

# Teoría de la felicidad laboral superior para empresarios y directores ejecutivos de América Latina

*Superior occupational Happiness Theory for Businessmen and Latin American's CEOs*

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## Resumen

Este artículo de investigación es el resultado del resultado obtenido del trabajo titulado: Hacia una perspectiva teórica de la felicidad ocupacional para la administración universitaria y el lugar de trabajo. Esta propuesta teórica se desarrolla en la ciudad de Armenia Quindío Colombia, con una metodología de enfoque cualitativo que tiene en cuenta la Teoría Fundamentada (Teoría Fundamentada), con respecto a las narrativas experimentales proporcionadas por entrevistas perspicaces de varias personas de la comunidad universitaria, adjuntas con diferentes tipos de compromiso con una institución de naturaleza pública, denominada: Universidad del Quindío. El objetivo de esta pieza consistió en: construir una teoría sobre la Felicidad Ocupacional para las organizaciones y el lugar de trabajo a través de narraciones dadas por profesores y asistentes administrativos de la Universidad del Quindío. Para tal efecto, se tuvo en cuenta las contribuciones teóricas de las ciencias de la felicidad y el seguimiento de autores como: Aranda (2016), Cabral (2015), Guisán, (1992), Muchinsky (2004), Seligman (2017), Russell (2005), Schein (1982), Shahar, Tal, (2017) Tolle (2000) y Varela (2014). En última instancia, esta investigación presenta la construcción teórica sobre la Felicidad ocupacional y presenta una nueva terminología para nombrar a los actores del proceso ocupacional. Del mismo modo, este análisis muestra numerosas recomendaciones dirigidas a empresarios y CEO de diferentes corporaciones. Además, también cubre a las personas talentosas que prestan sus servicios en una empresa y añaden un plan de estudios para orientar los programas de felicidad en las diferentes empresas, instituciones y corporaciones a una escala global.

**Palabras Claves:** Conciencia; Lugar de Trabajo; Felicidad; Trabajo; Servicio.

## Abstract

This article of investigation, is the result of the obtained outcome of the degree work titled: Towards a Theoretical Perspective of the Occupational Happiness for the University Administration and the Workplace. This theoretical proposal is developed in the city of Armenia Quindío Colombia, with a qualitative approach methodology taking into account the Grounded Theory (Teoría Fundamentada), with regards to the experiential narratives provided by insightful interviews from various people from the university community, attached with different types of engagement to an institution of public nature, denominated: University of Quindío. The objective of this piece consisted in: to build a theory about the Occupational Happiness for the organizations and the workplace through narratives given by professors and the administrative assistants from the University of Quindío. For such effect, it was taken into account theoretical contributions from the happiness sciences and the tracing of authors such as: Aranda (2016), Cabral (2015), Guisán, (1992), Muchinsky (2004), Seligman (2017), Russell (2005), Schein (1982), Shahar, Tal, (2017) Tolle (2000) and Varela (2014). Ultimately, this investigation presents the theoretical construct about the occupational Happiness and presents new terminology in order to name the actors of the occupational process. Similarly, this analysis shows numerous recommendations aimed to businessmen and CEOs from different corporations. Moreover, it also covers the talented people who provide their services in a company and append a Syllabus in order to orientate happiness programs in the different companies, institutions and corporations to a global scale.

**Keywords:** Conscience; Workplace; Happiness; Labor; Service.

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## INTRODUCTION

"Happiness is a state<sup>1</sup> of mind that can be pleased through the possession of a good" (Spanish Royal Academy, 1956) this is how the Spanish Royal Academy dictionary defines it in its eighteenth edition from (1956); meanwhile that in the 2017 version of the same text, happiness is defined as: "state of pleasant spiritual and physic satisfaction" (Spanish Royal Academy, 2018) however, during the third century Before Christ (BC), for the philosopher Plato, in his work "The Republic", while in the premise of how should be an ideal state of happiness, he considered that: "solely in that State will command the truly wealthy, not in gold, but in rightful existence and wisdom in regards of what have to be the richness of happiness" Program of Computer Networks and Productive Sectors, (2018).

