

ANALYSIS OF THE FACTORS INFLUENCING HAPPINESS AMONG THE
EMPLOYEES OF THE FASHION RETAIL INDUSTRY OF ASSAM

by

Chayanika Goswami, M.Sc (IBM)

DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

December, 2025

ANALYSIS OF THE FACTORS INFLUENCING HAPPINESS AMONG THE
EMPLOYEES OF THE FASHION RETAIL INDUSTRY OF ASSAM

by

Chayanika Goswami, M.Sc (IBM)

Supervised by

Professor Minja Bolesnikov

APPROVED BY

Ava Buljubasic

Dissertation chair

RECEIVED/APPROVED BY:

Renee Goldstein Osmic

Admissions Director

Dedication

This dissertation is respectfully dedicated to the memory of my late father Prof. Brindaban Goswami, whose unwavering support and guidance inspired me to pursue my academic and professional aspirations, and whose sole desire was to witness my happiness and success in life.

Acknowledgements

The journey towards earning a Doctorate in Business Administration has undoubtedly been a formidable challenge, one that would not have been possible without the support and assistance of several individuals. I would like to take this opportunity to express my sincere gratitude to all those who have contributed to this achievement.

First and foremost, I extend my heartfelt thanks to my mentor, Professor Minja Bolesnikov, for his invaluable advice, unwavering support, and constant encouragement. This work would not have come to fruition without his expert guidance.

I would also like to convey my gratitude to the management and staff of the Swiss School of Business Management, Geneva, as well as the Upgrad team members, for their continuous support and assistance throughout this journey.

I would like to extend my sincere gratitude to the management and staff of the fashion retail stores of Assam, namely the Aditya Birla Group, the Reliance Retail Group, Landmark Group, Vishal Mega Mart etc. for their insights on fashion retail. I am also deeply indebted to Aparajita Baruah and Ujjwal Auditya Borborah for their unwavering support and assistance.

I would also like to extend my heartfelt gratitude to Dr. Girish Sharma, Retired Head of the Department of Statistics, Arya Vidyapeeth College, for his invaluable guidance and assistance in the statistical analysis of this study. My sincere gratitude goes to Mrs. Latika Bezbaruah for her kind assistance with the typing work.

Thereafter, I would like to thank my friends Partha, Sujit, Prapti and my colleague Mrs. Nijara Hazarika for their encouragement.

Special thanks to my mother Jamini Devee, husband, Amal Mahanta and my daughter Nivedita, whose love and support have been a constant source of motivation for me.

My entire family has been supporting me with their encouraging words throughout this journey and I would like to thank them all including my Uncles Dharmeswar Goswami, Jukti Prasad Goswami, Sanjeev Goswami and brothers, Mayurnav Goswami and Gopal Mahanta for helping me in numerous ways.

ABSTRACT

ANALYSIS OF THE FACTORS INFLUENCING HAPPINESS AMONG THE EMPLOYEES OF THE FASHION RETAIL INDUSTRY OF ASSAM

Chayanika Goswami
2025

Dissertation Chair: <Chair's Name>
Co-Chair: <If applicable. Co-Chair's Name>

This paper is based on research into the determinants of employee happiness in the Assam fashion retailing sector through the combination of the PERMA Model by Seligman and the Authentic Happiness Theory (AHT). Since it is acknowledged that the state of employee happiness is a strategic driver of productivity, engagement and organizational sustainability, the study constructs a broad theoretical foundation by placing the phenomenon of workplace happiness in the frameworks of modern positive psychology and putting it into perspective with the socio-cultural and operational realities of the retail sector in Assam. An analysis of the available literature shows that there is a substantial gap in the empirical studies, especially with regard to the combined effects between demographic, organizational and psychological variables on happiness in new markets in the retail industry.

Quantitative research design was adopted, and stratified random sampling was used to obtain data about 300 employees working in the major retail format. The organized questionnaire based on PERMA and AHT was used and the reliability of the measurement scales could be verified (0.907 AHT; 0.983 PERMA). Statistical tests such

as correlation, ANOVA, regression and Tukey HSD were done using SPSS and Excel. Results show that the PERMA model is a powerful predictor of employee happiness (0.863 $p < .001$) with a variation of 71.1%. Gender and marital status were not found to be significant predictors of ES, whereas income and employment type had a low level of influence. The workplace determinants, such as job satisfaction, payment, work environment, work life balance and administrative practices were also identified to have a meaningful influence on the results of happiness.

Based on these observations, the research proposes the PERMA Happiness Retail Happiness Management Framework (PRHMF), a managerial application that connects the psychological well-being and the fundamental retail performance metrics which are sales conversion, retention, customer experience and operational efficiency. The model comprises of diagnostic tools, KPI scorecard and a systematic roadmap of implementation in 90 days. Cost-benefit analysis suggests that there are significant organizational returns that can be approximated at 13-20X ROI, which is based on the lowered attrition rates, increased engagement and sales improvement.

The study places the concept of employee happiness as more than an effectual state but a quantifiable and controllable, and economically valuable resource. It provides theoretical input to organizational behavior and practical advice on retail leaders and policymakers seeking to establish sustainable and high-performance working places within the changing retailing environment of Assam.

TABLE OF CONTENTS

List of Tables	xi
List of Figures	xiii
CHAPTER I: INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background of the Study	3
1.3 Evaluation of Socio-Cultural Factors of Happiness in Assam.....	6
1.4 Major Themes that affect Happiness among Retail Employees	8
1.5 Problems in the Assam Retail Industry	10
1.6 Problem Statement	12
1.7 Significance of the Study.....	13
1.8 Research Questions	15
1.9 Aims and Objectives.....	15
1.10 Hypotheses of the Study	16
1.11 Limitations of the Study	17
CHAPTER II: REVIEW OF LITERATURE	19
2.1 Introduction.....	19
2.2 Theoretical Underpinnings of Happiness of Employees	20
2.3 Demographic and Economic Determinants of Employee Happiness.....	34
2.4 Work Environment and its Impact on the Happiness of Employees.....	36
2.5 Job Satisfaction and Work life balance	38
2.6 The Organisation Culture, Leadership and Emotional Intelligence	39
2.7 Regional and Socio-Cultural Determinant on the Happiness of the Employee	41
2.8 Technological Adaptation, Job Security and the Nature Work is Changing.....	42
2.9 Recommended and Best Practices to promote employee happiness	44
2.10 Research Gaps	45
2.11 Conclusion	46
CHAPTER III: METHODOLOGY	49
3.1 Overview of the Research Problem.....	49
3.2 Operationalization of Theoretical Constructs	50
3.3 Research Purpose and Research Questions	52
3.4 Research Design.....	53

3.5 Population and Sample	55
3.6 Participant Selection	58
3.7 Instrumentation	60
3.8 Data Collection Procedures.....	63
3.9 Data Analysis	64
3.10 Research Design Limitations	67
3.11 Conclusion	68
CHAPTER IV: RESULTS	69
4.1 Demographics Profile of Respondents	69
4.2 Reliability Analysis	76
4.3 Analysis of the Relationship	78
4.4 Analysis of Employee Happiness Levels	84
4.5 Analysis of the Impact of Demographic	94
4.6 Major Psychological and Workplace Determinants of Employee Happiness	102
4.7 Result Findings.....	104
4.8 Conclusion and Hypothesis Status	106
CHAPTER V: DISCUSSION.....	108
5.1 Introduction.....	108
5.2 Demographic profile and Sectorial Realities	108
5.3 PERMA and Authentic Happiness Theory	113
5.4 Demographic and Employment-Type Differences in Happiness.....	115
5.5 Demographic variables and Theoretical Constructs.....	118
5.6 Organisational Determinants.....	120
5.7 Coherent Discussion of Objectives and Hypotheses	122
5.8 Managerial Implications to Assam Fashion Retail Sector.....	123
5.9 Overall Reflection	125
CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS.....	127
6.1 Introduction.....	127
6.2 Summary of Objectives	127
6.3 Theoretical Implications	129
6.4 Practical Contribution.....	130
6.5 Policy Implications	132
6.6 PERMA -Retail Happiness Management Framework (PRHMF)	133
6.7 Real Business Application Scenario	133
6.8 Scope for Future Research	135
6.9 Conclusion	135
APPENDIX A SURVEY COVER LETTER	137

APPENDIX B INFORMED CONSENT	138
APPENDIX C INTERVIEW GUIDE.....	139
REFERENCES.....	146

LIST OF TABLES

Table 2.1 Comparison of Happiness Theories (Relevance and Limitations)	28
Table 3.1 Cronbach alpha values of variables	62
Table 4.1 Showing frequency of different age group.....	69
Table 4.2 Showing frequency and percentage of Level of Education	71
Table 4.3 Showing frequency and percentage of Total Experience.....	72
Table 4.4 Showing frequency and percentage of Net Salary per month.....	74
Table 4.5 Showing Department wise frequency and percentage	75
Table 4.6 Showing Reliability of Authentic Happiness Theory items.....	76
Table 4.7 Showing Reliability of PERMA model items	77
Table 4.8 Showing Correlation Matrix.....	79
Table 4.9 Showing Regression Analysis Interpretation	80
Table 4.10 Showing Regression and Standard Error of the model.....	80
Table 4.11 Showing ANOVA table of the model.....	81
Table 4.12 Showing significance of the Coefficients.....	81
Table 4.13 Showing Group Statistics by Gender	84
Table 4.14 Descriptive Statistics by Marital Status	85
Table 4.15 Showing Gender wise ANOVA table	85
Table 4.16 Showing nature of employment wise descriptive statistics.....	86
Table 4.17 Showing nature of employment wise ANOVA table	87
Table 4.18 Showing Tukey HSD Post Hoc Test (Employment Type)	87
Table 19 Showing Descriptive of income level.....	88
Table 20 Showing Post Hoc Tukey HSD results (Income level).....	90
Table 21 Summary of Findings.....	93
Table 22 Showing regression analysis of demographic variables and happiness score.....	94
Table 23 Showing model summary of demographic variables and happiness score	94
Table 24 Showing ANOVA table of demographic variables and happiness score	95
Table 25 Showing coefficients of demographic variables and happiness score.....	95
Table 26 Showing regression analysis of Demographic Variables on Authentic Happiness.....	97

Table 27 Showing coefficients of Demographic Variables on Authentic Happiness	97
Table 28 Showing regression analysis Demographic Variables on PERMA Model.....	100
Table 29 Showing model summary of Demographic Variables on PERMA Model	100
Table 30 Showing coefficients of components of PERMA and happiness score.....	102
Table 31 Showing model summary of workplace factors on happiness Score	103

LIST OF FIGURES

Figure 2.1 Conceptual Framework: PERMA Model in Organisational Context.....	26
Figure 4.1 Showing frequency and percentage of Gender	70
Figure 4.2 Showing frequency and percentage of Marital Status	71
Figure 4.3 Showing frequency and percentage of nature of employment.....	73

CHAPTER I: INTRODUCTION

1.1 Introduction

The definition of happiness is usually a condition of contentment or pleasure, and not a lasting feature. According to the Oxford English Dictionary, happiness is defined as the state of feeling or expressing pleasure or contentment and happy is defined as term happy. Based on this, three key features can be identified; happiness is not fixed but rather situational, it is linked to good affective experiences and is both internal and external.

Modern research has tended to take the concept of happiness within the broader framework of subjective well-being, which indicates how cognitively individuals judge their lives, and how they feel pleasant and unpleasant emotions (Kesebir & Diener, 2009). The psychologists define the subjective well-being as life satisfaction, positive affect, and low negative affect that can be measured empirically (Diener, n.d.). This correction of the abstract philosophical concepts concerning quantifiable psychological entities has made the study of happiness within various areas of life including working life more systematic.

Occupation takes up a significant part of the adult life and hence is the main factor in determining the general well being. Although job satisfaction, motivation, and stress were the priority of early organisational research, the recent studies have paid more attention to happiness at work as a separate construct. The workplace happiness is not that of passing sensuality, but happiness refers to the emotions of happiness, purposeful interest in work, a feeling of belonging, and perceived achievement. The dimensions are preempted in the positive psychology concepts like Authentic Happiness Theory and the

PERMA model, which acknowledge positive emotion, engagement, relationships, meaning, and accomplishment as the main components of well-being.

Empirical studies indicate that happier workers are more productive, creative and resilient and they are also more apt to exhibit organisational citizenship behaviours (Fisher, 2010). This observation has been experimentally proved as employees induced to be happier have been found to be more productive (Oswald, 1997). Happiness is also associated with fewer absenteeism cases, less turnover intentions, and greater commitment to the organisation (Bellet et al., 2023; Lyubomirsky et al., 2005; Salas-Vallina and Alegre, 2021). These results bring light to the fact that being happy is not just a good thing that people should have but a strategic value to organisations.

The significance of employee happiness is especially relevant in industries that are characterised by high amounts of customer contact, emotional labour and performance pressure like the fashion retail industry. Under these conditions, employees have to constantly interact with customers, achieve sales goals, and deal with the dynamics of operations. The lack of happiness may be in the form of burnout, emotional exhaustion, irritation, and low quality of the provided service and the happy workforce may be a contributor to the positive store climate, customer satisfaction, and excellent performance.

The fashion and clothing industry is growing fast in India due to the increasing incomes, urbanisation, and lifestyle shifts (Deka, 2018; Farmer & Cotter, 2021). Assam being a constituent of this wider change is no exception as organised fashion retail formats have seen their development besides usual outlets. This expansion has provided jobs but has also subjected the employees to new challenges that emerge as a result of new retailing system, increased competition, and changing customer demands.

Notwithstanding these changes, there is limited academic research on the topic of employee happiness in this part of the world.

In the current research, the authors are interested in the level of happiness among workers in the Assam fashion retail sector, and their conceptualization is done in terms of the PERMA model, as well as the Authentic Happiness Theory. It identifies happiness to be a multidimensional construct which is conditioned by psychological aspects (e.g., positive emotions and engagement), organisational factors (e.g., working environment, pay and leadership), socio-cultural factors and demographic factors. Placing happiness in this kind of integrated framework, the research will result in a refined conceptualization of what makes employees in retail outlets in Assam happy at their workplace and how this happiness can be cultivated in an orderly fashion.

1.2 Background of the Study

The idea of happiness has over time shifted its status of being an abstract philosophical concept to the center of empirical studies in psychology, economics, and management. Contemporary research stresses the fact that not only individuals experience happiness, but it is also influenced by social, organisational and economic backgrounds (Oswald, 1997). In organisations, the notion of happiness is increasingly being considered as a subset of a wider well-being agenda that proposes that human flourishing and sustainable performance are related.

The frameworks which have been incorporated in organisational psychology and management research comprise of Seligman PERMA model which includes Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment as essential factors of well-being. These dimensions can be applied in the working environment to be an expression of interest in work, strong engagement in work, positive social relationships, a

sense of mission and appreciation of performance. The PERMA-based approach is especially helpful to explain why employees excel in certain conditions of great demand whereas others disengage and become tired.

Job satisfaction is conceptually different, however closely related to employee happiness. Unlike job satisfaction, which is often constituted by evaluative judgments of certain job attributes (e.g., pay, supervision, or conditions) happiness is a broader life assessment and affective conditions, and it might be beyond job-specific characteristics. However, research indicates that, employees who indicate increased happiness at the workplace will also indicate increased job satisfaction, organisational commitment and improve health outcomes (Goel et al., 2021; Kun and Gadanecz, 2022). Happiness at the micro-level therefore, has macro-level implications to organisational performance and resilience.

Employee happiness has a close relationship with customer experience in service industries and especially in retail. The retail employees work at the point of contact between the organisation and customers and their emotional conditions may affect the perception of the customers regarding the service quality, brand image and value. An emotionally drained, un-coached, or a disinterested workforce is less likely to offer the mindful, individualised service that fashion retail is commonly seeking. On the other hand, employees that feel positive emotions, have positive relationships, and are engaged in meaningful work are in a better position to handle the customer relationships positively and make contributions to a favourable store environment.

The fashion industry in India has become a major area of growth due to the upward trend in purchasing power, the fast-growing middle class, and the exposure to global trends (Farmer & Cotter, 2021). Even with this growth trend, the industry is somewhat unorganised and formal retail formats are in development (Jiménez-Marina et

al., 2022). Retailers are integrating technology to improve the customer experience, which includes the use of digital billing, inventory management, and tools to manage customer relationships, and responding to the growth of e-commerce (Vada et al., 2019). Such changes modify the skills needed by employees and create new types of pressure and performance expectations.

The fashion retailing industry in Assam is in line with these national trends and is also influenced by the particularity of the situation in this region. The industry is a mix of traditional handloom products, local designer, and national as well as international brands. Simultaneously it has some workforce related challenges, including low formal training prospectus in retail, disproportionate introduction to advanced retail practices and inconsistency in remuneration and working conditions. The workers are mostly engaged in working excessive hours with weekends or festive seasons, customer traffic is also high and the workers are subjected to meeting sales goals and also serving the customers.

Literature on employee happiness in this regional retail is limited. Available research about Assam leans towards an oversimplification about the economy or society as a whole instead of the happiness of the work environment within a particular sector. Besides, few studies have been conducted on happiness in the workplace in the global context challenging it to the socio-cultural realities of North-East India. Hence, there is a strong necessity to explore how modern concept of happiness, including the PERMA model and Authentic Happiness Theory, can be effectively applied to the fashion retail employee stocks in Assam and the interactions between organisational and demographic factors and theoretical frameworks.

The given research will help fill in this gap and thus contribute to the body of academic knowledge and practical use. It seeks to establish evidence regarding the

present happiness level of employees in the Assam fashion retail sector, determine the important predictors of an employee being happy, and come up with a systematic model, on which the retail organisations can positively influence the state of happiness and consequently the level of organisational performance.

