çerçevede; arařtırmada, literatür taraması yöntemi ile kavramlar ve konu ile ilgili unsurlar açıklanmaya alıřılarak, mutluluk, iř yerinde mutluluk, alıřan mutluluęu ve turizm iřletmelerinde alıřan mutluluęunun önemi kavramsal çerçevede incelenmiřtir. Ayrıca insan gücüne olan gereksinimin tartışma götürmez bir konu olduęu turizm sektöründe, "mutluluk departmanı" oluşturmanın turizm iřletmelerine saęlayacaęı faydalar ele alınmıřtır. Arařtırma sonucunda; turizm iřletmelerinin mevcut kapasiteleri göz önünde bulundurularak ya tek bir bölüm olarak ya da insan kaynakları departmanı altında mutlaka mutluluk departmanı oluşturmaları gerektięi ortaya çıkmıřtır.*

**Anahtar Kelimeler:** Mutluluk, İřyeri mutluluęu, Turizm iřletmeleri

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## Introduction

Happiness is one of the most basic goals of peoples. Even if every individual has different social and material means, his/her ultimate goal is happiness (Aksoy and Ađca, 2017). Being happy is accepted as one of the fundamental criteria of a good life. The importance of happiness in human life has directed the researchers primarily to the factors that will prevent unhappiness and to the factors that provide happiness in recent years (Canbulat and ankaya, 2014). Most people spend an important portion of time of their lives in a workplace. In other words, business life represents an important dimension within the individual's living space. What happened in the workplace (work life) also affects the happiness of the individual. Just getting a good salary or having a dynamic career is not enough for the happiness of individuals (Warr and Clapperton, 2010; Dođan and Eryilmaz, 2012; Nazlı, 2015; Bataineh, 2019). Happiness is a subjective expression, it is about how frequently the positive impacts on the individual are effective and how rare the negative effects are effective on the individual (Güllü, 2018). In short, happiness at work involves a high level of enjoyment from busy work (Rodríguez-Muñoz and Sanz-Vergel, 2013).

There are several factors that affect the happiness of individuals. In addition to environmental factors such as income, marital status, age, sex, education status (Haller and Hadler, 2006; Zagorski et al., 2010; Bülbül and Giray, 2011; Kangal, 2013; Lokman et al., 2018) and leisure time; social factors such as the circle of friends also affect individual happiness (Bailey and Fernando, 2012). In terms of business life; it is possible to talk about three types of happiness levels that affect the work life of individuals. These levels of happiness are defined as "temporary level of happiness" expressing short-term and sudden moods, as "individual happiness" expressing general mood in the workplace and satisfaction from job and as "happiness based on the department" which is evaluated in terms of group level on part of institutions/organizations/enterprises. In terms of temporary happiness, individuals are really happier than normal when they believe they perform better than ever. Taken from an individual perspective; the link between happiness and job satisfaction and employment

participation can have positive results for both individuals and organizations. Finally, when evaluated at the unit level, there is much stronger relations in terms of both happiness and outcome (Fisher, 2010).

There are many researches about happiness at work in the related literature. These studies are mainly based on job satisfaction with the concept of happiness (Kara, 2010; Cheng et al., 2013; Martinez-Marti and Ruch, 2017), productivity (Taris and Schreurs, 2009), organizational commitment (Dehaghi, 2012; Rodríguez-Muñoz et al., 2014). They examined the relationship between organizational citizenship (Yurcu, 2014) and career success (Boehm and Lyubomirsky, 2008). In these studies, of which the focal point is employees, the importance and value of employee happiness at work is emphasized. Nowadays, the happiness of the employees has become more important as the people start to see their human resources as a source of success. Therefore, important steps have been taken in order to fill the gap in this area. In this study; starting from the human factor and the importance of employee happiness in tourism enterprises, it has been suggested to create a "happiness department", within the human resources department.