Nevertheless, in regards with the previous cited approaches, it can be taken into consideration the precept of Facundo Cabral who manifests that the Chinese say "men are weird things, to born do not want, to live they do not know how, to die they do not want. Thus, the happiness is in the simple things, not in the complex things" Cabral, (2015). Then, the only certain aspect to be true is that a unique, complex and extraordinary being with possibilities to learn to be happy can apply an Economy of Happiness<sup>2</sup> in every ambit of its life (Easterlin, 2018). Therefore, the study of happiness<sup>3</sup> in the organizations, more specifically in the work realized by the professors, the administrative leaders from the 17 macro processes and PhDs from the Administration' investigation route in one academic institution with high quality accreditation as it is the University of Quindío, and even more precisely, have been of great importance for generating epistemological findings within the postmodern administration area, which will be able to reaffirm the creation of happiness spaces for the Talento in each one of their performance areas.

In that sense, this theoretical-academic project presents a schematic route that permits perform the investigation related with the area of happiness in the business organizations. In order to do so, this piece exposes several review approaches about the topic of happiness, and also, a number of theoretical and methodological proposals as fundaments to achieve a theoretical study within the framework of the master's degree in administration being coursed being studied at the University of Quindío in Colombia.

The innovative and added value of this study seek to achieve is based in analyzing diverse theories that exists in relation with principles such as: Happiness, Organizations, Positive Psychology Theory in the institutions, Business Administration and the workplace.

This, with the intention of acknowledging the grade of consciousness of the subjects of the investigation in relation with the topic of happiness and their diverse perceptions about what really means happiness in the workplace. In consequence, it will be able to develop a theoretical perspective of the occupational happiness, and by doing so, new developments in the project will be accomplished. In brief, this thesis of investigation presents a series of initial aspects in order to inquire into the subject's grade of occupational happiness in their workplace inside a company of the Department of Quindío, Colombia. Based on the study of specific variables such as: occupational perception, immediate boss relationship, senior management perception, salary and compensations, labor relations with friends, academic training, stimuli system, employment stability, interpersonal relations, and the organizational climate in the work environment.

The final objective, is to create an occupational happiness theory model for academic organizations and workplaces. This model will condense the experiences of the interviewed subjects in contrast with their work job as an epistemological consideration foundation for incoming future investigators. In regards of the investigation problematic, it is impor-

<sup>1</sup>The state, or "estado" in Spanish, is defined as the situation a person is in (Spanish Royal Academy, 1956. Pag. 581)

<sup>2</sup>The Economy of Happiness studies the effect of the macroeconomic fluctuations in the happiness of the people. The most acknowledge empiric investigation results were developed and published in 1947 by the economist Richard Easterlin

<sup>3</sup>(Epistemological concept that is related with the second version of the classic definition of happiness basing itself in the evolution of the WEB concept; in which it was pretended to revise if the human relationships and the gratefulness among them generate a work environment where can be find both friends and friendly rivals that create challenges and bonds of happiness that allow a better productive atmosphere in the company.

tant to remark that happiness is defined as: "state of pleasant spiritual and physic satisfaction" (Spanish Royal Academy, 2018) and it should be inherent to all the wide sphere of actions of the human being. Nonetheless, nowadays it exists many companies and institutions, whose owners, actionist, managers, and Talento that think they are happy, but in reality they can be the contrary of happy without knowing it. It all depends on their interests, and tastes of each person. According to a recent survey conducted by Robert Waldinger to young adults called "milenios", he arrived to the conclusion, during his conference in 2017, that: "what is that that keep us healthy and happy?". Along with the survey applied by Harvard University's investigators to young adults in United States and other parts of the world, it was conclude that the 80% of the surveyed population responded that happiness is money and fame.