1.3 Evaluation of Socio-Cultural Factors of Happiness in Assam

Happiness in the workplace is not only formed by the organisational policies or personal dispositions, but also influenced by the wider socio cultural context on which the employees live and work. Assam has unique cultural traits which impact upon the way people perceive work, relations and well being.

The Assamese society is relatively highly oriented towards collectivism, which highlights community, inter-personal harmony, and support of each other. This usually translates into a form of collaborative teamwork, respectful communication and warmth of relationship in an organisational setting. The employees can highly regard colleagues who have helped them, employers who treat them fairly, and employers who demonstrate empathy and considerations. These anticipations would fit within the Relationships component of the PERMA model and may increase or prevent happiness based on their fulfillment or not.

Simultaneously, the local economic factors and labour market conditions determine the messages about work and happiness. Formal jobs, especially in the contemporary retail sector, might not be high in several Assam towns and cities. To certain employees, fashion retailing is also an avenue to a stable wage, urbanization and upward social movement. Nevertheless, when salaries are low and the career advancement is not quite certain, workers might feel the strain between career and

money. Income stability, chances of progression and job security are therefore common in the analysis of happiness at work among employees.

The aesthetic and creative features of fashion retail also overlap with the local culture. The retail staff usually does fashion styling, visual merchandising and customer advice on what to wear, which may also give them a feeling of pride and creativity. To others, employment in the fashion-related products could help in providing a sense of purpose and involvement. Nevertheless, the very same setting might also require the role of long-term emotional labour, as the employees are required to be pleasant, tolerant, and calm even when faced with the stressful situations.

The recent economic disturbances, including those during the COVID-19 pandemic, have demonstrated the vulnerability of fashion and retail sector and its employees. Both the economic and psychological security and health have been impacted by store closures, decreased footfall, and employment uncertainty. To most retail workers in Assam, these upheavals have strengthened the value of organisational support, effective communication and understanding management.

Work-family balance also is the experience of employees that is influenced by socio-cultural norms regarding gender and family role. As an illustration, women workers can have extra demands connected with care or housework which can make it difficult to work long hours and odd shifts. The issue of safety, especially when working late or in places where there is a shortage of transportation, can also impact on how women feel about the level of well-being in the workplace. These aspects highlight why happiness in fashion retail sector cannot be adequately thought without considering the socio-cultural background that employees exist.

Overall, the socio-cultural factors in Assam, community orientation, the economic facts, the expectation of interpersonal warmth, and gendered role expectations, can be

considered a significant context to employee happiness. They relate with organisational arrangements and personal attributes to influence the way that employees perceive their work, connections, and fulfilment.

1.4 Major Themes that affect Happiness among Retail Employees

Happiness of the employees in the retail industry is a multidimensional construct that is influenced by the work environment, management practices, development, individual traits and job design. These factors are amplified in the fashion retail business, as the work is intricate.

Environmental factors include the physical conditions (e.g. store layout, store lighting, temperature, and ergonomics) and also the operational factors like workload, shift pattern and staffing levels. Long working hours, constant contact with customers and rushes in the peak seasons may cause fatigue to the employees physically and emotionally, especially where the resources are limited. A safe and well-staffed and designed environment, where employees are given comfort, would tend to result in happiness compared to an environment that is overcrowded, poorly equipped, or poorly maintained.

The style of management and headship behavior are very important. There are times when supervisors and store managers are the first line of contact with the employees and the organisation in general. Trust and commitment can be developed by leaders who are articulate, give constructive feedback, reward effort and are fair. On the other hand, authoritarian or inconsistent management may be a cause of dissatisfaction, stress, and sense of injustice. Research in other settings has demonstrated that perceived organizational support and supportive supervision are closely linked with increased amounts of engagement and happiness.

Training, skill and career advancement opportunities also influence the sense of accomplishment and future orientation of the employees. Some of these opportunities in the context of fashion retail can be customer service, product knowledge, visual merchandising, sales techniques, and digital tools. One of the factors that will most likely prompt the employees to feel meaning and engagement in their work is when employees feel that they are learning, growing, and advancing towards greater responsibility or a better position. Conversely, a deficit in obvious advancement routes can cause the notion that retail employment is a short-term and hopeless experience, compromising the happiness in the long run.

Happiness is also affected by individual factors including psychological resources of the employees, their coping techniques, and personal values. The social interaction, dynamic work and the visible results of the efforts may give some employees satisfaction, whereas it will be stressful to the other employees. Social support, both at workplace and elsewhere, could help in alleviating strain and help to bring happiness. Individual differences should therefore be recognized during the process of designing policies and interventions.

On the organisational level, high employee happiness benefits include:

1. **Improved customer satisfaction and experience:** Happy employees tend to show positive attitude and patience, along with attentiveness that may help in customer perception and consequently loyalties.
2. **Less turnover and improved retention:** Happy and appreciated employees are less likely to turn over, cutting down the costs of recruitment and training.
3. **Increased productivity and efficiency:** Happiness is linked with enhanced motivation, creative and readiness to transcend minimum role demands that could enhance performance in operations.

4. **Enhanced teamwork and collaboration:** Favorable climate will stimulate teamwork, exchange of information and support which are essential in high-traffic retail outlets.
5. **Better brand image:** The organisations with a favourable reputation in terms of how they treat their employees will be viewed more positively by clients and prospective employees.

In the case of fashion retail organisations located in Assam, it is critical to deal with these factors as one of the only means to maintain performance in a more competitive market. The issue of employee happiness is not just a personal issue but a strategic part of successful retail running.

1.5 Problems in the Assam Retail Industry

Although the organised retail is growing, the fashion retail business in Assam has a number of workforce related challenges that either directly or indirectly influence the employee happiness.

To begin with, recruitment and selection is challenging. The jobs in the retail sector require knowledge of products, skills in communicating, emotional stability and the ability to adapt. Formal retail training is scarce in most places and the prospective candidates might not consider retail as a career. Consequently, the approach to recruitment can be informal or in haste resulting to poor match between competencies and requirements of the role. Ineffective hiring can raise the turnover, decline in service quality, and pressure on the available staff.

Second, there is a high turnover of employees. The kind of work in the retail business is usually viewed as low paying, hard work, and not very secure in the long run. In Assam, migration of skilled employees to metropolitan areas, inadequate career

opportunities in the local markets and competition with other industries are some of the factors that contribute to turnover. Turnover also interrupts the operations of the store, reduces the level of team cohesiveness, and raises the costs of hiring and training.

Thirdly, there is a significant risk of employee burnout. Long working hours, standing up, peak season workloads and emotional labour could result in physical and psychological fatigue. Burnout may lead to absenteeism, decreased service quality, and high incidences of errors leading to eventual organisational exit in case of unchecked burnout.

Fourth, the issue of workforce instability is caused by the seasonal staffing needs, high levels of resignations, as well as the use of temporary and part-time employees. This instability may complicate the process of ensuring stable standards of service and introducing long-term developmental projects.

Fifth, when the workforce challenges turn into services shortages, customer dissatisfaction may occur. Untrained or uninterested workers can give false information about the product, can seem uninterested or incapable of responding to complaints, and this can undercut the brand image in the fashion retail business where customized service and experience are vital point of difference.

Sixth, lack of motivation and engagement is reported in most of the retail settings whereby employees feel undervalued, not sufficiently recognised or not part of decision-making. Without systematic motivation programs or schemes, recognition behavior, or involvement processes, the employees might gradually lose interest in their jobs.

Seventh, a lack of career development and training opportunities may support the idea that the work in the retail is temporary. The workers in smaller Assam towns might lack formal routes to climb the ladder as supervisors, managers or specialised positions. This has the potential to undermine long-term commitment and happiness.

Eighth, the leadership and management practices do not necessarily conform to the modern human resource principles. Along with the communication gap, perceived unfairness, or unmanaged tensions, some managers might not be trained in the spheres of coaching, conflict resolution, or emotional intelligence.

Ninth, there are wage and compensation concerns that are raised. Frontline employees are usually given low wages and unpredictable bonuses. Compensation that is perceived to be unfair based on effort, responsibilities, and cost of living can destroy happiness and retention.

Tenth, work-life balance is an issue that occurs again and again. Working around the clock, weekends, and longer hours during sales campaigns and festivals may create a burden on the family and social life. These stresses can eventually lead to stress and health and turnover.

Others are emotional labour, safety and security issues, and adjustment to technological shifts like electronic billing, managing orders online and having integrated inventory systems. All these combine to form the background on which the happiness of employees is created in the fashion retail industry in Assam.

1.6 Problem Statement

Despite the growth of the fashion retail industry in Assam, the company has been experiencing serious challenges on workforce that include high turnover, stress, burnouts, lack of career growth, and inconsistent working management techniques. Meanwhile, there is a limited empirical knowledge about the factors that would make the employees happy in this industry. The current scholarly sources on retail and service sectors tend to investigate job satisfaction, stress, or engagement, yet seldom explore the notion of happiness as a multi-dimensional construct based on the current theories of well-being.

Recent theories like the PERMA model and Authentic Happiness Theory provide very powerful concepts that can be used in conceptualizing and measuring happiness. They have however not been investigated systematically into their application to the fashion retail industry in Assam. The question of how these models are applied to the lived experiences of retail employees within this regional area and how demographic, organizational and socio-cultural factors influence the relationship between theoretical concepts and expressed happiness remains open.

It is thus lacking in complete, regionally-specific research that:

- 1) Employee well-being within the fashion retail industry at Assam.
- 2) Tests the connection between the components of PERMA and Authentic Happiness and happiness among retail employees empirically.
- 3) Estimates how demographic variables (e.g., age, gender, income, employment type) affect happiness; and
- 4) Explores the impact of organizational factors on the happiness of employees, including working environment, job satisfaction, remuneration, and work-life balance and management practices.

The problem that is central to this dissertation is that there is a lack of systematic, theoretically-based, and empirical-grounded knowledge on what drives happiness in employees working within the Assam-based fashion retail sector. This gap in knowledge limits scholarly understanding as well as organisation capability in coming up with specific interventions based on evidence and to promote employee happiness and organizational performance.

1.7 Significance of the Study

This research has implications to theory, empirical research, managerial practice and policy. Theoretically, it provides the extension of the use of the PERMA model and the Authentic Happiness Theory to a particular sectoral and regional environment in which these frameworks have seldom been experimented. Due to the analysis of the application of these constructs to the fashion retail sector of Assam, the study will add to the realization of the cross-cultural relevance of positive psychology models and their ability to describe the definition of happiness in non-Western, developing markets environment.

Empirically, the research is filling an obvious gap in literature since it produces primary data on the issue of happiness among fashion retail employees in Assam. It gives a descriptive profile of the degree and trend of happiness among the various demographic and employment groups and statistical data concerning the association among psychological variables, organisational variables and happiness.

Concerning the practical and managerial applicability, the results can be presented as a tangible piece of advice to retail organisations that aim to make employees happier. The study offers a premise on specific interventions by establishing which of these factors, including work environment, leadership style, recognition, and work-life balance, create the strongest associations with happiness. The creation of a **PERMA-Retail Happiness Management Framework (PRHMF)** and associated diagnostic instruments can help managers to evaluate and enhance store and organisational levels of happiness in a systematic way.

Lastly, as a policy and sectoral research, the study has implications on workforce development of the retail sector in Assam. With fashion retail becoming a major employer, especially among the youth, employee happiness can be valued to sustain not only the performance of the organisation but also the social-economic well-being of the

greater population. The findings of the research can be used to shape training programmes, labour policy and industry regulations with an aim of fostering sustainable and people-oriented retail development within the region.

1.8 Research Questions

The research questions that guide the study were discussed above in the following way:

Q1: What is the role of the elements of the PERMA model and Authentic Happiness Theory in the total happy-ness of employees in the fashion retailing business of Assam?

Q2: How happy are employees working in the fashion retail sector of Assam in general, and what are the levels of their happiness depending on the demographic characteristics (age, gender, income) and the type of employment (e.g. permanent, contractual)?

Q3: Which demographic variables affect the happiness of employees working in the fashion retail business and how these demographic variables engage with the elements of the PERMA model and the Authentic Happiness Theory?

Q4: What are the significant drivers of employee happiness including work environment, job satisfaction, compensation, work life balance, and management practices in fashion retail industry of Assam?

Q5: What are feasible suggestions that may be made to increase employee happiness in fashion retail business in Assam?

1.9 Aims and Objectives

The general purpose of the research is to examine the most important determinants of happiness among the employees working in the Assamese fashion retail sector and to create an empirically and theoretically based framework that would increase happiness and organisational performance.

In the context of fulfilling this purpose, the study has the following specific objectives:

- 1) To examine the ways in which the elements of the PERMA model and Authentic Happiness Theory can help employees be happy in the fashion retailing business in Assam.
- 2) To assess the general rates of happiness in employees and determine the trend or pattern depending on demographic characteristics and type of employment.
- 3) To consider the effect of demographic factors on the employee happiness and the interaction of factors with the components of the PERMA model and Authentic Happiness Theory.
- 4) To examine some of the major organisational variables that affect the happiness of employees such as work environment, job satisfaction, remuneration, work-life balance, and management practice.
- 5) To recommend practical ideas of the way to make employees happier in the Assam fashion retailing business, relying on the findings of the PERMA model and the Authentic Happiness Theory.

1.10 Hypotheses of the Study

In order to conduct quantitative analysis, the following hypotheses are developed:

H1: PERMA model and Authentic Happiness Theory elements play a significant role in the happiness of employees in the Assam based fashion retail sector.

H2: There exist important trends or trends in overall employee happiness by demographic (e.g., age, gender, income), and type of employment in the fashion retailing business of Assam.

H3: Demographic factors (e.g., age, gender, income) influence the employee happiness considerably and have a strong relationship with the elements of the PERMA model and the Authentic Happiness Theory in the Assam fashion retail sector.

H4: Work environment, job satisfaction, compensation, work-life balance and the management practices are some of the key factors that drive the happiness of employees in the fashion retail business in Assam.

1.11 Limitations of the Study

Although the given study is aimed at offering an in-depth examination of the factors affecting the levels of happiness among the staff members in the Assam fashion retail sector, some constraints have to be mentioned. The study is founded on the data gathered on a specific number of retail organisations and places that could restrict the broader application of results to every fashion retail store in Assam or the rest of the world. The use of self-report instruments of measuring happiness and its related constructs creates the risk of response bias, such as social desirability and individual differences in the interpretation of survey questions.

The research design is the cross-sectional type, which includes the experience of the employees at one moment. In this sense, it is unable to entirely explain the time changes in happiness that are caused by seasonal business cycle, economic variations or changes in the structure of an organisation. Even though the article adds the demographic

and organizational variables, it might be the case that there are other variables that are not captured but might affect happiness in the case of certain leadership styles, team dynamics, or external life events.

There are cultural peculiarities in the Assamese society that can also influence the way of how the employees realize and document happiness and not all of them can be covered in a single research. Those limitations should be acknowledged to interpret the findings correctly and conduct the future research, which can utilize longitudinal designs, qualitative designs, or comparative cross-regional studies to learn more about the employee satisfaction in retail and other industries.

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction

The chapter presents a critical and extensive review of theoretical, empirical, and contextual literature, which has been dominant in the field of employee happiness, with reference to the fashion retail industry in Assam. It explores the traditional and modern views on happiness, how the study of workplace well-being has developed, and the theoretical frameworks of the study. The chapter forms the intellectual basis of embracing the use of Martin Seligman PERMA Model and the Authentic Happiness Theory as the key points at which employee happiness can be viewed in this study.

The determinants of employee happiness are systematically reviewed comprising of psychological constructs, demographic features, working conditions, leadership styles, socio-cultural factors, technology adaption, job security, and organization support systems. It pays special attention to their applicability in the fashion retail industry, which is an industry of high labour intensity, facing customers, and is typified by emotional labour, high turnover, performance stress, and low mobility in careers.

This chapter, in accordance with the focus of the study, puts the extensive literature into proper perspective against the background of socio-cultural and economic reality of Assam. Although the fashion retail business in the region has been growing fast, formalisation is low, contractual employment is widespread and cultural impact on labour relationship is high. Available literature has shown the need to have positive relationships, social cohesion, and community orientation- elements that are quite powerful in influencing the expectations and happiness of the employees in this region.

The structure of this chapter is to discuss:

- 1) Theoretical principles of happiness.

- 2) The traditional and modern theories of well-being applied and criticized.
- 3) The reason why the Authentic Happiness Theory and the PERMA Model were chosen.
- 4) Experimental research on the correlations between factors at workplace, demographic variables, and well-being.
- 5) Assam regional and sector considerations.
- 6) Determination of research gaps that are essential in this study.

The synthesis ends up demonstrating the absence of in-depth, region-based studies in Assamese fashion retail industry and provides the argumentation of research principles and the methodological decisions that are embraced in the current study.

2.2 Theoretical Underpinnings of Happiness of Employees

Studies of happiness have developed out of philosophical inquiry into the psychological models that are empirical and more recently into organizational structures with a focus on measurable output in the form of engagement, satisfaction, and retention. Early empirical research is built on the foundations of classical philosophers like Aristotle, Epicurus and Bentham in their conceptualization of happiness in terms of virtue, pleasure and fulfilment of desire (Kahneman et al., 1999; Ryan and Deci, 2000). Recent organizational psychology research has seen a growing extent of research on happiness as a multidimensional variable that is associated with productivity, well-being, and performance results (Fisher, 2010; Salas-Vallina and Alegre, 2018).