## Literature Review

The balance between the negative emotions of individuals and positive emotion reveals the concept of happiness (Bradburn, 1969). Both philosophers and social researchers have dealt with the concept of happiness, which is not possible to define in a standard way by nature. In this context, according to philosophers, happiness is a personal feature; according to sociologists, happiness has a cultural character (Akduman and Duran, 2017; Çakıroğlu, 2007). According to Akduman and Yüksekbilgili (2015), happiness is a hidden force that underlies individual behaviors and is considered a subjective concept rather than an objective one. Individual events such as changing life conditions of individuals or experiencing a bad and sad event can push individuals into unhappiness (Çakıroğlu, 2007). In other words, happiness is a feeling felt or sense during this feeling (Bülbül and Giray, 2011). Happiness is a concept that consists of environmental attitudes and sometimes defined as "subjective well-being"

(Bailey and Fernando, 2012). In addition, concepts such as “global life satisfaction”, “emotion and mood”, “self-esteem” and “optimism” are related to the concept of “happiness”, but they are in essence differentiated from one another (Hellen, 2010).

The concept of happiness in the modern era and today is handled in a concrete way. However, it is known that in the past times and eras, it was mostly discussed in terms of mythological, religious, philosophical and sufism. Especially from a philosophical point of view; the concept of happiness, which is dealt with concepts such as morality, virtue, pleasure and freedom, is now discussed with concrete indicators such as satisfaction of expectations, satisfaction and the state of being well both physically and spiritually (Aluř and Selçukkaya, 2015). In this case, for determination of individuals as being happy they are expected to live positive emotions (joy, pride, fun, excitement, etc.) more frequently and experience negative emotions (anger, anxiety, anger, hate, etc.) less frequently and feelings frequently. So that individuals can be treated as happy; they experience less emotions (anger, anxiety, resentment hate, etc.) (Yazıcı et al., 2016). On the other hand, underlining that happiness is more than positive emotions, Bař (2017) states that being happy is a skill that can be improved. In this direction; to treat happy individuals as healthy individuals from both mental and psychological is a perspective. As a matter of fact, it is possible to say that the happy individuals live longer, their personal relationships are more robust and they progress and advance more easily in their careers (Hellen, 2010). Similarly, Carl Gustav Jung (founder of analytical psychology) focuses on five factors that affect happiness. These; psychological and physical health, quality interpersonal relationship, being aware of the beauties in nature and art, a good life and working conditions and a philosophical or religious belief that will help to cope successfully with the problems of life (Rubin, 2012).

In order to talk about the concept of happiness at work, it is possible to make various definitions. These are organizational concepts (job satisfaction, flow, emotional satisfaction, employee commitment, employee satisfaction, motivation, etc.), individual concepts (satisfaction, emotional commitment, content, etc.) and group concepts (collective satisfaction, group commitment, group satisfaction, group motivation and group’s desire to work, etc.). These concepts also affect business life positively. The

concept of happiness functions as the main concept by gathering all these concepts under one roof (Akduman and Yüksekbilgili, 2015). In other words, when it comes to the concept of happiness in relation to business life, it is understood that the individual feels energetic and good in the workplace (Keyes, 2005).

Argyle (2001) and Warr (2007) describe the elements that form the basis of happiness at work as contact, goals, belief, diversity, control, monitoring, participation, skills, role, freedom and trust. With respect to these elements:

- *Contact*: It includes positive contacts and relationships among people who work together.
- *Goals*: Workload and basic business objectives are manageable.
- *Belief*: Believing that the work is valuable.
- *Diversity*: Duties, skills, or location at work.
- *Control*: In some areas personal control and decision-making mechanism.
- *Audit*: Control action is supportive and respectful.
- *Participation*: Ensuring compliance with the changes in the workplace.
- *Skills*: To be open to new opportunities by highlighting individual skills.
- *Role*: Includes a stable stance in the workplace.
- *Freedom*: Expression of ideas.
- *Confidence*: Trusting the workplace and the work being done.