On the other hand, results from a 75 years long study to 724 male adults from Harvard performed by the same superior educative institution, and from which it was observed their workplace, family, home and professional routine. Nowadays, 60 ninety year old men continue to study with more than two thousand children and grandchildren from the studied subjects. The investigation's fourth generation leader is called Robert Waldinger, and according to this senior investigator, the mayor happiness generator for these elders does not lie in the money, but in the satisfaction of the consolidated friendships that they acquired at work. As stated by Waldinger (2017), the key to happiness for these workers from different professions lies not in the hard-work philosophy, wealth, or fame. The massage from these 75 year old men is: "the good relationships make us happier and healthier. Social relations do us good, meanwhile society can result toxic for us and this makes that solitary workers live less than accompanied people". Nevertheless, Waldinger, (2017) stands out that it does not matter the quantity of friends or if there exists a bond among them. What it matters is that there exists a good quality human relationship that creates a sense of protection. The good relations not only protects the body, but the mind as well. All in all, living the good

life with happiness is all about having good human relationships.

The topic of the occupational happiness id relevant because it explores, in a south-American academic administrative context, and verify how happy the university professors are within their academic role in society. According Tal Ben-Shanar interview, in 2017, where he talks about his book "La Ciencia de la Felicidad" (Happiness Science), he states that achieving a goal does not make a person happy in the long term. For this reason, for some university professors, becoming a fixed professor is their final objective. However when they achieve it, their level of happiness decreases (Shanar, 2017). Now, it is fundamental for the happiness science research to analyze how human relationships are presented with the closest coworkers and closest relatives. Moreover, is important to analyze how grateful are the company Talento in their specific workplace, since according to Tal Ben-Shahar, basing himself in Martin Seligman's positive psychology theory, "we forgot about the mission of making happier, complete, and more productive the people that are relatively healthy" (Seligman, 2017).

The occupational happiness study for the organization management implies the acknowledgement of several socio-cultural human factors that causes an ideal state of mind. Because of this, the happiness management for organizations' Talento pretends to diagnose the reasons that impact the Talento' state of mind in order to propose occupational relocation alternatives that allow them to optimize their business productivity. In proportion to the previously said, the occupational happiness in business organizations and institutions' new tendency workplaces pretends to humanize the business processes and operations. However, the University Administration almost never ask themselves questions such as: what could be the benefits of encouraging an occupational happiness environment, in order to preserve the physic and mental health of the Talento, by giving them stimulating activities to improve their life quality? This with the intention of comprehending the current occupa-

It was in Easterlin's article "Does Economic Growth Improve the Human Lot? Some Empirical Evidence" where by doubting the relevance of being rich as the primordial variable of the wellbeing was how he came up with the famous Happiness Paradox or Easterlin Paradox. This economist made an appearance in various countries where he came to the conclusion that the tendency of its citizens was to affirm to be happy if their basic necessities were satisfied independently of their monetary income.



tional happiness problematic in order to apply it in academic environments.

Consecutively, by all the previously said, is how the question of investigation arises:

What are the perceptions that the university professors and macro-processes leaders have in relation with the concept of happiness in the companies and university workplaces?

In concordance with this question, other questions are asked:

- What perception have the University of Quindío professors about the satisfaction they feel when doing their work?
- How to design a theoretical construct that presents the relation between the occupational happiness in the business management and the increase in productivity?
- How to create a happiness concept from the University of Quindío academic community's life's experiences narratives in order to produce a theory after the different definitions of happiness of the university prof

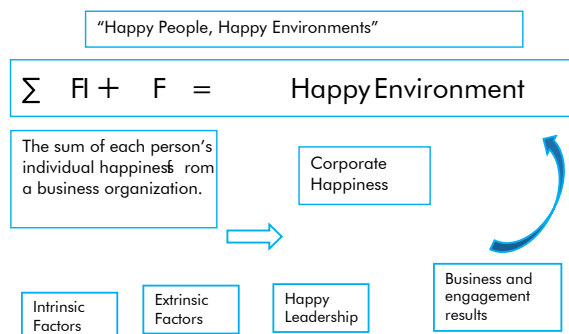
In synthesis, this thesis entitled "Towards a Theoretical Perspective of the Occupational Happiness for the University Administration and the Workplace", is a theoretical proposal developed in the city of Armenia Quindío Colombia. Also, this thesis contemplates a qualitative approach and which is based in the Grounded Theory. In addition, it takes into account diverse life experience narratives supplied through in-deep interviews from university Talento with different types of contracts in a public academic institution denominated: University of Quindío. The objective of this investigation is to build an occupational happiness theory for the business organizations based in narratives from University of Quindío's professors and Talento. In order to do so, it was taken into account the theoretical contributions in the happiness science field of authors like: Aranda (2016), Cabral (2015), Guisán, (1992), Muchinsky (2004), Seligman (2017), Russell (2005), Schein (1982), Shahar, Tal, (2017) Tolle (2000) y Varela (2014). This document will have the purpose to present different results and conclusion from the many interviews made to the population that helped with this research.