In the organizational context, especially in service-based and customer-focused business, such as retail, employee happiness has been linked to higher engagement, burnout, better customer service, and decreased turnover (Bellet et al., 2023; Oswald et al., 2015). The theoretical explanations of the effects of happiness on workplace

outcomes are organized in terms of Self-Determination Theory (Deci and Ryan, 1985), Subjective Well-Being (Diener, 1984), Psychological Well-Being (Ryff and Keyes, 1995), Flow Theory (Csikszentmihalyi, 1990), and PERMA (Seligman, 2011).

The current research is mainly based on the Authentic Happiness Theory by Seligman and the PERMA Model due to the extensive discussion of emotional, cognitive, relational, and achievement-related aspects of happiness. These theories also provide practical constructs that may directly be implemented in the human resource management and the leadership practice in the fashion retail industry.

The following section compares both the classical and the modern theories of happiness, their conceptual richness, and their operational constraints and relevance to the contemporary organizational setting.

2.2.1 Conventional theorizations of Happiness

A. Hedonistic Approaches and Eudaemonic Approaches

Another school of thought is the hedonistic one, which is based on the writings of Epicurus and subsequently Jeremy Bentham, and which considers the dominance of pleasure over pain as happiness. This perception became part of the initial psychological thought about affect, which focused on positive feelings and sensual pleasure as the key component of well-being (Kahneman et al., 1999). Although the theory has a role to play in the understanding of the short-term satisfaction, it lacks the information on long-term thriving or use in organizations since the metrics of pleasure fail to give sufficient information on engagement, purpose, or personal development.

The eudaemonic view of Aristotle, conversely, actually defines happiness as flourishing, thus having a virtuous life based on purpose, moral excellence, and personal development. Eudaemonia focuses on meaning and self-realization as opposed to momentary emotions. Contemporary organizational psychology has strongly relied on

eudaemonic concepts in exploring more in-depth constructs like engagement, meaning at work and intrinsic motivation (Ryff and Keyes, 1995; Waterman, 2007). Nevertheless, eudaimonia is hard to operationalize in the workplace realm due to its depth since both virtue and purpose are entirely subjective and situational.

The two traditions offer philosophical justification but lacked practicability to measure organizational interventions especially in the dynamic retail settings where performance, emotional labor and customer relations should be measured using structured models.

B. Desire Theory of Happiness

Philosophers like Parfit (1984), Hare and Brandt put forward desire theories, which state that well-being is the satisfaction of the informed desires. Desire theory applies to the organizational environment in the study of job satisfaction, motivation and the expectations of employees. Retail staff usually wants a predictable income or recognition, flexibility or ability to develop personal skills and their perceived satisfaction can rely on whether the job meets their needs.

The desire theory, however, has two constraints:

- a) **Subjectivity:** depending on the employee, age, and even the cultural setting, there is a wide difference in desires.
- b) **Stability-** wants vary with time, and this decreases stability as a steady point on which to assess the workplace (Seligman and Royzman, 2003).

Therefore, it can be concluded that as much as desire theory can be used to improve comprehension of motivational motivation, it is inadequate as a framework in designing a structured well-being intervention, particularly in a culturally diverse workplace like the Assam fashion retail industry.

C. Theory of Happiness Objective List

Although there is no universal agreed-upon list of objectives, scholars have proposed influential lists of objectives. The contribution by Derek Parfit, Martha Nussbaum, Amartya Sen, James Griffin and W.D Ross collectively suggests that happiness is the outcome of fulfillment of some universally valuable conditions like autonomy, competence, relations and knowledge. This theory is very similar to the organizational well-being studies, which are more concerned with fair treatment, social support, recognition, and growth opportunities.

Its advantages include:

- a) A well-being multidimensional perception.
- b) Applicability to HRM systems.
- c) Incorporation of both internal and external workplace aspects.

It is however criticized to have potential managerial bias because the objective goods that are defined by organizations, may not conform to employee interests especially in the areas with unique socio-cultural norms, such as Assam. The cultural difference creates a problem of coming up with universal objective lists that can be universally used by employees of various backgrounds in retail.

2.2.2 Current Theories of Well-Being

A. Flow Theory

According to Csikszentmihalyi, the Flow Theory (1990) explains that happiness is the state of complete involvement and pleasure of taking on a challenging task that is not beyond the ability of the individual. Flow encourages innovativeness, intrinsic motivation and optimum functioning which are highly linked with the high-performance service profession like the fashion retail.

The concept of flow is especially applicable to retail situations where workers are compelled to react to changing customer demands, visual merchandising, and sales goals with a lot of dynamism. Yet, it might not be easy to design such work environments that are rich in flows, in particular, in the lower areas of retail work where one has to deal with repetitive projects and less autonomy. Therefore, the theory gives an insight into the inner workings of engagement, but needs to be adjusted to context-specific limitations.

B. Self- Determination Theory (SDT)

SDT, which is suggested by Deci and Ryan (1985, 2000), is based on the fulfillment of three fundamental psychological needs:

- 1) Autonomy- feeling of control over work
- 2) Competence- feeling of being able to do it and having command
- 3) Relatedness- purposeful social relations

SDT is well-supported empirically and gives useful understanding of motivation at the workplace. It is in tune with the current human resource practices that focus on autonomy-supportive leadership, training, and team cohesion. Nevertheless, SDT is overly motivation based and lacks full inclusion of the additional dimensions of well-being including meaning, purpose or accomplishment that are central to the research.

Autonomy and competence could be curbed in hierarchical or highly controlled settings like retail chains in Assam and autonomy would be incomplete without a more integrated approach like PERMA.

C. Job Demands -Resources (JD-R) Model

The conceptualization of employee well-being in the JD-R model assumes that employee well-being is the balance between:

- a) Workload, time pressure, emotional labour): job demands.
- b) Job resources (training, autonomy, recognition, support).

The model is also effective in predicting burnout, engagement and performance and it is relevant in retail settings that are marked by high emotional labour, extended working hours and dealing with customers (Bakker and Demerouti, 2007). Nevertheless, JD-R is focused mostly on the situational aspects and fails to represent more psychological constructs like meaning or personal achievement, which makes it an incomplete approach to explaining the process of happiness as conceptualized in this study.

D. Authentic Happiness Theory

The Authentic Happiness Theory introduced by Seligman and Royzman (2003) combines' hedonistic, eudaemonic, and objective-list traditions with the consideration of three central dimensions:

- a) **Pleasant Life**- positive emotions and sensual pleasure.
- b) **Good Life**- participation by utilization of advantages.
- c) **Meaningful Life**- contribution and purpose more than self.

Positive psychology is based on the Authentic Happiness model, which can be directly applied to organizational behavior. It encompasses emotional and cognitive aspects of well-being and connects with workplace phenomena, including engagement, team interaction and purpose of profession.

This theory is quite coherent with the peculiarities of the Assam fashion retail market, the workplace experience of which is shaped by the emotional labour, team relations, aesthetic creativity and cultural identity.

Nevertheless, it takes organizational investment, supportive leadership, and regular practice of HR to maintain all three dimensions, which are not always the case with semi-formal retail businesses.

Even though AHT maintains a significant conceptual clarity to the principles of well-being, scholars are increasingly questioning its tripartite format as ineffective in the context of contemporary organisation where multidimensional and quantifiable measures are needed (Forgeard et al., 2021). The comparative evidence indicates that frontline and high-interaction working environments have greater dependence on PERMA constructs over AHT components only (Rashid and Seligman, 2018). This emphasizes the necessity to test the two models jointly and directly measure their dissimilar effect in the retail business of Assam.

E. The PERMA Model

The PERMA model includes *Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment*, is a multidimensional model of well-being evaluation and improvement in the workplace environment. All the elements mentioned have been reported to be relevant in the organizational studies and therefore, PERMA is a strong lens through which the happiness of employees can be researched.

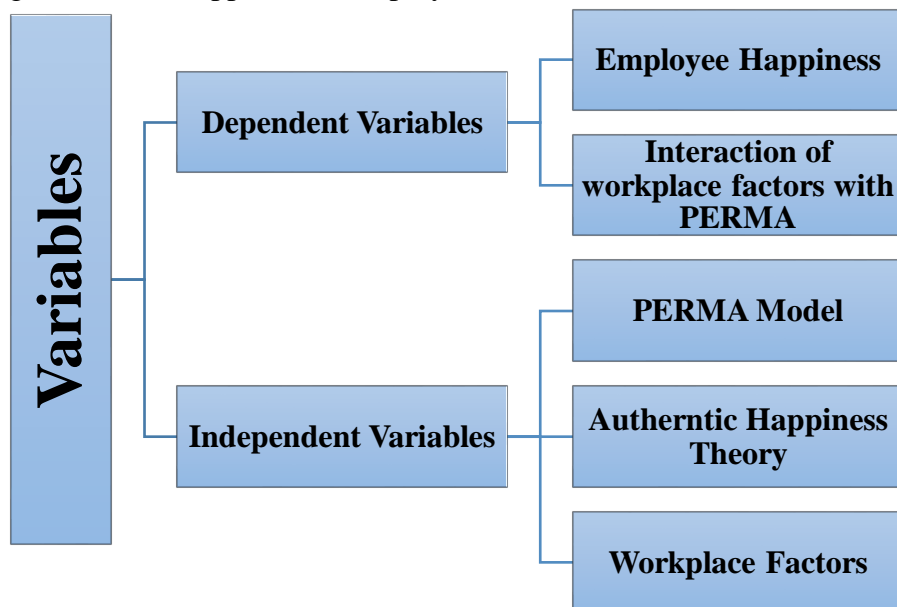


Figure 2.1 Conceptual Framework: PERMA Model in Organisational Context

Source: Author

PERMA is particularly applicable to the fashion retail business of Assam since:

- a) Emotional fatigue due to customer interaction is countered by Positive Emotion.
- b) Interaction is congruent in the environment of multitasking and dynamism of retail sales.
- c) The relationships appeal to the socio-cultural norms of the region which are collectivist.
- d) Retail work is related to community expression and cultural identity through the meaning.
- e) Achievement drives the retail workforce that is mainly dominated by young people.

PERMA has compared to other theories:

- i. Easy to measure by use of validated scales.
- ii. Homeostasis of happiness determinants- external and internal.
- iii. Immediate applicability to HR practices (recognition, feedback, and team-building).

These attributes are indicative enough to consider the use of PERMA as a key theoretical basis of the given research.

Recent research points to the fact that recent studies note that PERMA offers a more workplace-specific and granular perspective of well-being than more inclusive hedonic or eudaimonic models. Empirical studies in the sphere of service industries indicate that positive emotion, engagement, relationships, meaning and accomplishment have a powerful correlation with performance, decreased burnout, and retention of employees (Donaldson et al., 2022; Kern et al., 2020). Nevertheless, there is scarce literature that highlights the relevance of PERMA to the Indian retail and the literature on these dimensions is practically nonexistent in the socio-cultural contexts of the Northeast.

This gap highlights the need to investigate the manner in which each dimension of PERMA functions in the unique context of emotional labour and customer-interaction requirements of the employees of the fashion retail industry in Assam.

2.2.3 Theories Comparison: Relevance and Limitations

The plurality of the views of the research on happiness and well-being offers a valuable source of conceptualization but also points to some significant differences in relevance to the organisation. Classical theories are rich in philosophical background but lack operational specifics whereas modern theories are also measurable and context-specific to meet the demands of the modern workplace.

Table 2.1 Comparison of Happiness Theories (Relevance and Limitations)

Source: Author

Theory	Key Concept	Relevance / Application	Limitations
Traditional Theories of Happiness			
Hedonistic Theory	Happiness = predominance of pleasure over pain (Epicurus, Bentham)	Captures subjective well-being; helps understand employees' immediate emotional satisfaction.	Difficult to measure objectively, Ignores long-term purpose, not sufficient for organizational interventions.

Eudaemonic Theory	Happiness = flourishing through virtue, purpose, personal growth (Aristotle)	Emphasizes long-term development, self-realization, and meaningful work.	Difficult to measure objectively; abstract
Desire Theory	Well-being = satisfaction of authentic, informed desires (Hare, Brandt, Parfit)	Useful for understanding employee motivation, goals, and job satisfaction in retail settings.	Too subjective; unstable for organizational application.
Objective List Theory	Well-being = achieving objectively valuable goods (knowledge, relationships, autonomy) (Parfit, Nussbaum, Sen)	Provides a multi-dimensional, holistic framework; applicable to HR policies.	May impose manager-defined goods; cultural/contextual differences may complicate universal application.
Contemporary Theories of Well-Being			

Flow Theory	Happiness = experiencing flow (full immersion and engagement) (Csikszentmihalyi)	Explains motivation, engagement, and satisfaction; aligns challenge and skill for optimal performance.	Difficult to design; context-dependent.
Self-Determination Theory (SDT)	Happiness = satisfaction of autonomy, competence, relatedness (Deci & Ryan)	Explains intrinsic motivation and engagement; applicable across cultures.	Neglects broader aspects of well-being; overemphasis on intrinsic factors.
Job Demands–Resources (JD-R) Theory	Well-being = balance between job demands and resources (Bakker & Demerouti)	Useful for predicting burnout vs. engagement; actionable for organizational interventions.	Focuses mainly on job-level factors; operationalization can be complex.
Authentic Happiness Theory	Happiness = Pleasant Life (positive emotions), Good Life (engagement/strengths), Meaningful Life	Integrates hedonic, eudaemonic, and objective-list perspectives;	Implementation may require multi-level interventions; sustaining all three dimensions

	(purpose) (Seligman & Royzman)	applicable to sectors like retail.	simultaneously is challenging.
PERMA Framework	Happiness = Positive Emotion, Engagement, Relationships, Meaning, Accomplishment (Seligman)	Comprehensive and practical; provides measurable dimensions for workplace well-being; directly relevant to retail.	Requires organizational support; measuring some dimensions (e.g., meaning) can be subjective; may need adaptation to cultural context.

Source: Author

Critical Analysis indicates that:

- 1) **Hedonistic methods**, though helpful to explain short-term emotional feelings, fail to explain long-term well-being and structural job aspects (Kahneman et al., 1999).
- 2) **Eudaemonic theories** place much emphasis on purpose and self-realization but are difficult to measure and apply in organized retail settings (Ryff and Keyes, 1995).
- 3) **The desire theories** are very individualistic and they are hard to apply to the various employee groups (Parfit, 1984).
- 4) **Objective List Theory** has wider psychosocial aspects, yet it does not have the flexibility in cultural and socio-economic settings.
- 5) **Flow Theory leads** to an understanding of engagement but not holistic well-being, especially in retail jobs that are characterized by repetitive efforts.

- 6) **Self-Determination Theory** is a good predictive of motivation but lacks the element of meaning and purpose.
- 7) **Job Demands Resources Theory** is a good predictor of burnout and engagement but lacks relational and emotional richness by that of happiness.
- 8) **The Authentic Happiness Theory** incorporates classical views but needs support systems to work holistically in the place of work.
- 9) **PERMA Framework** is an *emotional, relational, motivational, and achievement-based approach* that is both in-depth and relevant to operations.

Therefore, the literature indicates that there is no given traditional theory that can best account for the multi-layered nature of employee happiness in complex and fast changing service industries. More recent models, such as PERMA and Authentic Happiness, offer more theoretical and empirical grounds regarding the studies of workplace well-being.

2.2.4 Reason for choosing PERMA Model and the Authentic Happiness Theory

The choice of PERMA Model and Authentic Happiness Theory to be included in the present study can be explained by its theoretical soundness and relevance to the context. These models combine emotional, psychological, and relational and performance-based aspects of well-being and are therefore appropriate to study employee happiness in labour intensive customer facing organizations like the fashion retail industry.

The reason why these theories are relevant to the situation of Assam retail.

1) Workforce Dynamics Assamese Cultural Fit

The socio-cultural environment of Assam is collectivistic in nature, inter-personal warmness, and emphasis on relational harmony (Borah, 2022). The Relationships and

Meaning aspects of PERMA are very close to these cultural beliefs, where employees find satisfaction in social cohesion teams and supportive, and culturally meaningful work.

2) Emotional Labour in Retail Position

The workers of fashion retailers deal with nonstop customer communication, aesthetic work, and performance stresses. The Positive Emotion and Engagement elements specifically resolve emotional control, well-being, and engagement in activities that need creativity and attention.

3) Youth-Dominated Workforce

The fashion retail business environment in Assam is characterized by a big percentage of employees who are between the age of 18 and 30. The portion of the PERMA dimension specifically assigned to Accomplishment is especially pertinent since younger staff tend to want to move up the hierarchy, have their achievements noticed, and they want to acquire certain material skills of their career.

4) Congruency to Workplace Realities

The sector features:

- i. Formal HR structures that are limited
- ii. Contractual employment
- iii. Inconsistent job security
- iv. High turnover
- v. Seasonal demand cycles

The holistic approach to well-being in the presence of such structural challenges involves PERMA.

5) Measurability and Practical Application

In comparison to pure philosophical models, PERMA and Authentic Happiness Theory have scales to be assessed, which allows a systematic evaluation of well-being and the creation of evidence-based HR interventions (Kern et al., 2014).

The PERMA model is multidimensional and therefore provides a good advice when setting up intervention like recognition programmes, team building, training, and meaningful work experiences. Along with the presence of pleasure, engagement, and meaning the focus of the Authentic Happiness Theory, the combined framework offers a holistic background to the present study.

2.3 Demographic and Economic Determinants of Employee Happiness

Researchers show that age, gender, income, marital status, tenure, and educational background result in workplace experiences and psychological needs (Arora, 2020; Lyall, 2021). But these influences are not similar in nature and extent across industries and cultural settings.