Jones and Lindsay (2014) highlight the five key criteria that play a role in happiness at work. These; "individuals contribute to the enterprise as a result of their efforts", "based on the belief that the individual can achieve", "the level of culture of the individual", "the guarantee of what the individual can do in relation to the job" and "the belief/confidence of the individual in himself/herself". In addition, variables such as wage, working environment, social relations, positive perception, productivity, socio-demographic characteristics, subordinate relations and personality traits also affect happiness in the workplace (Akduman and Yüksekbilgili, 2015).

According to the research conducted by Page and Brodrick (2013) it has been determined that focusing on the strengths of employees, social relations with colleagues and giving duties and responsibilities to employees in accordance with their abilities affect the happiness of employees in the workplace.

Achor (2011) draws attention to three basic criteria of happiness at work. This is the necessity of employee to work on issues that are of interest to the employee, ensuring that the employee feels that he/she is progressing or developing in something, and that the employee feels that he is doing something beyond himself/herself.

In addition, Chaiprasit and Santidhirakul (2011) emphasize that organizational values, relationships with colleagues, quality of work environment and motivation of managers have an impact on happiness in terms of business life. On the other hand, meeting the expectations of employees from the workplace may affect employee happiness (Cifre et al., 2013; Salas-Vallina et al., 2017) and some incentives such as social support provided by the workplace also affect happiness (Quiñones et al., 2013). In this context; Joo and Lee (2017) underline that issues such as employee engagement and career satisfaction have an impact on employee happiness at work.

One of the main reasons for unhappiness at work is the fact that the individual feels worthless, thinks that he/she doesn't do hard work, conflicts with managers or colleagues, works under intense stress (Şehirli and Taşkent, 2016). Yet happy employees are very important for businesses. Happy people who are more positive, who enjoy helping their colleagues, who are less sick and who live in a lower percentage of the problem of burnout, are also individuals who work with higher performance (Yüksekbilgili and Akduman, 2016b; Bataineh, 2019). It should not be forgotten that happy employees are extremely important for the future of the enterprises. Determining what makes people unhappy, ensuring real happiness is also a key role for the sustainability of enterprises (Nazlı, 2015).

Happy individuals are more satisfied with their jobs and have high confidence. They tend to perform better for jobs that are within their responsibilities and are willing to help others. In addition, they are more sensitive to regular attendance in the workplace and are less likely to be unemployed (Boehm and Lyubomirsky, 2008; Warr and Clapperton,

2010). In order to be able to talk about the happiness or unhappiness in the workplace from a different approach, the characteristics of the job and the mental process of the individual should be taken into consideration. As a matter of fact, the emotions of people take part in business life and are an integral part of business life. When both cases are evaluated together; it is possible to create a general perception of happiness (Rodríguez-Muñoz and Sanz-Vergel, 2013; Yüksekbilgili and Akduman, 2016a; Thiruvendam and Jayasingh, 2018).

The work area of human resources focuses on realization of office functions, monitoring legislation, arranging payrolls and tracking personnel. Recently, however, managers have focused on the fact that there is a “human” element behind their business success. In this case, human resources has become an important unit which not only contributes to the support unit but also contributes to the change of enterprises. In other words, the aim is to ask the qualified workforce, to find it, to retain it after the selection and placement, and to keep and develop the qualified one (Saribaş et al., 2017). Human resources management has important responsibilities especially in terms of recruitment, training, dismissal and performance evaluation of employees in tourism enterprises for achieving success (Pelit, 2015). As a matter of fact, the way to create a happy customer is to listen to the employee and to keep the promises made. For this reason, it is also important that human resources departments see employees as internal customers and work accordingly. In other words, to create a happy employee, the company must listen to its employees cordially, give feedback, value their ideas and make innovations in the light of feedback. In other words; enterprises should see their employees as investments.