## THEORETICAL STANCE

In words of Eckhart Toller: "happiness can be perceived as a sense of live that can be achieved through physical pleasure, or through some kind of psychological gratification" (Tolle, 2000). In the same way, Guisan (1992) states that: "happiness establishes the meaning of people's actions and justifies the individual and collective actions" (Pag. 17). In sum, happiness, in concordance with the hedonism, can be taught and learnt; and with this change of paradigm, topics like desolation, fear, envy, and frustration can be fought by living a nice and productive existence in each of the business and social environments of a person. According to Pablo Claver, author of "Felicidad 2.0" (happiness 2.0), he expresses that: "he sometimes used the concept of happiness 2.0 to explain the companies and business organizations' corporate happiness. If we want to have a happy environment in the workplace, we have to make possible that people's individual happiness, and the corporate happiness to become one. That is how the concept of happiness 2.0 get to be conceived". Likewise, Pablo Claver remarks that:

People's happiness depends on a high percentage of their intrinsic happiness (purpose, acknowledgement, and emotions.) and of their extrinsic happiness (salary, extra payments, and bonus.) in order for the environment to be a happy one. Also the corporate happiness, the one of the business results, have to be one. It would be possible to have a good environment if it is not accompanied of good business results (Claver, 2018).

In brief, the happiness 2.0, by Claver (2018), can be exposed in the following graphic:



**Illustration 1** Happiness Formula according to Claver, P.  
Source: Author adaptation with contributions from Claver, P. (2018)

As said by Tolle (2000), people are conform by two principle states of mind, the illumination and the consciousness. The illumination is the result of a high training in the consciousness field. In that sense, Tolle states that: the word illumination recalls the idea of a superhuman achievement and that the ego wants to conserve things like that. However, illumination is just the natural state of feeling to be one with the being. In short, it is a state of connection with something immeasurable and indestructible. Something paradoxical that can be oneself, but at the same time it can be something even bigger than oneself. It is to find one's truly nature beyond one's name and shape. The incapacity to feel this connection gives place to the illusion of separation of oneself from the surrounding world. Only by doing so, one will be able to perceive oneself, conscious or unconscious, as one fragment of a whole. That is how the interior and exterior fear and conflict become the rules of how to live. (Tolle, 2000. Pp. 24)

In harmony with the previously said, Tolle defines the consciousness as: "the consciousness is pure state before the identification of its shape of being" Tolle, (2000. Pp. 10) in contrast, Buda stated that: "the illumination is the end of suffering through the liberation of the mind and the consciousness over the body of the person". Consecutively, Descartes (300 D.C) evidenced the classic error when he expresses "I think, therefore I am", because if there were someone who does not think, therefore that someone does not exist? In fact, in order to exist, it must be turned off the thoughts that process the mind and relax the being to build a healthy and free life. In the work places is relevant to generate relaxation moments for the Talento to disconnect their busy and noisy thoughts for them to tranquilize. This is important since most of the fears, phobias, resentments, envies, anxieties and others types of mental disorders are presented because the individual cannot stop thinking, or disconnect his/her mind; and this happens for the reason that they were not trained to do such process, plus according to Tolle (2000) the action of thinking has become a disease that lies in everything formerly said. In correlation with the business approach of the "mind" concept, Varela, basing himself in Baty's studies (1990), expresses that: the business success requires a catalyzer that he named "business mind". He characterizes this "business mind" concept as an

"understanding attitude with no fierceness; intuition reliability but also rational reliability; tactical and strategic thinking capacity; attitude that promotes the well-timed actions even if there is no sufficient information; mental set that integrates many action plan facts; attitude that states: I did not come here to play around, I came to win" Varela, (2014. Pag. 111). All this can be complemented with the fact that, as said by Tolle (2000), we came to be happy, to be marveled at the deceptions and sufferings of a troubled mind, and to use all this to use it as a "transitory tool" with the capacity of turning off the thoughts in order to enjoy the different sporadic moments the business environment offers.