A) Age and Employee Happiness

Age variations have influence on emotional control, career anticipation and job resilience. Employees in their young age will focus on opportunities of growth, recognition, and autonomy whereas the older ones will place value in stability, respect, and meaningful work (Steger et al., 2012). Happiness could be related to achievement, expertise, and creativity in the retail industry of Assam, which is dominated by youth.

B) Gender Differences

In the context of Indian research, Gendered patterns of job satisfaction and well-being are subtle. Women can have more stress related to the work-life balance and emotional labour, and men can be more focused on financial stability and status (Yadav

and Tripathi, 2020). These gendered experiences are heightened by the fact that the retail industry focuses on customer interactions.

C) Education and income level

Less educated employees who are typical in retail jobs might have a low level of mobility in career and uneven incomes, which are both detriments toward happiness. Some of the strongest determinants of dissatisfaction include income inequalities as well as job insecurity (Bhattacharya, 2024).

D) Employment Type and Tenure

The level of stress, engagement, and organisation commitment is also less in contractual or temporary workers, which affects their well-being overall (Kun et al., 2017). This demographic variable has been found to be especially applicable in Assam where the retail industry is dominated by contractual employment.

E) Cultural Character and Regional Difference

Collectivism, social cohesion, and community orientation are cultural peculiarities of Northeast India and Assam, which affect well-being and job satisfaction to a significant degree (Hazarika and Sharma, 2023). The retail workers tend to find joy in human relationships and part of the community, not in monetary rewards (Borah, 2022).

The interaction between the population aspects and the aspects of PERMA is a constituent part of this study. The knowledge of these relationships will allow explaining the variation in employee happiness across various groups of employees and why specific interventions can be needed in the fashion retail industry in Assam.

The effect of demographics on happiness is still not consistent within world literature. Among the lower-income service industries, employment and income seem to be more predictor of happiness than demographic factors (Wilczyński and Kołoszycz, 2023). Since Assam context has region-specific socio-economic realities, the empirical

test of the determinants of happiness on the level of demographics needs to be tested in the context of this unique labour environment.

2.4 Work Environment and its Impact on the Happiness of Employees

The workplace is one of the key factors of employee welfare, having the power to affect both emotional conditions, engagement rates, social relations, and job satisfaction in the long-term. Happiness and performance are closely associated with positive working conditions that are characterised by psychological safety, effective leadership, sufficient resources, and fair treatment (Cameron et al., 2003).

A) Physical Work Environment

Staff employees in retail work long hours in physically strenuous jobs of customer service, handling inventory and visual merchandise. The comfort and satisfaction are determined by ergonomic design, proper lighting, ventilation, and the well-organized spaces.

B) Psychosocial Climate

Happiness is directly impacted by the emotional environment of the work place, such as trust, cooperation, openness, and respect (Bakker and Demerouti, 2018). Well-being in the Assam retail industry is greatly boosted in supportive environments where interpersonal relations are among the major elements of the local culture.

The process model of PERMA shows the impact of positive emotions and engagement on the results of accomplishment and workplace performance.

C) In Management Practices, Leadership

The quality of leadership has a great influence on climates of work. Positive emotions and meaningful work experience are encouraged by empathetic, visionary, and recognitive leaders with transformational minds (Bass and Avolio, 1997; Salas-Vallina

and Alegre, 2018). On the other hand, authoritarian styles enhance stress, burnout, and disengagement.

D) Structures of Organisational Support

Employee well-being and involvement in the company are reinforced through training opportunities, recognition programmes and an available communication channels (Saks, 2006). These facilities are commonly poorly developed in smaller retail stores which are locally operated in Assam.

E) Customers Interaction and Emotional Labour

Retail employees have to deal with customer complaints, various personality types, and unforeseen service needs. Emotional labour is a burden on the use of psychological resources and decreases happiness unless well supported with strong support systems (Tsai, 2001).

F) Applicability to the Retail Sector of Assam

The majority of the retail stores in Assam do not have formal HR practices, which narrows the options of support which would help employees be happier. Good working environment is therefore the key to the better welfare of the employees in this region.

Despite the well-known organisational factors of happiness, e.g. job satisfaction, the leadership behaviour, the fairness of the compensation and work-life balance are the major predictors, the results are quite different in industries and income groups. According to recent studies in South Asia, job satisfaction and the perceived fairness of the managers are especially important determinants when frontline service employees experience high levels of emotional labour demands (Malik et al., 2021; Molnár et al., 2024). However, scant sector-specific data on fashion retail setting in the emerging markets are available, in which informal HR practices, low wages and contractual

employment are the norm. This necessitates the need to project the available organisational theories to the Assamese retail labour market.

2.5 Job Satisfaction and Work life balance

Work-life balance (WLB) has become an important measure of employee happiness in any industry. Substandard WLB leads to burnouts, emotional fatigue and withdrawal particularly in industries with extended working hours like the retail industry.

Impact of Work–Life balance on Happiness

Studies show that employees in supportive working-life set-ups have increased job satisfaction, reduced turnover intentions, and high psychological wellness (Lokman et al., 2018). Irregular schedules, long hours, and work on weekends are the sources of continual stress in retail environments, which affect personal relationships and mental well-being.

A) Monitoring and Transforming Dynamics

Even though remote work is not as relevant to retail, other researchers like Croft (2018) indicate that flexible working conditions have an impact on well-being, especially achievements and interest. The principles are still applicable, namely, autonomy, flexibility, time control make employees happier in all situations.

B) Organisational Engagement and Intention

Work-life satisfaction boosts intrinsic motivation and engagement, which should be added to the Engagement and Meaning factors of PERMA. Flexibility in the area of working times is a measure that can influence employees' work life balance in order to improve employees' loyalty towards the company.(Zülch et al 2012).

C) Retail-Specific Challenges

The fashion retail business in Assam is typified with seasonal peak seasons (festivals, wedding seasons) which result in:

- i. Extended working hours
- ii. Increased customer volume
- iii. Physical fatigue
- iv. Emotional strain

These cycles hinder work-life balance and increase the levels of stress that decrease job satisfaction and well-being.

It is important to comprehend the role of work-life balance in determining happiness to develop context-specific suggestions. In this research, the researcher will determine the way PERMA variables combine with WLB issues to influence employee happiness.

2.6 The Organisation Culture, Leadership and Emotional Intelligence

The Determinants of Happiness among Employees

The perception of happiness, engagement, and job satisfaction amongst the employees is greatly influenced by the organisational culture and the behaviour of the leaders involved. Culture determines the norms, expectations and patterns of interaction at the workplace whereas leadership defines the way employees feel supported, recognized and safe in their work environment (Lok and Crawford, 2004).

A) Organisation Culture and Staff Contentment

Organisational culture is a set of values, beliefs and behavioural patterns, which impact on the experiences and attitudes of employees. An organisational culture of openness, teamwork and equity brings forth greater well being, as opposed to its rigidity or totalitarianism, that brings stress, conflict and disengagement (Carmeli, 2003).

Organisational culture is diverse in Assam fashion retail industry whose businesses are either locally owned or nationally owned. Smaller firms tend to have less formal hierarchical systems thus, close interpersonal relationships, yet, inconsistent managerial behavior. Respect, inclusivity, and teamwork are some of the positive cultural factors that must be encouraged to foster the happiness of employees in such settings.

B) Importance of Leadership and their styles

Leadership is an important factor in determining climate in the workplace. Transformational leaders, who inspire, motivate and engage the employees intellectually, increase engagement, meaning and psychological well-being (Bass and Avolio, 1997). Previous empirical research has found transformational leadership to enhance relational trust, team cohesion, and intrinsic motivation (Salas-Vallina and Alegre, 2018).

On the contrary, transactional or authoritarian leadership styles may be obstacles to well-being by establishing high-pressure expectations, tightening the belt, and curtailing freedom. These methods are typical of retail stores that have high sales goals and performance checks, which can decrease job satisfaction and happiness.

C) Emotional Intelligence and Well-Being At Work

The concept of emotional intelligence (EI) is the skill to be aware, perceive and to control ones emotions and others (Goleman, 1998). EI is particularly applicable in the retailing industries where workers have to deal with emotional labour, the manner in which they relate to their customers and work together.

High EI employees are more resilient, have more coping skills and better interpersonal relationships of which, brings about happiness (Carmeli, 2003). In the same way, emotional intelligent leaders create a supportive psychological environment, empathy, and favorable emotional conditions, which reduce stress and increase morale.

D) Applicability to the Retail Sector of Assam

The retail industry in Assam is characterized by:

- i. Intensive interpersonal interaction
- ii. Collective cultural norms
- iii. Dependence on teamwork
- iv. Emotional labour appearing at the customer frontline

Accordingly, EI and leadership are the key factors of employee happiness. These dynamics are important in understanding the need to have specific well-being strategies in this regional setting.

2.7 Regional and Socio-Cultural Determinant on the Happiness of the Employee

Employee happiness is not built exclusively between organisational and individual matters but also the wider socio cultural settings. The cultural values determine emotional expression, expectations between people and perceptions of job satisfaction (Hofstede, 2011).

A) Social Belonging and Values of Collectivism

The collectivism orientations of India, and the Northeastern part in particular, show communal ties, coexistence, and solidarity (Saxena and Jain, 2012). Employees in Assam tend to find pleasure in belonging to the workplace, interpersonal friendliness, and acceptance among other staff members.

Research has shown that employees in collectivist societies value more:

- i. Positive working conditions
- ii. Appreciation by colleagues and managers
- iii. Group identity and cohesion (Yadav & Tripathi, 2020)

B) Role of Cultural Identity

The fashion retail market in Assam also includes the use of traditional fabrics, ethnic designs, and local craft, which give the employees a feeling of pride and purpose. Cultural identity may help to increase the involvement and satisfaction, especially when a worker has a sense of belonging to the products and aesthetic presentation they are selling (Borah, 2022).

C) Regional Economic Conditions Effect

Relatively weak economic development and little representation of huge retailing companies in Assam offer specific working environments. Employees often prioritise:

- i. Job security
- ii. Supportive management
- iii. Stable inter-personal relations
- iv. Above financial rewards, especially in small-scale or family businesses

D) Local Festival and Community Practices

There are certain cultural festivals like Bohag Bihu, Durga Puja and Rongali Bihu that have a huge impact on the morale at the workplace. The retail sales are the highest at these times and this increases the pressure, yet creates a local buzz and community spirit. Such dynamics influence the level of stress and happiness, and subtle knowledge of seasonal data in the well-being of employees is needed.

E) Relatability to the Current Study

The contextualisation of employee happiness in fashion retail industry in Assam is necessary on the basis of understanding of socio-cultural factors. This situational background educates the ways in which the dimensions of PERMA can be present in this context in a particular manner.

2.8 Technological Adaptation, Job Security and the Nature Work is Changing

Digitalisation, automation, and change towards omni-channel business models have caused a tremendous change in the retail sector. Such changes affect the expectations of employees, their level of stress, and general happiness.

A) Employee Well-Being and Technological Adaptation

Digital retailing places an increasing number of demands on employees to utilize:

- i. Electronic payment systems
- ii. Digital inventory software
- iii. Online sales platforms
- iv. Customer relationship management tools

The workers who are not digital literate can feel more anxious, less confident, and scared of losing their jobs (Rao and Sinha, 2022). On the other hand, with proper training and support, technological adaptation increases the engagement, achievement and productivity.

B) Job Insecurity and Its Effect

Job security also continues to be a vital indicator of the happiness of employees especially in areas where there are little formal employment opportunities. The fashion retailing industry in Assam is typified by:

- i. Contractual employment
- ii. Limited long-term benefits
- iii. Wage inconsistency
- iv. Inadequacy of organized HR protection

These are some of the causes of stress, turnover, and poor well-being (Bhattacharya, 2024).

C) Modern Retail Demands of Emotion and Cognition

Emotional labour is enhanced by changing customer expectations and real-time digital feedback systems. Staff should be flexible, technologically effective and emotionally strong, which are some of the competencies closely related to such components of PERMA as Engagement, Accomplishment, and Positive Emotion.

The relationship of technological adjustment, employment stability, and happiness establishes a vital aspect of this research. The factors are particularly relevant in Assam, where the adoption of digital retail is not particularly old and balanced.

2.9 Recommended and Best Practices to promote employee happiness

There are multiple pieces of evidence-based practices to enhance the well-being of employees as emphasized in the literature. These are practices that are very much in line with the components of PERMA and which can apply to the retail environment.

A) PERMA-Aligned Interventions

Research indicates that the improvement of the dimensions of PERMA results in the quantifiable enhancements of engagement, satisfaction, and performance (Kun et al., 2017; Mayo et al., 2019). The use of effective interventions involves:

- i. **Positive Emotion:** recognition programmes, encouraging communication, well being activities.
- ii. **Involvement:** acquisition of skills, job designing, strengthening autonomy.
- iii. **Relationships:** team building, conflict management systems, mentoring.
- iv. **Meaning:** matching work activity with organisational cultural identity and values.
- v. **Achievement:** setting of goals, performance appraisal, career laddering possibilities.

B) Organisational Support Structures

Psychological safety and burnout can be enhanced through provision of structured HR policies, including training policies, benefits policies, counselling policies, and feedback systems (Santos, 2019). These are some of the structures that are inadequately developed in most Assamese retail outlets.

C) Leadership Development

Emotional intelligence, empathy, and transformational leadership training of the managers have a significant positive effect on the happiness and retention of employees (Salas-Vallina and Alegre, 2018). Training on leadership is especially required in small retail brands where the managerial practices are casual.

D) Strategies of Work-Life Integration

Flexible working hours, regular schedules, and sufficient staffing minimize pressure, particularly during the peak season of retail sales (Dhiman et al., 2025).

E) Technology-Based Learning

Digital training makes the process of technological adaptation easier, which alleviates fear of anxiety towards digital transformation (Rao & Sinha, 2022).

These best practices offer a standard by which the welfare of the retail personnel in Assam can be measured and guide the formulation of recommendations specific to the situation that will be derived out of this study.

2.10 Research Gaps

A critical review of the world and regional literature shows that there are a number of gaps that have led to the necessity of the study.

a) Poor adaptation of PERMA in Retail Sector of Assam

The current literature is in the rare cases when PERMA or Authentic Happiness Theory are used in the fashion retail industry of Assam. No empirical study has been

done to determine the predictability of these frameworks in this regional setting regarding employee happiness.

b) Inadequate Research of the Demographic Variation

As much as demographic factors affect well-being, the interplay between these two factors and the dimensions of PERMA has not been well comprehended in the retail setting particularly in Northeast India.

c) Leadership, Organizational Culture and Emotional Intelligence Understudied

There is limited research discussion on the effect of leadership style or emotional intelligence on happiness in semi-formal or family-run retail store in Assam.

d) Escapism in Regional Socio-Cultural Influences

Minimal emphasis has been placed on how the Assamese culture, identity, and the orientation of the community in regard to workplace happiness.

e) Insufficient Research on Technological change and Job insecurity

The fast pace of digitalization and unstable job design has not been investigated as a factor of happiness among the retail sector in Assam.

f) Work-Life Balance Research in Retail Limited

The retail employees have special scheduling limitations, but little is known about their work-life balance and its impact on their happiness.

g) Lack of Recommendations to the Situation

The literature out there gives general outlines, not specific approaches that can be applied in the economic, cultural, and managerial context of the fashion retailing industry in Assam.

2.11 Conclusion

The reviewed literature and gaps will be critical in improving the field both in theory and practice. In theory, this work applies the PERMA and Authentic Happiness Theory to a relatively unexplored occupational and geographical setting. Empirically, it offers background understanding of the role of demographic, organizational and socio-cultural variables in the happiness of the fashion retail industry in Assam.

In practice, the results will be informative to:

- i. HR planning improvement of happiness
- ii. Local cultural values in leadership training
- iii. Recommended policy actions of retail enterprises
- iv. Industry-based well-being promotion

By concentrating on an academically underrepresented yet a fast developing sector, the research offers critical insights into enhancing the well-being of the employees, sustainability of the organisation and customer satisfaction in the retail economy in Assam.

This chapter has reviewed in systematic fashion the conceptual, theoretical, and empirical literature regarding the topic of employee happiness, encompassing the development of well-being research and its applicability to the contemporary organisational environment. It has been highlighted in the discussion that emotional, relational, cognitive, and achievement-based views should be integrated, which is reflected in the PERMA Model and Authentic Happiness Theory.

The chapter also revealed the effect of demographic factors, work environments, leadership styles, emotional intelligence, socio-cultural dynamics, technological adjustment and job security on the happiness of employees. Notably, the review established gaps in the literature that were identified to be substantive, especially as per regional and sectoral contexts, which informed the necessity of the study.

The observations herein provide the theoretical and empirical bases in the following chapter that defines the methodology to be used in studying employee happiness in fashion retail industry of Assam.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

The current research study the factors of employee happiness among employees in the fashion retail sector in Assam with a core conceptual framework of *PERMA model and Authentic Happiness Theory (AHT)* as the main points of interest (Seligman, 2011; Seligman and Royzman, 2003). The level of employee happiness is defined as a multidimensional concept that integrates positive emotionality, engagement, relationships, meaning and accomplishment within the wider well being perspectives that were designed under positive psychology (Diener, 1984; Ryff and Keyes, 1995; Fisher, 2010). Workers in the fashion retail industry of Assam generally work in long hours, customer contact and have little formal HR regimes, which leads to uniform emotional and operational pressures.

Although the relationship between happiness and productivity, customer experience, and organizational sustainability seems to be significant, there is limited empirical studies on the subject of happiness in the Assam fashion retail sector. The literature which has already been available in the Indian context has typically focused on job satisfaction or job stress but has not comprehensively incorporated high-level well-being models like PERMA or has not taken explicit account of the socio-cultural context in the region. Moreover, the industry in Assam is characterized by different employment schemes (permanent, contractual and temporary employees), different demography, and different workplace habits all of which have the potential to affect happiness but have not been well studied.