### **Best Practices for Happiness Departments (Units) in Turkey**

Organization for Economic Co-operation and Development (OECD), according to the Employment Outlook 2018 published by the employees in Turkey spend 1832 hours per year at work. According to another survey conducted by the Great Place to Work, Turkey holds its position at 41st among the 45 countries in the workplace happiness ranking (Tekler, 2019). Happiness enables individuals to be motivated, willing to achieve goals, not to give up when faced with difficulties, and to cope with stress more



easily. For this reason, it is necessary to plan the systems that support the positive behavior of individuals in enterprises in a way that affects not only training but also managerial systems (Aygül, 2013). In this context, although not widespread yet in Turkey, application of the Department of Happiness for employee motivation targets a number of activities organized. These activities are carried out under the internal communication department. Companies such as Turk Telekom and Turkcell have put internal communication departments into effect (Göktaş, 2016).

DeFacto Retail Inc. had been the prominent establishment in Turkey for application of Happiness Department. The company which cares about employee satisfaction, has started a "Happiness Management Project" in April 2011 with a team of 5 people, aiming to bring its employees to a happier and more peaceful working environment in line with the vision of happy employees. Under DeFacto, "Happiness Department" was established and "Happiness Becomes Us" program was launched. With this program, it is aimed to implement activities that will enable employees to smile and be happy. The DeFacto Happiness Manager's mission is to ensure that employees are happy with job satisfaction, listen to them, find solutions to their problems and plan the required actions to keep their motivation high (Akduman and Duran, 2017).

DeFacto Company carries out various activities in order to improve all conditions affecting the working life of the employees and to create happy moments. "Happiness Room", "Happy Friday", "Happy Days", "Flexible Working Hours" and "Hobby Areas" are among these activities. "Happiness Rooms" in the General Directorate and stores; comfortable seats, box games, books, foot massager and television create an environment that allows the employees to relax comfortably. Within the context of the "Happy Friday", all General Directorate employees receive an open-buffet breakfast on Friday mornings; sandwiches are served free of charge on weekdays and dessert and fruit as refreshment are served daily at 4:30 pm. In line with the annual happiness calendar prepared within the context of "Happy Days", surprise events are organized and enjoyable and fun celebrations are held. All general directorate employees are offered the flexibility to start work between 07:00 and 09:00 in the morning and leave from 17:00 to 19:00. In this context, full-time employees are allowed to work two days a week and one weekend a month. In addition, employees at the

headquarters can play games such as golf, table football, billiards and table tennis during lunch break at the terrace.

DeFacto has been very sensitive about women's participation in business life, and has implemented the "Happy Women Movement" and "Happiness Ambassadors Group". In this context; female employees are allowed for an extra three months after delivery, and employees who are new to work during postpartum are given a "Happy Mother Package". In addition, mothers are given half-day leave on the first school day and on the day of the report, and all mothers are provided with parental coaching services. Thanks to the "Group of Happiness Ambassadors", employees are given the right to use the permission for social responsibility projects two years in a year by encouraging employees to develop projects related to their areas of sensitivity and to express themselves in these areas.

Another company that implements "Happiness Management" is IC İtaş Energy Company. The IC İtaş Energy Academy of Happiness Management, which emphasizes the fact that the employees are happy, has been established. IC İtaş Energy, which aims to create happiness in business life with the employees who are recognized as having made a difference, whose strategic skills are developed and encouraged to learn continuously, carries out their work in this direction. In this context, employees are provided with trainings and open are activities concerning personal development, finance, financial, human resources, information technologies, project management etc.

On a Thursday every month, Microsoft provides its employees with pizza and drinks and a chat environment for their employees to spend "Happy Hour". In this context, it is aimed to realize the potential of employees' knowledge, creativity and suggestion. In addition, many activities are organized from cultural trips to cinema days, and employee happiness is ensured (Göktaş, 2016).