Organization: for some authors such as Guillen Gestoso & Guil Bozal (2001), in concordance with Wiener (1985), state that the concept of Organization has evolved in postmodernity, and that is why today there exists a common consensus that:

An organization is a collective body with relative identifiable and fixed limits, which have a normative ordination within a hierarchical authority system that communicates through a system of coordinated members. This collective body is formed by a relatively continuous basis inside a surrounding environment which is dedicated to the actions and activities that, normally, tend to reach a final goal or objective (Guillen Gestoso & Guil Bozal, (2001. Pp. 129).

For Edgar H. Schein (1982) "the interest for the organization as a total system was initially presented in the wake of workplace happiness, incentives system, personnel politics, and interpersonal relationships studies" (Schein, 1982).

In like manner, Rafael Carvajal Baeza (2003), citing Fernando Cruz Kronfly's words, in his text "The Presence of the Inhuman in the Culture and Organizations" states that: after all, the desperate but well-meant council in favor of the administrative humanism, however radical it is, ends up giving in for something that it is ignorant about and that acts from the edge of the boat hull. In the same fashion, the humanistic set point usually becomes in merely rhetoric foam because of unconscious defiance (Cruz Kronfly & Aktouf, 2003).

Equally important, when Rafael quotes Omar Aktouf's (2003) words, he expresses that: he refers to



the previous paradigms as “structures” in correlation with the same administrative humanism topic, which does not allow to develop the humanistic principle’s academic and administrative processes in order to contribute with the most suitable organizational climate as encouragement to generate happier occupational spaces.

According to Russell (2005) there exists different factors that determine happiness as well as unhappiness. These factors are the following:

- Organization happiness factors
- Enthusiasm
- Appreciation
- Acknowledgement
- Competence
- Boredom and excitement
- Fatigue
- Envy
- Feelings of guilt
- Persecution complex
- Fear to the public opinion. Russell (2005)

Work: as for Dave Ulrich and Wendy Ulrich (2011), “a meaningful work can resolve real problems, provides real benefits, so that it comprehends a real added value for costumers and investors. Moreover, the Talento that find interesting and feel satisfied and committed to what they do, are more productive” Ulrich (2011) (Pag. 19). Furthermore, one of the aspects that are continually discussed about the work place, is the pressure that it exerts on Talento. As said by Arroba & James (1990), “every Talento needs pressure in order to be constructive, not destructive. It is necessary to use the pressure to work for you, and not against you” Arroba & James, (1990).

In the light of the previously assumed, in agreement with the article 5 of the labor code of Colombia, “it is a free human activity, material or intellectual, permanent or transitory, that that a natural person executes consciously for another one under an employment contract” C.S.T. (1982). In addition, Russell (2005) gives a final reflection in relation with the topic being discussed:

It is not that clear if the workplace should classified among the causes of happiness of unhappiness. Of course, there are numerous unpleasant works and

when there is an excess of it, it can be truly painful. I think, however, that if the work is not an excessive one, it is better to be doing something than doing nothing most of the times. Russell, (2005, P. 175).

Besides, Bertrand Russell (2005), in relation with the work and boredom topic, claims that: “the work is desirable, first and foremost, to prevent the boredom. This is of importance because the feeling of boredom while doing a necessary but uninteresting work is nothing in comparison with boredom feeling while doing nothing” Russell (2005). In the same way, in consonance with official information from the Administrative Department of Dane Statistics (2018), meanwhile the University of Quindío offers indirect and direct employment for almost 2000 people, more than 24000 citizens from Armenia Quindío Colombia remain unemployed.

