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Are Happy Workers More Productive? The Dual Influences of Organizational Support and Work Attitudes

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Purpose: The relationship between happy employees and high performance is one of the most venerable research topics in organizational psychology. The present study took the vantage point of positive psychological capital to re-evaluate this presumed linkage, applying the broaden-and-build theory to examine the affects of happiness. Moreover, the moderating effects of positive work attitudes were also examined in line with the work engagement model. **Method:** Using structured questionnaires, we collected data from a diverse sample of 598 full-time Taiwanese employees. **Results:** Hierarchical regression analyses showed that happiness had a positive effect on job performance, and perceived organizational support had also a positive effect on happiness. Moreover, both job satisfaction and organizational commitment moderated the relationship between happiness and job performance. **Conclusion:** We thus suggested that organizations and managers can take three approaches to build a happy workforce: recruitment and selection, training and development, and policies and practices.

Keywords: *happiness, job performance, job satisfaction, organizational commitment, perceived organizational support*