## **Employee Happiness in Tourism Enterprises**

Şengül (2016) draws attention to the happy employee = happy customer equation, underlining that it is the most fundamental issue that the enterprises ensure their employees' happiness by reaching their goals and objectives. Business enterprises often provide additional social or economic

opportunities as well as their salaries in order to connect their employees to the enterprise or to make them happy. However, these facilities provide short-term happiness for the employees and the efficiency of the works may decrease again after a certain period of time. In this case, what businesses need to do is make it possible for employees to really love their work (Şengül, 2016). Emotional labor is intense, the face of the smiling face in the tourism industry should not be lost so the most important factor in the work life is “human”. The traces of human resources are observed at every stage from the meeting of the tourism workers with the work, the long stay in the business and the productive work until the end of the employment (Pelit, 2015). The main purpose of the human resources department is to ensure that employees work in a happy and peaceful environment. However, under the daily workload, sufficient effort cannot be made to achieve this objective. Considering that even the smallest problem that can occur in human resources can directly affect the success of the enterprises; it is recommended to implement the Happiness Management Model to ensure the happiness of the employees (Yurcu and Atay, 2015; Göktaş, 2016). The main point to be considered here is to link happiness management with human resources functions. For example, the human resources department can give parties and distribute gifts to employees. If this situation is not reflected in sales in a positive way, happiness management should be re-evaluated. If necessary, the issues for the benefit of the business must be re-determined and communication with the employees should be strengthened (Akduman and Yüksekbilgili, 2015).

The happiness management department should be established at the beginning of the steps and a happiness manager should be appointed by the enterprises that want to implement happiness management. In particular, the happiness manager should be one of those who give confidence to the employees. It is also important that this person can keep secrets and respects ethical values. Happiness measurements to be carried out within the enterprise should be done continuously. Happiness is a dynamic concept and can vary. As a result of the measurements of happiness, areas for improvement should be determined. Communication, working environment, working hours, socialization, transportation, justice, development, eating-drinking, motivation and wage improvement can take place among

the aspects to be improved. Appropriate activities should be planned for these areas (Akduman and Yüksekbilgili, 2015).

Tourism companies require close cooperation with employees in terms of services offered (Pelit, 2015). In fact, increasing the quality of work life of the human resources working in tourism enterprises will enable employees to satisfy their motivation as well as their customers (Uçkun, 2015). With respect to companies operating in the tourism sector, even if they have the highest level of technological equipment with all their physical equipment, it is possible to ensure customer satisfaction with qualified employees (Pelit, 2015). In other words, the happiness of the employees creates the satisfaction of the tourists. Increasing the happiness levels of the employees working in tourism sector will be able to make significant contributions to deal with heavy working conditions and stress. Nevertheless, the seasonal characteristics of the tourism sector and many political, economic and socio-cultural events in the world may affect the future of employees and cause them to be unhappy (Sürücü, 2016). In this case, tourism companies should invest in the labor force in order to be successful and give importance to employee happiness.

It is possible to give examples about tourism enterprises that realize the importance of employee happiness. For example, in the practices of the human resources department of the Sentido Orka Lotus Beach Hotel (located in İcmeler/Marmaris), in the planning and implementation of human resources functions, employee happiness is prioritized.

Liberty Hotels Lykia and Sentido Lykia Resort Spa located in Oludeniz, Muğla, carry out various applications by giving importance to employee happiness. Liberty Hotels Lykia and Sentido Lykia Resort General Manager Mehmet Biçer, who gives employees the right to vacation with their families every week for a week and the right to use paid leave without any report, states that productivity and customer satisfaction will increase, and therefore happy employees will work efficiently. Biçer underlines that they aim to create a happy employee by preparing a booklet called "Liberty Rights" in order to make employees feel happy and efficient in their workplaces and to treat employees equally. In addition, if the teams win the derby matches of the teams they are the fan of, the employees can also work wearing their team's uniforms the next day which enables them to create happy employees.