Work Success: the conditions of success and promotion of high education entities are increasingly few. With this previous statement, Hubbard (2007) proposes that:

The capacity to .conserve a job, depends on the principal capacity that a person has to be able to manipulate and manipulated when he or she is doing his or her work. Also, this person has to be able to do certain kind of works out of his/her concern. The intelligence of a person in directly related with his/her capacity. It does not exist the concept of being the most intelligent person, but it does exist the concept of being the most stupid person... nevertheless, a person can be capable and intelligent without achieving success. A vital part of success is the capability to manage and control not only the workplace tools, but also the surrounding people. In order to do so, one must be capable of receiving and giving commands. Hubbard, L. (2007).

According to the above, the member for a labor success are: first, the capacity to confront the work with happiness and not with horror. Second, the desire of thinking of the work for what it is and not for the economic payment (salary). Third, working without exhausting oneself and without falling in deep levels of tiredness. Forth, there must be an adequate training and experience in the work being developed. Fifth, having the necessary emotional intelligence as

well as the attitude and aptitude to perform a satisfactory affinity with the work environment. Lastly, being tolerant with the reality, having a wide assertive capacity to communicate one's necessities, and being open-minded when receiving constructive opinions. Productivity: in order to start improving an institution's productivity, it is important to understand aspects such as the behavioral patterns that make up each individual. As said by Urriban Junco & Talancon Davila (2012), "the enneagram is a very powerful tool that let us to see ourselves and see how we respond to the environment we are in. we can use the enneagram to recognize our behavioral patterns" Urriban Junco & Talancon Davila (2012, Pag. 33). This behavioral patterns can be found in the organizational Talento with the following profiles: the pacifier, the reformer, the helper, the winner, the individualist, the researcher, the reliable, the enthusiastic, and the challenger. Additionally, when a macro-processes leader have the knowledge of the different behavioral or personality patterns, this leader can orientate his/her personnel and optimize the production in a better and humanize way taking into account the different profiles of each individual.

**Labor Satisfaction:** the concept of labor satisfaction consists in three components as reported by Guillen Gestoso & Guil Bozal (2001) in words of Locke (1976). These three components are: the emotional state, the general attitude towards the work, and the effective attitude. Correspondingly, in the opinion of the same authors, the work is made up of 9 dimensions: Satisfaction with 1. The work for what it is, 2. The salary, 3. The promotions, 4. Other's recognition, 5. The benefits, 6. Work conditions, 7. The supervision, 8. The coworkers and 9. The company's guidance. Guillen Gestoso & Guil Bozal, (2001).

## Reflections

The development of the following investigation entitled: "Towards a Theoretical Perspective of the Occupational Happiness for the University Administration and the Workplace", produces diverse additional academic proposals to the principal objective that consists on building a occupational happiness theory for the organizations and workplaces, by interview answers related with the university of Quindío's professors and administrative Talento' life's experiences.

Correspondently, such study effectively allowed to reach the proposed general objective that consisted of writing a theory in relation with the occupational happiness topic that consists in at least 4 different applicable points for the organizations workplaces to develop in their labor environment. And such theory, is presented in wholesome manner in the coming chapter of this thesis.

Coupled with the first Specific Objective, this investigation classified the Praxis constructs that professors and administrative Talento have in the University of Quindío in concordance with each organizations' performance level in relation with the occupational happiness topic, presented in the following chart:

**Chart 1 Target population's interview answers and level classification**

Hierarchical level	Interviewed Talento total quantity	Questions Per level quantity	Applied interview questions in all levels
Senior management (Superior Council, Academic Council, principal, vice principals, chairmen)	7	5	What is occupational happiness for you?
		5	
		5	How do you consider that the occupational happiness are presented in institutional aspects and in your daily life?
		5	
Professors (tutor professor, contract professor and adjunct professors)	64	5	What labor life factors determine your occupational happiness?
Mentor (macro-processes manager)	6	5	
Talento staff (administrative: professionals, technicians, assistants and operators.)	22	5	What can do a high educational institution to develop an occupational happiness environment in their Talento?
Analyzed Total	99	35	How do you feel with the provided resources and stimuli for your labor activity?