To address such gaps, the present study follows a systematic research methodology that will investigate the joint effect of psychological constructs, workplace

characteristics, and demographic factors on employee happiness. The research approach will be able to test the proposed hypotheses rigorously, measure the relationship between the key variables and come up with evidence based recommendations in case of practitioners in the fashion retail industry.

3.2 Operationalization of Theoretical Constructs

The approach rests on the theoretical premises outlined in Chapter II, in particular, the PERMA model and the Authentic Happiness Theory and is supplemented with the workplace and demographic factors (Seligman, 2011). To perform empirical analysis, the constructs were operationalised as follows:

A) Employee Happiness (Dependent Variable):

Theoreticalised as a compound measure of the subjective overall well-being in the workplace. It is operationalised into several items of affective experiences, perceived fulfilment, job satisfaction, and flourishing in the organisational environment. The items are mostly based on the scale of work-related well-being based on the PERMA scale and are scaled to the retail setting.

Key Independent Variables: PERMA Dimensions

- i. **Positive Emotion (P)** - the amount of positive feelings (e.g. joy, enthusiasm, contentment) occur in work? How intensive they are?
- ii. **Engagement (E)** - degree to which the employees are absorbed in the work they perform and have flow-like states (Csikszentmihalyi, 1990).
- iii. **Relationships (R)** - seen quality of interpersonal relations with peers, supervisors and customers which is based on the collectivist and relationship norms in Assam (Saxena and Jain, 2012; Hazarika and Sharma, 2023).

- iv. **Meaning (M)** - a sense that work holds a purpose, which is in line with personal and brand values, and in relation to the community and cultural identity (Borah, 2022; Steger, Dik, and Duffy, 2012).
- v. **Accomplishment (A)** - feeling of progress, success and achievement of personal and professional objectives.

Regarded items were based on the existing well-being and PERMA- Likert- type scales of work relatedness and were adjusted to the retail situation and examined in the employees day-to-day experience, instead of just the global life satisfaction (Diener, 1984).

Factors at Workplace (Organisational Predictors):

- i. Job satisfaction
- ii. Perceived workplace (physical and psychosocial)
- iii. Opportunities in career development
- iv. Compensation and rewards
- v. Work–life balance
- vi. Managerial and leadership assistance

B) Demographic and Employment Variables (Control / Moderating Variables):

Age, sex, marriages, level of education, income, job position (sales person, supervisor, manager), overall working experience, length of stay in present organisation, and form of employment (permanent, contractual, temporary).

These variables are used to:

- i. describe the sample,
- ii. correct for background variation, and
- iii. moderating effect of tests in the predictor-employee happiness relationship.

C) Health indicators and Stress indicators:

Additional variables, self-rated physical health and perceived stress and burnout in the workplace, will be used in order to determine their correlation with happiness and determine whether they mediate or confound important relationships.

The resulting operationalisation is, therefore, in line with the theoretical framework, allowing a quantitative evaluation of the associations between the dimensions of PERMA, the organisational variables, and the happiness of employees, including the demographic and contextual factors.

3.3 Research Purpose and Research Questions

The general objective of the research is to examine how the variables affect the happiness of employees working in the fashion retail business in Assam basing on the application of the *PERMA model and Authentic Happiness Theory* as the theoretical frameworks. In particular, the study will attempt to:

- i. Test the contribution of the PERMA dimensions to the happiness of employees in the fashion retail industry. Items measuring Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment (adapted from Seligman, 2018).
- ii. Comparatively analyze the general demographic and employment levels and trends of happiness.
- iii. Research the influence of workplace variables that include work environment, job satisfaction, pay, work life balance and management practices.
- iv. Nature Find out the demographic factors that moderate the relationship between determinants of happiness and overall well-being.
- v. Give practical advice on how to make the Assam fashion retail industry employees happier.

According to these objectives and the research questions observed in Chapter I, this chapter provides the methodological processes that will be used to answer the research questions in a more empirical way.

3.4 Research Design

A descriptive and analytical research design was adopted for this study. Descriptive research helps identify patterns, trends, and characteristics of employee happiness, while analytical research enables examination of relationships between organizational, individual, and socio-cultural determinants and employee well-being (Kothari, 2014). The research design adopted was a quantitative, cross-sectional, descriptive-analytical study with a small element of qualitative research to add some context.

3.4.1 Justification of a Quantitative Approach

The essence of the research is the survey, cross-sectional and descriptive-analytical. This design enables:

- i. Account of the prevalence and the levels of happiness and PERMA dimensions at a given point of time.
- ii. Analysis of the correlations between happiness, PERMA dimensions, work aspects and demographic traits.
- iii. Correlation, regression, ANOVA and moderation analysis of hypothesis testing.

These goals imply the statistical analysis of the measurable constructs.

quantitative survey design allows:

- i. gathering of information regarding a quite extensive sample (300 employees),
- ii. conceptualisation of abstract variables (e.g., PERMA dimensions) into measurable variables,

- iii. hypotheses tested by using inferential statistics (regression, ANOVA, moderation analysis).

Since the aim of the study is to obtain generalisable results in the Assam fashion retail setting and because of the necessity to measure the combined influence of various predictors, the methodological tool of quantitative research is suitable and compatible with the current best practices in organisational and well-being research.

3.4.2 Dimensions of Descriptive and Analytical

- i. **Descriptive:** To describe employee happiness levels, demographic and work experiences in the industry.
- ii. **Analytical:** To address the relationships among the components of PERMA, organisational variables, demographic variables, and employee happiness, through the use of correlation, regression, and moderation analysis.

3.4.3 Supporting Qualitative Component

The survey data is supplemented by a qualitative element of small scale in semi-structured interviews with a purposively chosen sample from 12 participants. These interviews were more insightful on:

- i. Give deeper understanding of socio-cultural causes of happiness and unhappiness.
- ii. Assistance with the interpretation of quantitative results, in particular, where statistical trends need to be explained in context.
- iii. Record finer details and experiences that are not necessarily well recorded by closed-ended questions.

The results of the qualitative analysis are employed in a descriptive way to aid in interpreting and discussing the quantitative results later on in the book.

These qualitative understanding offer theoretical foundations on the interpretation of constructs of PERMA and AHT in the socio-cultural setting of Assam so that the statistical results are not merely meaningful but also within a meaningful interpretation.

3.5 Population and Sample

3.5.1 Population

The target market was the employees in fashion retail stores in Assam including both urban and semi-urban areas. The population includes:

- a) Sales staff
- b) Cashiers
- c) Visual merchandisers
- d) Supervisors
- e) Store managers
- f) Administrative staff and support staff

Fashion stores were in the form of branded national and regional stores or larger single stores specializing in clothing and fashion items.

3.5.2 Sampling Frame and Coverage

A sampling frame was built on the basis of available lists of fashion selling outlets in major urban centres (e.g., Guwahati, Dibrugarh, Jorhat) and the chosen semi-urban towns. There was an approach of the stores to have permission and the stores that agreed to participate were included in accessible population.

3.5.3 Sample Size Determination

The required sample size was estimated using **Cochran's formula** for large populations:

The necessary sample size was calculated using Cochran's formula, which is most commonly employed in calculating sample sizes for survey-based studies:

$$n_0 = \frac{Z^2 \cdot p \cdot q}{e^2}$$

Where:

n = required sample size

Z = Z-score (standard normal variate, typically 1.96 for 95% confidence level)

p = estimated proportion of the population with the characteristic of interest

(assumed to be 0.5 for maximum variability)

$q = 1 - p$ (i.e., 0.5)

e = margin of error (set at 5% or 0.05)

Substituting the values:

$$n_0 = \frac{(1.96)^2 \times (0.5) \times (0.5)}{(0.05)^2} = \frac{3.8416 \times 0.25}{0.0025} = \frac{0.9604}{0.0025} = 384.16$$

Since the target population size (total employees in the sector) is **finite**, the final sample size (n) was adjusted using the finite population correction formula:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Where:

N = total population of employees in the fashion retail sector of Assam (estimated at 2,500)

$n_0 = 384$ (as calculated above)

$$n = \frac{384}{1 + \frac{384 - 1}{2500}} = \frac{384}{1 + 0.153} = \frac{384}{1.153} = 333.1$$

The figure represents a compromise between a theoretical consideration of the sample size, practical feasibility and access to the field. In the case of multivariate methods like multiple regression and ANOVA, methodological advice indicates that samples of 200 to 300 or larger tend to be sufficient to estimate parameters and detect moderate sized effects in social science studies (Creswell and Creswell, 2018; Nunnally, 1978).

A) Theoretical Justification: The 300 sample size is also adequate regarding the set recommendations of multivariate analysis. The statistical requirements state that regression analysis must have 15-20 observations per predictor (Green, 1991). Because the current research will use about 12-15 predictors, it would be appropriate to have the minimum sample of 180 to 300. In a similar manner, ANOVA assumes that the group sizes (n 30 or more per group) should be quite large to allow constant estimates of variance. The obtained sample of 300 thus fulfills the methodological criteria of regression and ANOVA hence sufficient statistical power and parameter estimation.

B) Analysis Justification: Statistically, a sample of 300 offers sufficient power (0.80) with which medium effect sizes can be detected at a significant level of 0.05 and this is the general standard of behavioral and organizational research (Cohen, 1992). This makes the study powerful enough to detect meaningful relationship between the constructs like PERMA and workplace factors and employee happiness.

C) Benchmarking with Previous Literature: Similar experiments in well-being at work and happiness and psychology in the retail sector usually involve populations of 150-350 (e.g., Lyubomirsky et al., 2005; Kun and Gadanez, 2022; Salas-Vallina and Alegre, 2021). This research has met the international empirical criteria in the field of researching happiness and organizational behavior by attaining a minimum sample size of 300 respondents, which provides external validity and comparability of cross-studies.

D) Contextual Justification for Assam Retail Sector: The hiking employee turnover and temporary employment of workers coupled with the managerial gatekeeping of employees are some of the practical constraints associated with the fashion retail industry in Assam, which restrict the access of the entire population. Getting 300 responses done and valid is thus a realistic and contextually fitting accomplishment in this industry. It is methodologically rigorous and field bound but allowing representation of the three categories of employments: permanent, contractual and temporary.

E) Combined Rationale Paragraph: Cumulatively, the theoretical implications (minimum ratios that allow multivariate analysis), statistical assumptions (minimum power levels), empirical targets of happiness and retail studies, and the circumstances under which the data is to be collected in Assam explain why we settled on the final sample size of 300. Even though this is a minor ratio to the theoretical output of Cochran formula the sample obtained is methodologically correct, statistically sufficient and contextually acceptable of a study of this nature.

Therefore, the resulting obtained sample of 300 offers sufficient accuracy in estimating the population parameters at 95% confidence with a 5% error margin and is at the same time practical within the limitation of operation in the Assam retail sector.

3.5.4 Achieved Sample

The valid responses were collected to 300 to be analyzed. The ultimate sample was a composition of the types of employment, age, sex, job ranks and store formats in the sampled places, which were supportive in the objective of the study to capture diversity in the Assam fashion retail work force.

3.6 Participant Selection

3.6.1 Sampling Technique

Stratified random sampling method was used to achieve proper coverage of major strata:

- a) **Employment type:** permanent, contract or temporary.
- b) **Job title:** front line sales personnel, supervisors, managers.
- c) **Location:** big city centers and semi urbanized regions.

The participants in each stratum were chosen by random or systematic (e.g., every second eligible employee available at the time of data collection) provided they agreed to participate. This will help in a more representational as well as practical approach in the field.

3.6.2 Inclusion and exclusion criteria

Inclusion criteria:

- a) Workers in the fashion stores in Assam.
- b) Age 18 years and above
- c) Six months experience in the organisation being employed in the present organisation.
- d) Being permanent, contractual and temporary.

Exclusion criteria:

- a) Employees and intern and trainees less than six months of experience.
- b) Top managers of the companies, not necessarily store-related.
- c) Those who are not in the fashion retail job.
- d) Employees that do not give informed consent.

These methodology strategy helped to make sure that the sample narrowed down to operational employees and supervisors who are most geographically close to

customers and store level operations as their experience is of central concern to the research of workplace happiness in retail

3.7 Instrumentation

3.7.1 Survey Questionnaire

The main research tool was a structured questionnaire that was to be used to measure various dimensions of employee happiness and determinants. The questionnaire had the following sections:

A) Demographics and Employment Characteristics: Age, gender, marital status, education, monthly earnings, job, overall work experience, length of stay in current organisation, and the employment type.

B) Happiness in PERMA Based measurements: Items that measure Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment at work, which are based on validated PERMA scales and tailored to the employees of retail stores.

C) Organizational and Workplace Factors: Work environment, management support, recognition, growth opportunities, work-life balance, compensation satisfaction, and perceived stress and burnout, which are based on the previous research on workplace well-being. Questions on work environment, management support, career development, compensation, and work-life balance (Chanana, et al., 2022).

D) Health and General Well-Being: Self-rated physical health and relative health rating against peers.

Open-Ended Question

One open-ended prompt gave the respondents the opportunity to explain any other issues that contributed to their happiness or unhappiness at work.

Majority of the attitudinal items were measured on a 5-point scale (1 = Strongly Disagree and 5 = Strongly Agree). The scale used in PERMA items was 0-10 where needed, which is the common usage scale in well-being tests and later rescaled where needed to analyze it.

3.7.2 Development, Pilot Testing and Refinement

The original questionnaire was created following:

- i. Correlation with the theoretical framework (PERMA and AHT).
- ii. Evaluation of the proven scales, and previous empirical research on well-being and work-related factors (Diener, 1984; Fisher, 2010; Bakker and Demerouti, 2007; Kern et al., 2014).
- iii. This take into account of the contextual aspects of the Assam fashion retail market, such as employment patterns and socio-cultural processes (Deka, 2018; Borah, 2022; Hazarika and Sharma, 2023).

In order to be clear and relevant:

- a) Three subject-matter experts (*an academic organizational behavior, a psychologist who is conversant with well-being scales, and a practitioner in the retail industry*) were asked to review the draft tool.
- b) A pilot test was administered on about 20 retail employees (not counted in the actual sample). The pilot assisted in finding ambiguities, redundant things and length or wording problems.

The review by experts and pilot testing provided feedback on revision of some words, reorganizing a few of the items, and deleting redundant statements, which improved content validity and ability to be understood by respondents.

3.7.3 Reliability and Validity Assessment

A) Content Validity:

The expert review was carried out to determine the content validity of the items in order to guarantee that they are sufficient and comprehensive in relation to the constructs being studied (PERMA dimensions, workplace factors, and employee happiness).

B) Construct Validity:

The testing of construct validity was done through an exploratory factor test (EFA) in order to determine the dimensionality of the scales and to ensure that the items that were used loaded on the desired factors. Factor loading, communalities and Kaiser Meyer Olkin (KMO) measure of sampling adequacy were also analyzed to identify how well the data could be analyzed using the factor analysis.

C) The reliability (Internal Consistency):

Cronbachs alpha coefficients of the instrument were used to determine the reliability of the instrument. The major construct alphas were the following:

Table 3.1 Cronbach alpha values of variables

Source: Author

Construct/Variable	Number of Items	Cronbach's Alpha Value (α)
Job Satisfaction and Work Environment	6	0.82
Growth Opportunities and Professional Development	5	0.78
PERMA Model Assessment (Happiness at Work)	10	0.85
Physical Health and Well-Being	4	0.76
Workplace Stress and Burnout	7	0.80

Such values are higher than the generally accepted 0.70 minimum level of consistency of research instruments (Nunnally, 1978), which is satisfactory internal consistency. The total instrument had also an alpha greater than 0.80 and this substantiated the reliability of the overall instrument.

3.8 Data Collection Procedures

The data were collected in an organized and ethically valid manner:

A) Permissions and Access: Store managers or owners of fashion retail outlets included in the study that had formal or informal permission were contacted. These objectives of the study and data collection requirements were communicated clearly.

B) Informed Consent: The employees that fulfilled the inclusion criteria were approached at non-peak times. The intent of the study was explained by the researcher or trained field assistants, confidentiality and anonymity were assured and informed consent was obtained.

C) Admission of the Questionnaire

i. The questionnaire was conducted either through paper-and-pencil or through printed forms done on an actual ground.

ii. The respondents had enough time to fill in the instrument by themselves.

Explanations were given on wording and instructions only without affecting the responses.

D) Semi-Structured Interviews: A purposive sample of *12 respondents* of various age categories, occupation, and locations were chosen to take part in short interviews.

Through these interviews, subtle opinions on happiness, workplace issues, and cultural expectations, and implications of management practices were obtained.

E) Data Screening and Entry: The questionnaires were filled with missing data and inconsistencies which were filtered out. Acceptable answers were coded and inputted into some statistical software (*e.g., SPSS/AMOS or similar*) to be analyzed. The notes of the interviews were transcribed and systematised in terms of themes.

F) Confidentiality Measures: The dataset did not include any identifying information (names, names of particular stores, etc.). Data were stored in a safe place and could only be used to serve academic purposes.

3.9 Data Analysis

The descriptive and inferential statistical methods were used to analyze the data based on the research objectives and hypothesis.

3.9.1 Descriptive Statistics

Descriptive statistics were calculated to summarise:

- i. Demographic and working tendency (frequencies, percentages),
- ii. Means, standard deviations, ranges of key variables (means, standard deviations, ranges).
- iii. General levels of happiness and dimensions of PERMA.

These findings gave a summary of the sample picture and baseline happiness trends, and gave background to further inferential tests.