## Conclusion and Proposals

Nowadays, as the competition is rapidly increasing, enterprises need to ensure the happiness of their employees to differentiate and achieve their goals successfully. However, it is necessary to underline that happiness in the workplace is much more than job satisfaction (Nazlı, 2015). Although employee happiness varies from person to person, the scope of happiness frameworks to be drawn at workplaces should be determined by employers. Although the employees' perceptions about their work are different, it is important that the employer provides the necessary and equal conditions to make all employees happy. As a matter of fact, one of the individuals working together in an accommodation business may be very happy whereas the other is very unhappy. In this case, the criteria that determine happiness should be analyzed well. At this point, employers have big responsibilities. A happy working life is important for sustaining a happy life. Thus, it will be possible to increase employee performance (Yüksekbilgili and Akduman, 2016b). It should not be forgotten that it is "happiness", not money that motivates employees at workplaces, connects them to their businesses, labours for their jobs, strives to work, devotes themselves to their work, works passionately, and performs outstandingly in business (Pozam, 2015).

Individuals working in general spend the most productive and longest period of their lives at work. Therefore, individuals who love their jobs are very important for both themselves and their workplaces (Akduman and Yüksekbilgili, 2015). According to the analyzes made by the World Health Organization, depression will be one of the most important causes of incapacity until 2020. As a matter of fact, 22% of the workforce in Europe today (about 40 million employees) is suffering from stress due to work and is negatively affected by this situation (Moccia, 2016).

Santoso and Kulathunga (2016) talk about the concept of happiness as one of the most important factors that increase the motivation and productivity of the employees. In the same way Singh and Aggarwal (2018) emphasize that there is a close relationship between happiness at work and career success and productivity. In other words, happy employees are more energetic compared to unhappy employees and their commitment to work is twice as high. Happy employees also create happy customers.

Especially in service enterprises, it is possible to observe the effects of happy employees more clearly (Akduman and Yüksekbilgili, 2015).

According to the study of Science of Happiness at Work conducted by iOpener Institute in 2005 with 50,000 professionals in Europe, America, Australia, India, China and Africa; happy employees work twice as efficiently as other employees at the same workplace. In addition, they feel six times more energetic, take sick leave up to a tenth of the others, and stay twice as long in their current job and position. According to the survey in question, those who feel happy at work say that they are fully focused on work in 80% of their time, while those who feel unhappy state that they can focus only on 40% of their time. If we translate this difference of 40% in terms of business hour; 40% of the week consisting of 5 working days; that is for 2 days a week and 100 days a year, business inefficiencies are occurring which is quite an unbelievable duration (New Millennium Training Solutions, 2018). Underlining the fact that happiness in the workplace changes momentarily, Fisher (2010) states that short-term goals will be determined and it will be beneficial for enterprises to create real-time employee happiness.

In particular, the need for manpower is an indisputable issue and in the tourism sector, which is a sector that can sustain its existence with its employees. The benefits of creating a happiness department for tourism enterprises can be listed as follows:

- First of all, it will enable all tourism enterprises to realize and comprehend the importance of the benefits that happy employees can provide to the enterprise and create awareness in this way.
- With the happiness department to be established, it will be possible to attract the qualified employees in the tourism enterprises to the said enterprise and to provide them to work in the same business for long term. In this way, the necessary costs for the recruitment of new personnel will be prevented. It will also make positive contributions to profitability.
- Thanks to this department, it will be ensured that the employees who do their job in the best way will remain in the enterprise and the existing current employees will be kept in the enterprise.

- The morale and satisfaction of the employees will be increased by ensuring that the employees work more happily with the happiness department.
- Considering that the service in the tourism sector is a set of games, it is necessary to share and cooperate at different times in order to ensure that the relations, communication and interactions of employees are more healthy and efficient. Sharing and cooperation will be provided through the department of happiness.
- With the happiness department, it will be possible for employees to increase their sense of belonging towards the enterprise by increasing their employees' feelings in addition to ensuring rapprochement among the employees.
- The happiness department to be established in tourism enterprises will contribute positively to the employees in the short term and in the long term to the service concept of the enterprise, their costs, corporate reputation, customer satisfaction and service quality.
- Identification and determination of the training required for the personal development of employees and mediation of the training will be ensured.
- Happiness department can be considered as an important social responsibility activity of the company focused on the employees.
- It will contribute to increase labor productivity.
- Identification and analyze of the personality and psychological characteristics of each working individual will be realized

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