Source: Own elaboration

In the light of the previously stated, it was fulfilled the Second Specific Objective that has relation with interpreting the providing factors for an occupational happiness environment in a high quality accredited University Institution, through an analysis of the results provided by the answered questions of the different organization hierarchical level target population subjects. Such question will presented below:

High Level Management Analysis Report in Atlas Ti. At the High Level Management (superior council, academic council, academic affairs vice-rector, academic chairmen), in concordance with the similarity of the interview question responses, it can be stated that in each of the 5 questions that are proposed right now, it is possible to define the concepts that are generated by the Atlas Ti (SIC) Software for each question:



**Illustration 2** Cloud of Words: how contributing is your institutional work for the happiness management for other people? High Management  
Source: Data Analysis by Atlas Ti V8



**Illustration 3** Cloud of Words: what initiatives do you propose to generate soothing spaces in the University of Quindío? High Management  
Source: Data Analysis by Atlas Ti V8

## Theory Conceptualizations

**Occupational Happiness Rate:** The occupational Happiness Rate is an administrative factor that can be measurable within the University organizations and other companies by the creation of miscellaneous indicators, such as: compromise, institutional Talento and company mentors; company stimuli and benefits satisfaction rate of the Talento, trust level between the Talento and mentors from different University areas, University's Talento training and remuneration satisfaction, among other factors that depend of the creativity and institutional development plan of each University or company in general.

**Mentor:** Mentors, in agreement with the occupational happiness theory, is the antagonist figure behind the Boss, Leader, or Superior. In the numerous theories from the XIX and XX century, the human being with high conscious development, must have the characteristics of a guide, a grandmaster, a peacemaker, a strategist, a gentleman, a good communicator, an immutable mood person. Moreover, it is a person that is warmhearted, kind, good listener, and that intervenes in the right moments. This mentor fully understands the balance between effectiveness and efficiency of all the resources and Talento that are under his/her command, and knows how to motivate them, in accordance of each individual's character, in order for the Talento to do their best. The mentor have the special sense to identify the best workplace for an Talento to work at his/her best. Besides, the mentor has the ability and capacity to discover the best capabilities and skills of each Talento and improve them by giving special capacitations and talks for them to grow intellectually and as grateful human beings.

The mentor is to be honest, and hates the different forms of bribery that may put him on trial or at risk of losing his job as company administrator. The mentor is person that treats with respect all kind of people with any type of malice or blackmail intentions. The mentor is a being of good, illumined, intelligent, and wise that despite of the different company adversities that may be presented, he always is willing to confront them a broad smile and open arms in order to apply the best solution strategy without falling in despair or going mad. He knows that such difficult situations are not forever and there must a solution for them.

**Company Talento:** In the other hand, the term Talento corresponds to the traditional management area's terminology: worker, public worker, or collaborator. For the occupational happiness theory, the Talento is a proactive and committed person with the capacity to work in group. Also, the Talento stands out for his/her developed special skills and developed enneagram personality. In agreement with the mentor and Talento work environment, it is to be of public knowledge that the physic space where it is realized the diverse processes and operations of the company; and where the Talento spend most of their time, is called



Labor Environment. In synthesis, if it is analyzed that a workday initiates 6 a.m., when the sun raises, until 6 p.m., when the sun starts to set, we are spending 12 hours of daylight, from which, we spend 8 hours in a labor day. This implies that a 75% of daylight is being spent in the office, and we spent a 25% of daylight from the company to home.

Evidently, it is imperative to design friendly occupational environments that allow Talento to have an emotionally clam physic space to do their job tasks in a more concentrated and high quality way. Therefore, these physic spaces should be painted with soothing colors, the shelves, desks, and other furniture should be clean, organized, and perfumed. All this generates good taste and elegance for the one who requires the use of these physic spaces.

In the following interactive model, called FELAS ("Felicidad Laboral Superior" or "superior occupational happiness" in English), can be found the objective developing the new happy company Talento to make them more productive, brighter, supportive, and empowered with their job activities and with the mission and vision of the company.