3.9.2 Reliability and Factor Analysis.

- i. *Cronbach alpha* was determined on each scale to ensure internal consistency.
- ii. The underlying factor structure of the PERMA and workplace constructs were checked with the help of exploratory factor analysis (EFA), with corresponding extraction and rotation techniques (*e.g. principal components with varimax rotation*).

- iii. The KMO statistic was used to check the adequacy of sampling and the sphere test of Bartlett was the deviation tested.

3.9.3 Correlation Analysis

The Pearson correlation coefficients were calculated to test the relationship between:

- i. Dimensions of PERMA and general employee satisfaction.
- ii. Predictors at workplace (e.g. work environment, job satisfaction, compensation, work-life balance, leadership) and happiness.
- iii. Health and stress level indicators and happiness.

The results of these correlations were used as preliminary evidence of association and used to specify the regression models, in addition to assisting in the detection of possible multicollinearity of the predictors.

3.9.4 Regression and ANOVA

- a) The data were analyzed through a multiple regression analysis to determine the relative value of the contribution made by the components of PERMA and workplace factors to employee happiness.
- b) The average level of happiness among different demographic groups (ex: age groups, sex, occupation, etc.) was compared with the use of ANOVA (Analysis of Variance).
- c) Where ANOVA had significant group differences, Tukey HSD post-hoc tests were called to say which of the groups differed and this was done by controlling Type I error.
- d) An easy and frequently used pairwise comparison technique was developed by Tukey under the name of the honestly significant difference (HSD) test. (Abdi & Williams, et al.)

A) Studentized Range Distribution:

The HSD is calculated using the studentized range distribution statistic, denoted as 'q'. The 'q' value is determined by the significance level (e.g., 0.05), the number of groups, and the degrees of freedom.

The formula for the HSD is:

$$HSD = q * \sqrt{\frac{MSW}{n}}$$

where 'MSW' is the Mean Square Within from the ANOVA and 'n' is the sample size of each group (assuming equal sample sizes).

3.9.5 Moderation Analysis

To explore the issue of whether demographic variables (age, gender, income) moderated the strength or direction of the relationships between key predictors (PERMA dimensions, workplace factors) and employee happiness, the moderation analysis was used. Regression models had terms of interaction so the effect of moderation could be tested. As an example, the interaction terms were Engagement, Employment Type or Work-Life Balance, Gender to test whether the strength or direction of these effects varied between subgroups. Great interactions were associated with the production of subtle managerial and policy implications.

3.9.6 Graphical Process Authoring of Statistical Processes

Graphical diagnostics and visualisations were employed to enhance the strength and transparency of the analysis and these included:

- a) Scatter plots in order to check the visual inspection of linearity between predictors and happiness.
- b) Homoscedasticity and model-fit Residual plots.

- c) The use of histograms and Q-Q plots of the residuals to test the normality assumption.
- d) Visualization Correlation heatmaps to visually depict the pattern and strength of the inter-correlations between key variables and to spot possible problems of multicollinearity.

Such visual tools facilitated assumption checking as well as improved interpretation and will be consulted in the results presentation in Chapter IV.

3.10 Research Design Limitations

The study had several limitations to the research design it used. The rigor of the methodology is established, but some limitations should be mentioned:

A) Geographical Coverage: The analysis is based on the choice of urban and semi-urban areas in Assam. The results might not be entirely accurate of all fashion retail staffs in the state and in other parts of India.

B) Cross-Sectional Design: The information was gathered at a single time. There is consequently a limited ability to make causal inferences and temporal variations in happiness or workplace conditions cannot be defined.

C) Self-Reported Data: Self-report questionnaires can also create bias in the reply and this could be social desirability or recall bias especially when dealing with sensitive issues such as dissatisfaction or stress (Diener, 1984; Fisher, 2010).

E) Accessible Population Bias: Those who took part were only employees in stores which gave the go-ahead. Declining access outlets can vary in a systematic way culturally or in practices, and this can influence the generalisability of findings.

F) Medium Sample Size of Subgroup Analyses: Although the overall fact that the total 300 sample size suffices to perform the main analyses, some of the strata (e.g., senior

managers, particular income groups) might have small cell sizes, preventing the deep interpretation of subgroups.

Despite of these weaknesses, stratified sampling and validated tools, as well as, multi-method of analysis and diagnostic visualizations assist in improving the study reliability, validity, and the interpretive strength.

3.11 Conclusion

The chapter has described the methodological approach taken in order to research on the factors affecting happiness of employees in fashion retail business of Assam. This elaborated the operationalisation of the important constructs, research design, sampling strategy, instrumentation, data collection processes, statistical analyses, and ethical protection.

The theoretical framework on which the methodology is well based as explained in Chapter II:

- i. With the support of quantitative approach, and mixed methods justification,
- ii. Giving a strict justification on sample size and sampling technique,
- iii. Explaining procedures of reliability and validity, and
- iv. Describing the visual and statistical methodologies applied to aid the analytical procedure.

CHAPTER IV:

RESULTS

4.1 Demographics Profile of Respondents

The current chapter contains the analysis and interpretation of the empirical studies obtained among 300 employees who have been employed in the Assam fashion retail industry. The statistical software was performed with the help of *Microsoft 365 and SPSS v.26*. The chapter is structured according to the research objectives and hypotheses, which are presented and it comprises: (i) profile of the respondents, (ii) reliability test of the measurement scale, (iii) test of the relationship between the PERMA model, the Authentic Happiness Theory, and the happiness of employees, (iv) test of the happiness level in the demographic and employment category, (v) test of the influence of the demographic variables on the happiness and the two theoretical frameworks, and (vi) test of the effect of the key workplace factors and the components of the PERMA model that

1) Age

Table 4.1 Showing frequency of different age group

Source: Author

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21- 30	161	53.7	53.7	53.7
	31- 40	97	32.3	32.3	86.0
	41- 50	19	6.3	6.3	92.3
	51- 60	5	1.7	1.7	94.0
	Below 21	18	6.0	6.0	100.0
	Total	300	100.0	100.0	

Table 4.1, reveals that the majority of respondents (53.7%) lie within the range of 21-30 years (53.7) and the second highest percentage (32.3) is the 31-40 years category. A low percentage of them is over 40 years. This affirms that the fashion retail labour force in Assam is mostly young as is in line with labour characteristics of the Indian organized retail frontline employment attracting young workers into the sector.

A comparably young workforce is also associated with the focus on accomplishment, growth, and progression mentioned in the research on the PERMAs (Kern et al., 2014; Kun et al., 2017), indicating that the so-called A (Accomplishment) component and career progression will probably also play a role in maintaining a happy state in this industry.

b) Gender

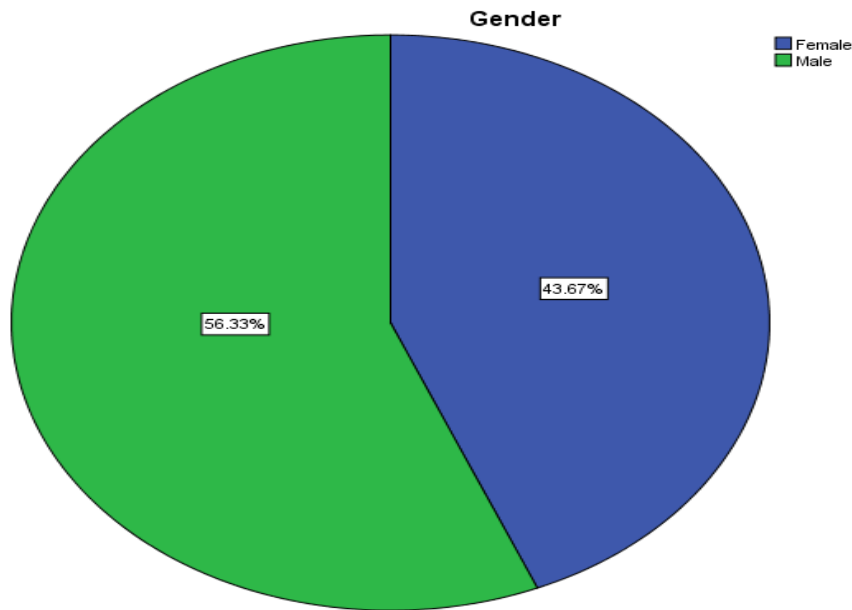


Figure 4.1 Showing frequency and percentage of Gender

Source: Author

Figure 4.1, shows that the gender distribution is 56.3% men and 43.6% women. Although the sample is marginally male dominated, the number of women is high which is

indicative of the rising number of women being absorbed in customer facing retail jobs in India. This gender composition applies when one may consider the differentiation of happiness on gender grounds, particularly owing to studies that provide unconvincing results on gender variation in well-being (e.g., Nebrida and Dullas, 2018; Arora, 2020).

c) Marital Status

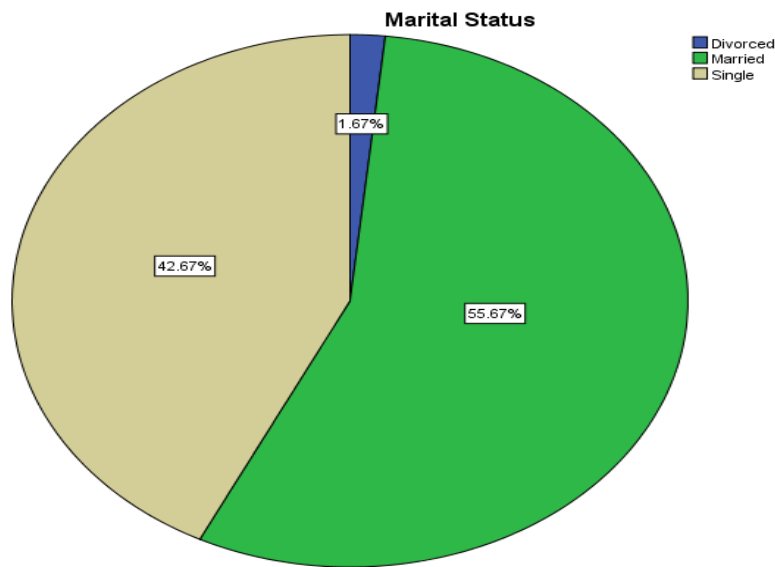


Figure 4.2 Showing frequency and percentage of Marital Status

Source: Author

On marital status (Figure 4.2), 55.6% are married and 42.6% single, and only 1.7% are divorced. This supports the fact that a significant percentage of the respondents are already juggling both work and family, and it may have some consequences on work life balance and happiness. Nonetheless, according to the following analysis the marital status does not come out as a statistically significant distinctive variable of happiness.

d) Level of Education

Table 4.2 Showing frequency and percentage of Level of Education

Source: Author

Level Of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Graduate	127	42.3	42.3	42.3
High School	25	8.3	8.3	50.7
Higher Secondary	100	33.3	33.3	84.0
Post Graduate	48	16.0	16.0	100.0
Total	300	100.0	100.0	

The education profile (Table 4.2) demonstrates that the percentage of 42.3 are graduates and 33.3% have higher secondary education with 16.0% having post-graduate education and 8.3% having high-school education. This is an indicator of moderate to reasonably educated workforce, which aligns with the skills needed in organized fashion retail (customers, basic technology, and sales processes) and also indicates that the employees could have growth and recognition aspirations, which are consistent with the eudemonic and accomplishment dimensions of happiness (Ryff and Keyes, 1995; Seligman, 2011).

e) Total Experience

Table 4.3 Showing frequency and percentage of Total Experience

Source: Author

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1+ year-----3 years	99	33.0	33.0	33.0
3+ years----5 years	58	19.3	19.3	52.3

5+ years -----7 years	52	17.3	17.3	69.7
6 months -----1 year	37	12.3	12.3	82.0
Above 7 years	35	11.7	11.7	93.7
Less than 6 months	19	6.3	6.3	100.0
Total	300	100.0	100.0	

Regarding the total work experience (Table 4.3), 33.0% of the respondents have 1-3 years of experience, 19.3% have 3-5 years, and 17.3% have 5-7 years of work experience. The percentage of those with over 7 years' experience is at 11.7 with less than 6 months being at 6.3. These values imply quite high mobility and moderate tenure in the organisation, which aligns with the literature that suggests high turnover and instability in retail employment (Wesarat et al., 2015; Dhiman et al., 2025). The same pattern also promotes the relevance of job security and supportive practices as the possible cause of happiness.

f) Nature of Employment

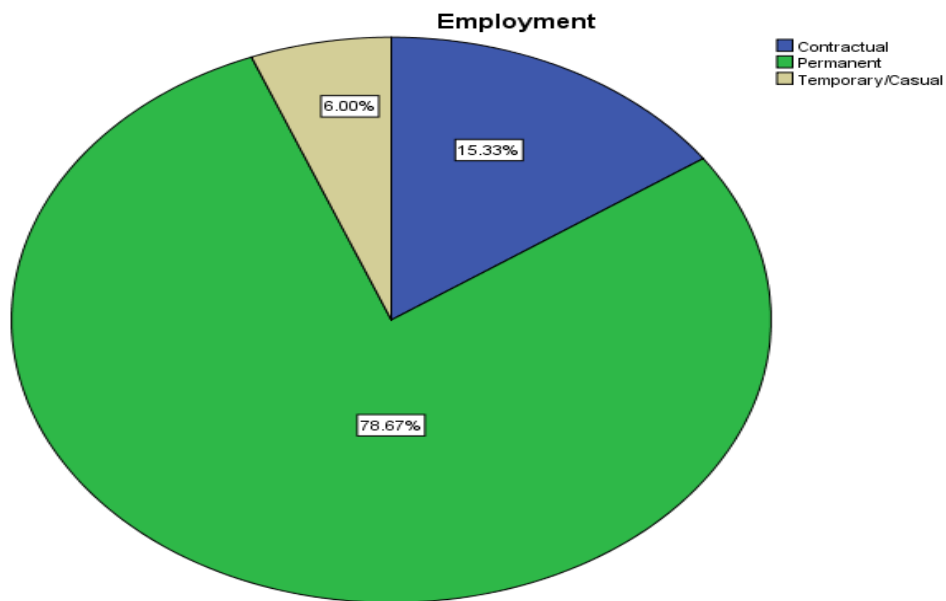


Figure 4.3 Showing frequency and percentage of nature of employment

Source: Author

The status of employment (Figure 4.3) shows that 78.7% of the responding people are permanent, 15.3% contractual, and 6.0% temporary/casual. The fact that the percentage of permanent employees is rather high is favorable and enables significant comparison of the happiness levels among the types of employment. This indicates the relevance of the concept of employment security which is often emphasized in JD–R and well-being models (Bakker and Demerouti, 2007; Wilczyński and Kołoszycz, 2023).

g) Net Salary per Month Including Incentives

Table 4.4 Showing frequency and percentage of Net Salary per month

Source: Author

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11000/----- 20000/-	145	48.3	48.3	48.3
	21000/----- 30000/-	67	22.3	22.3	70.7
	31000/----- 40000/-	15	5.0	5.0	75.7
	41000/----- 50000/-	5	1.7	1.7	77.3
	Above 50000/-	4	1.3	1.3	78.7
	Less than 10,000/-	64	21.3	21.3	100.0
	Total	300	100.0	100.0	

The net salary (including incentives) per month (Table 4.4) indicates that 48.3% of people earn between 11,000 -20,000 and 21.3% earn lower than 10,000. This confirms the fact that a large proportion of the wage earners fall within the income low to lower-middle wage category, and that this is more pertinent, especially with the close relationship recorded between increased income and increased happiness. The trend is aligned with the previous research that has found the financial stability and proper income to be significant factors that define happiness at work (Wesarat et al., 2015; Arora, 2020; Mayo et al., 2019).

h) DEPARTMENT

Table 4.5 Showing Department wise frequency and percentage

Source: Author

Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accounting	42	14.0	14.0	14.0
	Administration	33	11.0	11.0	25.0
	Health and Safety	30	10.0	10.0	35.0
	Human Resources	25	8.3	8.3	43.3
	IT (Software and Hardware)	13	4.3	4.3	47.7
	Marketing and Sales	97	32.3	32.3	80.0
	Other	12	4.0	4.0	84.0
	Security	37	12.3	12.3	96.3
	Transportation	11	3.7	3.7	100.0

	Total	300	100.0	100.0	
--	-------	-----	-------	-------	--

The distribution according to the department (Table 4.5) reveals that 32.3% of the participants work in the field of Marketing and Sales, then there are Accounting (14.0%), Security (12.3%), Administration (11.0%), and Health and Safety (10.0%). Smaller proportions are in Human Resources, IT and Transportation. The prevalence of marketing and sales functions is indicative of the frontline and customer-facing nature of the fashion retail business and the importance of emotional labour, positive emotions, relationships, and meaning as key components of the PERMA model and the Authentic Happiness Theory (Seligman, 2011; Tsai, 2001) in determining happiness in this setting.

On the whole, the demographic report proves that the population of the study is mainly comprised of young individuals, with moderate levels of education, low to middle income and inspired employees mostly working on a permanent basis and in a customer-facing job. The above features present valuable background on the ways in which differences in happiness and well-being among groups can be interpreted.

4.2 Reliability Analysis

Reliability analysis was conducted to assess the internal consistency of the scales used in the study. Cronbach's Alpha coefficient was applied to determine the reliability of the items corresponding to the Authentic Happiness Theory and the PERMA Model constructs. According to Nunnally and Bernstein (1994), a Cronbach's Alpha value above 0.70 is considered acceptable, while values above 0.90 indicate excellent reliability.