In summary, the Occupational Happiness Theory is a dynamic structure compose of three central elements: the mentor, the Talento, and the labor environment. Such dynamic structure is represented in the following illustration:

Superior Occupational Happiness Model Scheme.  
Collazos, JC. (2018)



**Illustration 4** Superior Occupational Happiness Model  
Source: Collazos, JC. & Corrales, Y. (2018)

## CONCLUSIONS

The development of the research entitled: "Towards a Theoretical Perspective of the Occupational Happiness for the University Administration and the Workplace", allowed to be familiar with the life experiences of the mentors and Talento of different organizational levels. Moreover, it allowed to discover that the occupational happiness is the foundation of human aspects like to be acknowledged, respected, encouraged, promoted, trained, and to be well paid. Given these points; Do not judge, Praise: you have to be always in virtue of worrying for his/her own develop excellence, and for what the coworker or mentor are doing or not. Worry about your happiness at work, and conserve an equilibrated state of mind. Do not get troubled because of your gossip coworker, and understand that it is more important that you were contracted to do an important job.

It is also important to understand the delight and the blessing of being paid for fulfilling a job with such passion. Consequently, spend your time getting trained to do your job functions in a better way. Innovate your company products and give them an added value through a respectful and cordial attention to your coworkers, mentors and costumers in general. Do not be resentful, and leave the bad habits. Be punctual, happy, and listen carefully to what happens in the environment to develop certain tasks in based of clear and concise instructions. Accordingly, the fact of having a fixed university job and sharing with new and old people, is an important factor for an institution, and logically, for the people that integrate the institutions. there is an interdependence and a friendly job relationship that make people and coworkers to be well organized in order to carry out their job functions in the best possible way.

Moreover, within the Talento management occupation, it is necessary a good supervision of the as-ertive communication among the personnel. A good behavior with other people not only helps to manage a certain workplace, but also to share and enjoy a moment of relaxation by drinking a coffee or eating something. These special moments can be beneficial since it can encourage workers to do their job in a better way. Furthermore, it is important to become aware of what we do for a living. Many times people work just to fulfill a duty, but in reality: are

we fulfilling our dreams and goals? Thus, a job can have a double purpose. The first one is to achieve the intentional goals while being happy, and the other is just to complete each job task the company provides. When the Talento realized the real importance of their job for the institutional mission and vision, their performance is optimized so that the company production is increased significantly.

Happiness is state of the soul and mind. It is even an organic state where elements converge to help generate well-being in line with happiness. Both Talento and mentors must understand that: in order to achieve happiness in the workplace, the both of them have to work together and give their best for what they do. Besides, being happy in the workplace, is to do the activity that you like the most and that filled you with happiness. That way, workers will be able to become more productive by giving the best of their being. Like that, it is also important that there is harmony between the surrounding people, animals, and with all living beings with the aim of creating a happy and harmonious occupational environment. Likewise, it is significant for the occupational environment to have positive people with similar labor life projects, and not toxic people created by everlasting conflicts in certain occupational environments.

As can be seen, it can be deduced that the occupational happiness is not composed for just one element. Happiness is made up of many important components. If it is desired that an educative institution contributes with a happy occupational environment to its Talento and inner costumers, it must be reflected on the different necessities for the various human dimensions to be properly attended. Thus, not only the organizational or economic aspects of an Talento need to be fulfilled, but also little details such as the occupational environment luminosity, the furniture layout to do certain jobs, flexible times to carry out tasks, among others. When a University Institution acknowledges, respects and dignifies each person's particularities, it can be generated an occupational environment in optimal conditions.

Finally, the Occupational Happiness Theory allows both businessmen, investors, managers, and CEOs to reflect on the importance of the following equation: Occupational Happiness = Increase in Productivity.

Hence, with the perfect harmony in human and labor relationship between the Mentor and the Talento in the Occupational Environment, a company will be able to improve innovatively by increasing the productivity and satisfaction of all the Talento in their different work sections. In conclusion, this document presents the initial aspects that allow to investigate the degree of happiness of subjects in an occupational workplace environment. For doing so, it will studied subject's variables such as: workplace perception, coworker relationships, academic knowledge, stimuli system, labor stability, costumer interpersonal relationships, and the organizational climate of the workplace environment.

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