4.2.1 Reliability of Authentic Happiness Theory items

Table 4.6 Showing Reliability of Authentic Happiness Theory items

Source: Author

Cronbach's Alpha	No. of Items
.907	16

Table 4.6, reveals that the 16-item Authentic Happiness Theory scale gave an excellent internal consistency with **Cronbach -alpha of 0.907**. This reliability is above 0.70 standard suggested by Nunnally and Bernstein (1994) and it proves that the scale measures a consistent construct of genuine happiness in the current sample. The outcome largely aligns with other past researchers in which real happiness-based measures have proven to be very reliable in organizations and communities (Seligman, 2002; Velasquez, 2024).

4.2.2 Reliability of PERMA model items

Table 4.7 Showing Reliability of PERMA model items

Source: Author

Cronbach's Alpha	No. of Items
.983	18

The 18-item PERMA Model Assessment generated the outstanding internal consistency of 0.983 that is depicted in Table 4.7. Although this level of alpha attests to great reliability, it can also reflect some level of redundancy in a few items, which can sometimes be observed in multi-dimensional well-being scales (Donaldson et al., 2022). However, regarding the scope of this paper, the finding gives a good indication that the PERMA scale is reliable when used in the sample of fashion retail workers in Assam and can be used in subsequent inferential statistics.

Combined, the findings of reliability on both the scales of Authentic Happiness Theory and PERMA indicate that the measurement of the fundamental well-being constructs is conducted in a consistent and internally reliable fashion in the Assam fashion retail setting. This is significant since the later analysis to be done such as correlations, regressions, and ANOVAs is based on the premise that the underlying scales are psychometrically sound. The credibility of the entire inferential conclusions reported in the subsequent sections of this chapter is thus enhanced by high reliability.

4.3 Analysis of the Relationship

Between the PERMA Model, Authentic Happiness Theory, and Employee Happiness

Objective 1, Hypothesis H1

The objective 1 aimed at examining the role of the elements of the PERMA model and Authentic Happiness Theory in employee happiness. The correlation analysis started with correlation analysis followed by multiple regression analysis.

4.3.1 Correlation Analysis:

Table 4.8, below shows the Pearson correlation table between the Authentic Happiness Theory, PERMA Model Assessment and the total Happiness Score. Perceived Happiness Theory is mediocrelly related to PERMA ($r = 0.580, p < 0.01$) and the Happiness Score ($r = 0.465, p < 0.01$). There is a positive relationship between PERMA and Happiness Score ($r = 0.843, p < 0.01$).

These results suggest that the two theoretical models have a positive correlation with employee happiness, albeit that the PERMA model shows a much stronger correlation with employee happiness than Authentic Happiness Theory. It aligns with previous empirical studies of PERMA that have shown that it is a useful predictor of

work-related well-being and job satisfaction (Kern et al., 2014; Donaldson et al., 2022; Goh et al., 2022). The high correlation also implies that multidimensionality of PERMA such as Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment has captured major constituents of happiness which are of direct significance in a retail work setting.

Table 4.8 Showing Correlation Matrix

Source: Author

Correlations				
		Authentic Happiness Theory	PERMA Model Assessment	Happiness Score
Authentic Happiness Theory	Pearson Correlation	1	.580**	.465**
	Sig. (2-tailed)		.000	.000
	N	300	300	300
PERMA Model Assessment	Pearson Correlation	.580**	1	.843**
	Sig. (2-tailed)	.000		.000
	N	300	300	300
Happiness Score	Pearson Correlation	.465**	.843**	1
	Sig. (2-tailed)	.000	.000	
	N	300	300	300
**. Correlation is significant at the 0.01 level (2-tailed).				

4.3.2 Multiple Regression Analysis: Happiness of employees as a predicate

An additional evaluation of the predictive value of the two frameworks was done with a multiple regression Happiness Score as dependent variable and PERMA Model Assessment and Authentic Happiness Theory as independent variables.

Table 4.9 Showing Regression Analysis Interpretation

Source: Author

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	PERMA Model Assessment, Authentic Happiness Theory ^b	.	Enter

a. Dependent Variable: Happiness Score

b. All requested variables entered.

Table 4.10 Showing Regression and Standard Error of the model

Source: Author

Model Summary				
Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	.711	.709	.882

a. Predictors: (Constant), PERMA Model Assessment, Authentic Happiness Theory

The summary of the model (Table 4.9) indicates:

$$R = 0.843,$$

$$R^2 = 0.711,$$

The adjusted R² = 0.709, and the standard error = 0.882.

Therefore, the mixture of the two theories, PERMA and Authentic Happiness Theory, can explain 71.1% of the variance in employee happiness. This is a good fit of the model and ANOVA (Table 17) ascertains that this model is statistically significant ($F = 365.508, p = 0.001$).

The high levels of R^2 (71.1) also indicate that constructs of psychological well-being are much more pivotal in explaining happiness than demographic characteristics outside human beings. This supports the theoretical location of the research and confirms the choice of PERMA as the basic explanatory model.

Table 4.11 Showing ANOVA table of the model

Source: Author

ANOVA^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	568.960	2	284.480	365.508	.000 ^b
	Residual	231.160	297	.778		
	Total	800.120	299			

a. Dependent Variable: Happiness Score

b. Predictors: (Constant), PERMA Model Assessment, Authentic Happiness Theory.

Table 4.12 Showing significance of the Coefficients

Source: Author

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.985	.404		2.440	.015
Authentic Happiness Theory	-.125	.134	-.036	-.929	.354
PERMA Model Assessment	.900	.040	.863	22.547	.000

a. Dependent Variable: Happiness Score

PERMA Model Assessment:

$B = 0.900$, $\beta = 0.863$, $t = 22.547$, $p < 0.001$ (highly significant and strongly positive)).

Authentic Happiness Theory:

$B = -0.125$, $\beta = -0.036$, $t = -0.929$, $p = 0.354$ (non-significant).

These findings indicate that in common between the two models, only PERMA is a significant predictor of happiness, and Authentic Happiness Theory becomes statistically non-significant. This implies that the happiness difference as explained by Authentic Happiness Theory will be mostly explained by the PERMA dimensions that are in turn based on subsequent conceptualization of flourishing by Seligman (Seligman, 2011). That is, as soon as Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment are considered, the extra predictive power of the larger Authentic Happiness construct is insignificant.

The trend is in line with the transformation of the threefold model of Authentic Happiness (Pleasant, Good, and Meaningful Life) to the more operational and multidimensional model of well-being, known as PERMA, to be used in practice

(Seligman, 2011; Shulga et al., 2023). It also corresponds to the empirical research that states that the measures provided by PERMA are highly predictive of job satisfaction, commitment, and organizational outcomes (Kern et al., 2014; Mayo et al., 2019; Goh et al., 2022).

Interpretation for H1:

Hypothesis H1 was that the elements of the PERMA model and the Authentic Happiness Theory had a significant impact on the happiness of employees. H1: The results partly support H1:

- a) At the bivariate level, the two frameworks have a positive and significant relationship with happiness.
- b) At the multivariate level, PERMA would stand out as the most significant and statistically significant predictor and Authentic Happiness Theory would have no incremental predictive value.

This, in practice, means that Assam fashion retail industry must focus on increasing the dimensions of PERMA, in particular, Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment, in case one wants to increase the general happiness of employees.

The analysis concludes that, within the fashion retail industry of Assam, the PERMA Model plays a dominant and statistically significant role in influencing employee happiness, whereas the Authentic Happiness Theory shows a weaker and non-significant predictive effect in the combined model.

The high levels of R^2 (71.1) also indicate that constructs of psychological well-being are much more pivotal in explaining happiness than demographic characteristics outside human beings. This supports the theoretical location of the research and confirms the choice of PERMA as the basic explanatory model.

4.4 Analysis of Employee Happiness Levels

Based on Demographic and Employment Factors

(Objective 2, Hypothesis H2)

The goal was to assess the general rates of happiness in the staff and determine the tendencies according to gender, marital status, occupation, and earnings. The goal is related to the component of Hypothesis H2 that expected any significant tendencies or trends depending on demographic and employment variables.

This result is in line with Nebrida and Dullas (2018), who reported no significant gender differences in overall well-being among persons with disabilities when using the PERMA Profiler, and with a number of studies at work, which have found that gender influences on happiness are small, or inconsistent, when job conditions are controlled (Arora, 2020).

Practically, there being no gender difference implies that there is no difference in the conditions that determine happiness in Assam fashion retail like job security, income, management practices, and work culture that apply to both male and female employees.

Table 4.13 Showing Group Statistics by Gender

Source: Author

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Happiness Score	Male	169	6.19	1.644	.126
	Female	131	6.08	1.630	.142

Mean Happiness Scores: Male: 6.19, Female: 6.08

Table 4.14 Descriptive Statistics by Marital Status

Source: Author

Descriptive Happiness Score								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Single	127		
Married	168	6.08	1.395	.108	5.87	6.30	4	10
Divorced	5	5.80	1.095	.490	4.44	7.16	4	7
Total	300	6.14	1.636	.094	5.95	6.33	1	10

Mean Happiness Scores: Single: 6.23, Married: 6.08, Divorced: 5.80

Table 4.15 Showing Gender wise ANOVA table

Source: Author

ANOVA Happiness Score					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.109	2	1.054	.392	.676
Within Groups	798.011	297	2.687		
Total	800.120	299			

df- degrees of freedom

Mean happiness scores: Permanent: 6.37, Contractual: 5.33, Temporary/Casual: 5.22 , $F(2, 297) = 11.600, p < 0.001$.

Such observations illustrate that employment security is a vital factor of happiness in the fashion retailing industry in Assam. Permanent contracts are likely to be more stable, enjoy benefits, have better career prospects, and more sense of identification with the organisation; all of which adds value to PERMA dimensions of Meaning, Relationships, and Accomplishment. The trend is in line with the JD R theory that suggests that appropriate job resources (such as security) can buffer demands and promote engagement and well-being (Bakker and Demerouti, 2007; Goh et al., 2022).

4.4.3 Type of Employment and Employee Happiness

The influence of employment type on happiness was tested using one-way ANOVA, followed by Tukey’s HSD post-hoc test.

Table 4.16 Showing nature of employment wise descriptive statistics

Source: Author

Descriptives								
Happiness Score								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Contractual	46	5.33	1.446	.213	4.90	5.76	3	10
Permanent	236	6.37	1.583	.103	6.17	6.57	2	10

Temporary/Casual	18	5.22	1.865	.440	4.29	6.15	1	8
Total	300	6.4	1.636	.094	5.95	6.33	1	10

Mean Happiness Scores: Permanent Employees: 6.37, Contractual Employees: 5.33, Temporary/Casual Employees: 5.22

Table 4.17 Showing nature of employment wise ANOVA table

Source: Author

ANOVA					
Happiness Score					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	57.972	2	28.986	11.600	.000
Within Groups	742.148	297	2.499		
Total	800.120	299			

ANOVA Results:

Significant difference in happiness based on employment type ($p < 0.001$).

Table 4.18 Showing Tukey HSD Post Hoc Test (Employment Type)

Source: Author

Dependent Variable: Happiness Score						
Tukey HSD						
(I) Employment	(J) Employment	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound

Contractual	Permanent	-1.043*	.255	.000	-1.64	-.44
	Temporary/Casual	.104	.439	.970	-.93	1.14
Permanent	Contractual	1.043*	.255	.000	.44	1.64
	Temporary/Casual	1.146*	.387	.009	.24	2.06
Temporary/Casual	Contractual	-.104	.439	.970	-1.14	.93
	Permanent	-1.146*	.387	.009	-2.06	-.24
*. The mean difference is significant at the 0.05 level.						

$F(2, 297) = 11.600, p < 0.001.$

According to the ANOVA, there is significant difference in levels of happiness between the types of employment. According to the post-hoc test of Tukey HSD, it is observed that: Permanents are much happier as compared to contractual and temporary/casual employees ($p < 0.01$). There is no considerable distinction between the contractual and temporary/casual employees.

Such observations illustrate that employment security is a vital factor of happiness in the fashion retailing industry in Assam. *Permanent contracts are likely to be more stable, enjoy benefits, have better career prospects, and more sense of identification with the organisation*; all of which adds value to PERMA dimensions of Meaning, Relationships, and Accomplishment. The trend is in line with the JD R theory that suggests that appropriate job resources (such as security) can buffer demands and promote engagement and well-being (Bakker and Demerouti, 2007; Goh et al., 2022).

4.4.4 Income and Happiness

Table 19 Showing Descriptive of income level

Source: Author

Descriptive								
Happiness Score								
Net Salary	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
11,000 – 20,000	145	6.19	1.660	.138	5.92	6.47	2	1
21,000 – 30,000	67	6.30	1.181	.144	6.01	6.59	4	10
31,000 – 40,000	15	7.87	1.302	.336	7.15	8.59	6	10
41,000 – 50,000	5	8.20	1.483	.663	6.36	10.04	6	10
Above 50,000	4	7.75	2.062	1.031	4.47	11.03	5	10

Less than 10,000	64	5.19	1.435	.179	4.83	5.55	1	10
Total	300	6.14	1.636	.094	5.95	6.33	1	10

Mean Happiness Scores:

Highest happiness scores were among employees earning ₹41,000–₹50,000 (Mean = 8.20) and ₹31,000–₹40,000 (Mean = 7.87).

Lowest happiness among those earning less than ₹10,000 (Mean = 5.19).

ANOVA Results: Significant difference in happiness based on income ($p < 0.001$).

Table 20 Showing Post Hoc Tukey HSD results (Income level)

Source: Author

Multiple Comparisons						
Dependent Variable: Happiness Score				Tukey HSD		
(I) Net Salary Per Month including Incentives	(J) Net Salary Per Month including Incentives	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
11000/----- 20000/-	21000/----- 30000/-	-.105	.222	.997	-.74	.53
	31000/----- 40000/-	-1.674*	.408	.001	-2.84	-.50
	41000/-----	-2.007*	.683	.041	-3.97	-.05
	50000/-					

	Above 50000/-	-1.557	.762	.320	-3.74	.63
	Less than 10,000/-	1.006*	.225	.000	.36	1.65
21000/----- 30000/-	11000/----- 20000/-	.105	.222	.997	-.53	.74
	31000/----- 40000/-	-1.568*	.429	.004	-2.80	-.34
	41000/----- 50000/-	-1.901	.697	.072	-3.90	.10
	Above 50000/-	-1.451	.773	.418	-3.67	.77
	Less than 10,000/-	1.111*	.263	.000	.36	1.86
31000/----- 40000/-	11000/----- 20000/-	1.674*	.408	.001	.50	2.84
	21000/----- 30000/-	1.568*	.429	.004	.34	2.80
	41000/----- 50000/-	-.333	.776	.998	-2.56	1.89
	Above 50000/-	.117	.845	1.000	-2.31	2.54
	Less than 10,000/-	2.679*	.431	.000	1.44	3.92
41000/----- 50000/-	11000/----- 20000/-	2.007*	.683	.041	.05	3.97
	21000/----- 30000/-	1.901	.697	.072	-.10	3.90

	31000/----- 40000/-	.333	.776	.998	-1.89	2.56
	Above 50000/-	.450	1.008	.998	-2.44	3.34
	Less than 10,000/-	3.013*	.698	.000	1.01	5.01
Above 50000/-	11000/----- 20000/-	1.557	.762	.320	-.63	3.74
	21000/----- 30000/-	1.451	.773	.418	-.77	3.67
	31000/----- 40000/-	-.117	.845	1.000	-2.54	2.31
	41000/----- 50000/-	-.450	1.008	.998	-3.34	2.44
	Less than 10,000/-	2.563*	.774	.013	.34	4.78
Less than 10,000/-	11000/----- 20000/-	-1.006*	.225	.000	-1.65	-.36
	21000/----- 30000/-	-1.111*	.263	.000	-1.86	-.36
	31000/----- 40000/-	-2.679*	.431	.000	-3.92	-1.44
	41000/----- 50000/-	-3.013*	.698	.000	-5.01	-1.01
	Above 50000/-	-2.563*	.774	.013	-4.78	-.34
*. The mean difference is significant at the 0.05 level.						

Table 21 Summary of Findings

Source: Author

Sl no	Factor	Statistical Test	Significant Difference	Key Finding
1	Gender	t-test	No	Happiness similar across genders
2	Marital Status	ANOVA	No	Marital status does not affect happiness
3	Employment Type	ANOVA	Yes ($p < 0.001$)	Permanent employees significantly happier
4	Net Income	ANOVA	Yes ($p < 0.001$)	Higher income linked to greater happiness

The results of Objective 2 can be summarized as follows:

- a) No remarkable gender or marital status differences in happiness.
- b) Strong variations by employment status and earnings with permanent and higher-income workers indicating higher happiness.

Therefore, the Hypothesis H2, stating that any significant trends or patterns of the overall employee happiness depending on the demographic factors and type of employment, is partly confirmed: Respectively, backed in terms of employment type and income and No support in terms of gender and marital status.

The findings of the research support the relevance of job security and financial wellbeing as structural factors of happiness and indicate that demographic factors (e.g. gender, marital status) have less to do with the chosen occupation and area.

4.5 Analysis of the Impact of Demographic

Variables on Employee Happiness and how they interact with components of PERMA and AHT.

(Objective 3; Hypothesis H3)

The purpose of objective 3 was to evaluate the effect of demographic factors on employee happiness, as well as the interaction of these demographic factors with the elements of the PERMA model and Authentic Happiness Theory. Several regression analyses have been done using demographic variables (gender, marital status, age, employment type and income) as the predictors.

4.5.1 Demographic predictors of happiness Regression

Table 22 Showing regression analysis of demographic variables and happiness score

Source: Author

Variables Entered/ Removed^a			
Model	Variables Entered	Variables Removed	Method
	Age, Marital Status, Gender, Employment, Net Salary Per Month including Incentives ^b	.	Enter

a. Dependent Variable: Happiness Score

b. All requested variables entered.

Table 23 Showing model summary of demographic variables and happiness score

Source: Author

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.211 ^a	.044	.028	1.613

a. Predictors: (Constant), Age, Marital Status, Gender, Employment, Net Salary Per Month including Incentives.

Regression Model Summary:

$R^2 = 0.044$ → Demographic variables (age, marital status, gender, employment type, net salary) explain only 4.4% of the variation in happiness.

The model is statistically significant ($p = 0.020$).

Table 24 Showing ANOVA table of demographic variables and happiness score

Source: Author

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	35.587	5	7.117	2.737	.020 ^b
Residual	764.533	294	2.600		
Total	800.120	299			

Dependent Variable: Happiness Score.

b. Predictors: (Constant), Age, Marital Status, Gender, Employment, Net Salary Per Month including Incentives.

Table 25 Showing coefficients of demographic variables and happiness score

Source: Author

Coefficients^a

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
			Std. Error	Beta		
	(Constant)	6.607	.642	-	10.287	.000
	Gender	-.080	.192	-.024	-.418	.676
	Marital Status	-.193	.182	-.062	-1.060	.290
	Employment	.170	.216	.047	.789	.431
	Net Salary Per Month including Incentives	-.158	.050	-.190	-3.168	.002
	Age	.015	.092	.010	.158	.874

All in all, the regression model shows that demographic factors namely, gender, marital, age, employment, and income, together explain very minimal percentage (4.4) of variation in happiness. This indicates that, despite the statistical significance as a group, the role of demographics in the determination of the level of happiness with work is rather minor. Of the predictors, net salary was the only significant and consistent variable that showed significant effect, which means that income differences do have a quantified influence on happiness, but the same cannot be said of gender, marital status, age, or type of employment when the variables are taken up together.

Practically, this implies that, though demographic traits are useful in describing the sample and identifying some of the vulnerable groups (e.g. lower-income workers), they alone do not, in most cases, account for most of the happiness variation. This confirms the main point of the thesis of psychological and workplace variables (PERMA dimensions, job satisfaction, management practices), which seem more potent and

practical tools to boost employee happiness compared to their demographic characteristics.

4.5.2 Authentic Happiness Demographic Predictors.

Upon regression of Authentic Happiness Theory scores on the same demographics variables (Tables 35-38) the model indicates:

$$R = 0.359,$$

$$R^2 = 0.129, \text{ Adjusted } R^2 = 0.114,$$

$$F(5, 294) = 8.700, p < 0.001.$$

Therefore, demographics describe authentic happiness scores variance to the extent of 12.9, which means a medium degree of explanatory power.

Table 26 Showing regression analysis of Demographic Variables on Authentic Happiness Theory Components

Source: Author

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Age, Marital Status, Gender, Employment, Net Salary Per Month including Incentives ^b	.	Enter

a. Dependent Variable: Authentic Happiness Theory

b. All requested variables entered.

Table 27 Showing coefficients of Demographic Variables on Authentic Happiness Theory Components.

Source: Author

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	3.839	.175	0	21.943	.000
Gender	.010	.052	.010	.185	.853
Marital Status	.025	.050	.028	.495	.621
Employment	.024	.059	.023	.404	.687
Net Salary Per Month including Incentives	-.064	.014	-.271	-4.729	.000
Age	-.074	.025	-.170	-2.960	.003

a. Dependent Variable: Authentic Happiness Theory.

As shown by the coefficients (Table 27), it is seen that:

The predictors of importance include net salary ($B = -0.064$, $p < 0.001$) and age ($B = -0.074$, $p = 0.003$). The negative coefficients show that an increase in salary and age has a negative correlation with authentic happiness scores. Again, gender, marital status, and type of employment are not significant.

The results suggest that younger workers and more well-paid ones are more likely to report authentic happiness, potentially due to the perception that their jobs are more likely to be associated with their future growth, recognition, and career opportunities. This is also in line with the fact that Millennial and younger generations tend to value emotions, meaning, and relationship as a part of work highly (Lyall, 2021) and that the

aspect of the Pleasant Life is part of Authentic Happiness that increases with the financial well-being (Seligman, 2002).

The regression analysis demonstrates that demographic variables collectively have a significant influence on authentic happiness, explaining approximately 12.9% of its variance. Among these variables, net salary and age emerged as significant predictors. Specifically, employees with higher income levels and younger age reported greater authentic happiness. Conversely, gender, marital status, and employment type were found to have no significant effect. This suggests that financial well-being and generational differences are more closely tied to authentic happiness than other demographic characteristics.

4.5.3 Impact of Demographic Variables on PERMA Model Components

To study the impact of demographic variables on Authentic Happiness Theory components all five demographic variables age, marital status, gender, employment type, and net salary per month including incentives were entered into the regression model. No variables were removed, indicating that each predictor was considered in assessing its influence on PERMA well-being scores. This was followed by ANOVA test and study of Key Predictor Effect (Coefficients Table).

In the case of the PERMA Model Assessment (Table 27) below, the regression analysis results showed:

$$R = 0.256,$$

$$R^2 = 0.065, \text{ Adjusted } R^2 = 0.050,$$

$$F(5, 294) = 4.117, p = 0.001.$$

Therefore, the demographics contribute to the variance in the scores of PERMA 6.5 percent, the effect of which is insignificant yet significant.

Table 28 Showing regression analysis Demographic Variables on PERMA Model

Components

Source: Author

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Age, Marital Status, Gender, Employment, Net Salary Per Month including Incentives ^b		Enter

a. Dependent Variable: Perma Model Assessment

b. All requested variables entered.

Table 29 Showing model summary of Demographic Variables on PERMA Model

Components

Source: Author

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.256 ^a	.065	.050	1.53029

a. Predictors: (Constant), Age, Marital Status, Gender, Employment, Net Salary Per Month including Incentives

Regression Model Summary:

$R^2 = 0.065 \rightarrow$ Demographic variables explain 6.5% of the variation in PERMA model scores. The model is statistically significant ($p = 0.001$).

Since the model is statistically significant, however, the comparatively small R^2 rate .065 pays off the fact that demographic variables change the variance in PERMA

well-being scores to a rather small extent. That is, age, gender, marital status, employment type, and income differences are only a minimal part of the explanation of how the employees are scored on Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment.

This strengthens the translation that PERMA is more of a psychological and experience aspect of employment than a set of demographic features. It also suggests that HR policies, leadership practices, and job design can be utilized to actively change the state of the PERMA dimensions in organizations despite the fact that the demographic profiles might not be modified easily. The opportunities and constraints can be determined by demographics, but it is not the main cause of the happiness based on the PERMA in this sample.

4.5.4 Summary for Objective 3 and H3

The hypothesis H3 was as follows: the demographic factors (e.g., age, gender, income) play a major role in influencing employee happiness and moderate the other elements of the PERMA model and Authentic Happiness Theory.

The results partially lean towards H3:

- i. The income (net salary) is a strong predictor of demographic across models of Authentic Happiness, happiness, and PERMA.
- ii. The effect of age is significant in Authentic Happiness as the younger employees reported higher authentic happiness.
- iii. The multivariate models do not show any significant predictors of gender, marital status and employment type.
- iv. The overall variance accounted by demographics is low.

This means that the demographic factors, especially the income (and, to a certain degree, age) do play a role in the well-being, but the key explaining factors are

psychological constructs and determinants in the workplace, but not the demographic traits as such.

4.6 Major Psychological and Workplace Determinants of Employee Happiness

(Objective 4; Hypothesis H4)

The fourth objective was aimed at pinpointing the central determinants of employee happiness, with the inclusion of the elements of PERMA, health, and work-related factors that comprised the work environment, job satisfaction, pay, work-life balance, and practice of management.

Table 30 Showing coefficients of components of PERMA and happiness score

Source: Author

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		(Constant)	.604	.214		
	Positive emotions	.478	.076	.478	6.309	.000
	Engagement	.062	.076	.062	.820	.413
	Relationship	.108	.080	.117	1.344	.180
	Meaning	.097	.089	.098	1.088	.277
	achievement	.004	.094	.004	.044	.965
	Health	.143	.057	.146	2.488	.013

a. Dependent Variable: Happiness Score

4.6.1 PERMA Components and Health Relative Importance

The coefficients (Table 30) indicate that:

- i. **Positive Emotions:** $B = 0.478, t = 6.309, p = \text{less than } 0.001$ (strong, significant effect).
- ii. **Health:** $B = 0.143, t = 2.488, p = 0.013$ (significant effect).
- iii. **Engagement, Relationships, Meaning, and Achievement:** insignificant when all the variables are considered in a single entry ($p > 0.05$).

The results indicate that in the PERMA framework Positive Emotions and Health are the most significant predictive elements in the determination of the happiness of employees in the fashion retail industry. This aligns with Seligman (2011) focus on Positive Emotions being one of the key elements of flourishing, and with the research connecting emotional positivity and physical health to the increase of well-being and performance (Fredrickson, 2001; Goh et al., 2022; Rashid and Al-Shami, 2024).

Table 31 Showing model summary of workplace factors on happiness Score

Source: Author

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549 ^a	.301	.289	1.379

a. Predictors: (Constant), management practices, compensation, work life balance, job satisfaction, work environment

Predictors: work environment, job satisfaction, compensation, work-life balance and management practices.

Model summary (Table 31):

$$R = 0.549,$$

$$R^2 = 0.301, \text{ Adjusted } R^2 = 0.289,$$

$$F(5, 294) = 25.353, p < 0.001$$

Consequently, these variables of the workplace account 30.1% of the variance in happiness which demonstrates the middle but significant contribution. Analysis of the coefficients of the workplace factors reveals that job satisfaction and management practices are the strongest determinants of happiness, and both have a significant and positive impact on the multivariate model. It means that when the employees feel fairly treated, observed, and their recognition is meaningful, they are reported to experience significantly greater levels of happiness. Conversely, work environment, compensation and work life balance were less significant or no significant effects after job satisfaction and management practices were simultaneously included in the model.

This trend indicates that structural conditions, like pay or physical environment might have indirect impacts on happiness in the Assam fashion retail setting because of the way they determine the perceptions of satisfaction and management quality and may not be effective predictors of happiness in and of themselves. It underlines to practitioners that more pay or better facilities might not be the answer but instead the way the managers guide, communicate, and support employees can be the key to transforming resources into the true happiness and engagement.

4.7 Result Findings

In all the analysis, including correlations, regressions, and ANOVAs, the same picture is revealed that helps understand the relative significance of psychological, workplace, and demographic factors determining the happiness of the Assam fashion retail sector.

As compared to the Authentic Happiness Theory, the PERMA model is the most prominent model of happiness prediction since it prevails over the former when combining the two theories. This justifies the choice of PERMA as the main conceptual

framework to be used in the study and is consistent with recent empirical research, proving its strength in organisations (Kern et al., 2014; Donaldson et al., 2022).

The most effective units of happiness are the Positive Emotion and Health, which proves that emotional experiences and physical well-being are the keys to success in a stressful and customer-centered retailing setting (Fredrickson, 2001; Goh et al., 2022; Rashid and Al-Shami, 2024).

The aspects of job security and income become one of the key structural predictors: permanent workers and the other higher-income groups are always found happier. It is in accordance with the JD-R model and the research that has stressed financial security as one of the most important resources that buffer work stress (Bakker and Demerouti, 2007; Wesarat et al., 2015; Bhattacharya, 2024).

The most significant variables in the work place are management practices and job satisfaction. This echoes the works of transformational leadership, emotional intelligence and positive organizational climates (Lok and Crawford, 2004; Salas-Vallina and Alegre, 2018; Goleman, 1998; Sahin et al., 2019).

The explanatory power of the demographic variables is also low, and only income (and to a lesser extent, age) are constant predictors. Happiness is not more different when it comes to gender and marital status, implying that contextual and organizational factors play a more decisive role.

There were some surprisingly or insignificant results which include the absence of independent effects of work environment and work-life balance on the multivariate model which implies that these factors might not have a direct effect but rather an indirect one through job satisfaction and quality of management. This indicates the significance of combined HR measures and culturally responsive interventions, as the

well-being studies regarding the situation-specific context appear to have suggested (Velasquez, 2024; Hazarika and Sharma, 2023).

4.8 Conclusion and Hypothesis Status

As per the objectives of the research chapter 4 concludes following:

- i. Characterized the demographic and employment of the employees in the fashion retailing industry in Assam.
- ii. Demonstrated the consistency of the Authentic Happiness and PERMA scales.
- iii. It was shown that PERMA, especially Positive Emotions and Health are powerful predictors of happiness.
- iv. Demonstrated that the type of employment and income play a significant role in the levels of happiness, but gender and marital status do not.
- v. Stated that demographic factors can account only a relatively small share of happiness and well-being with income being the most stable factor.
- vi. Showed that identified job satisfaction and management practices are significant workplace predictors of happiness.

Based on the empirical findings, the hypotheses may be stated in the following way:

H1 (PERMA and Authentic Happiness contributions): Partially accepted - they both have a correlation with happiness, though only PERMA is an important predictor in the joint regression model.

H2 (demographic and employment type trends): Accepted, with some reservations - there are significant trends in terms of the employment type and income, whereas there are no trends in terms of gender and marital status.

H3 (demographic influence and interaction with PERMA and AHT): They were partially supported - the income (and age in the case of the AHT) is a significant predictor, yet the overall demographic effect is insignificant.

H4 (effect of workplace variables): Partially supported- the management practices and job satisfaction are significant predictors of happiness with work environment, compensation, and work life balance not being significant in multivariate equation.

These results have a strong empirical basis to the Discussion (Chapter V), under which the results will be further interpreted within the framework of the existing theory and literature, as well as, Chapter VI, which will extract managerial implications and recommendations.

CHAPTER V: DISCUSSION

5.1 Introduction

The current chapter is a step towards the interpretative study of the empirical results expressed in Chapter IV, placing them into the conceptual frameworks, available literature, and the specifics of Assamese fashion retailing industry. The chapter is organized in accordance with the pre-stated research and research hypotheses to prove that the empirical findings support, add to, or refute the existing literature on employee happiness and workplace well-being.

Besides the summary of the statistical outputs, the discussion itself also prefigures the underlying patterns, explains how they came up in this particular context, and even makes obvious theoretical and managerial implications to the fashion retail world in Assam. The analysis will be based mainly on the Authentic Happiness Theory (AHT), the PERMA model, Self-Determination Theory, the Job Demands-Resources (JD-R) model, and the recent research on positive organizational studies.

The research was placed within the two significant theoretical prisms: the Authentic Happiness Theory (AHT) by Martin Seligman and the PERMA model (Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment). These theories were supplemented by modern views of work and well-being Self-Determination Theory (Deci and Ryan, 2000), Job Demands Resources (JD-R) model (Bakker and Demerouti, 2007), Positive Psychology (Seligman, 2011; Donaldson et al., 2022).

5.2 Demographic profile and Sectorial Realities

The demographic analysis does not only describe the sample, but it also indicates the structural nature of fashion retail labour market in Assam, and the structural nature has the implications in terms of happiness, retention, and HR strategy.

A) Youthful Majority of Workforce

The results indicate that most of the respondents (53.7%) are between the age of 21 and 30 years of age with another 32.3% between 31 and 40 age bracket. This age picture is similar to national and international data which retail (and especially fashion retail), is depending on younger employees who are more prepared to work odd hours, meet the quick paced demands of consumers, and also able to accept entry level wages to perform service jobs (cf. JD -R applications of service industries: Bakker and Demerouti, 2007; Schaufeli and Bakker, 2004).

The younger employees tend to be more energetic, open to new experiences, and capable of engagement, which are the prerequisites of the engagement element of PERMA, and are more likely to achieve the state of flow (Csikszentmihalyi, 1990) under the positive psychology perspective. Nonetheless, there is also an age-related profile of increased mobility and decreased organisational attachment with the same age profile, especially in semi-formal retail stores that do not provide a well-defined long-term career trajectory. This is reflected in the review by Dhiman et al. (2025), who identifies the concept of work and life integration and organisational support as the key themes to maintain employee happiness in the long run.

B) Managerial implication: HR policies should clearly utilize young energy towards the longer-term investment by providing systematic skill development, visible career advancement, and performance-based reward instead of retail jobs as transitional jobs.

5.2.1 Gender Composition and Retail Frontline Jobs

The gender balance (56.3% and 43.7% male and female respectively) shows that it is nearly gender balanced with a slight male majority. This trend is widely prevalent with retail staffing information across most cities in India, where women are rapidly integrated in customer services jobs, however, safety, patriarchal time schedules and travelling limitations remain obstacles in rural areas.

However, indicates that, among the stores that were examined, the workplace environment does not favour one gender over the other in the perceived well-being systematically. This observation aligns with Lokman et al. (2018), who highlighted that engagement and organisational climate are the factors that have a strong impact on happiness, and not gender as such.

5.2.2 Education levels and Employability

Higher secondary to graduate qualifications are the dominant sample with 75.6% with only 16.0% postgraduate degree holders. This is consistent with the literature which has asserted that retail frontlines are mainly appealing to individuals who have the middle level of education with an interest and value attached to instantaneous income and local job rather than a long term academic study.

Education can have several roles in regard to the issue of happiness. On the one hand, the level of higher education can increase the expectations in terms of career advancement and salary, which can also cause dissatisfaction in the case of the job being viewed as an overqualified job. Conversely, mid-level education in the front line also indicates the significance of on-the-job learning, interaction of PERMA type, and practical skills development instead of academic knowledge.

This trend is also similar to that of Arora (2020), who discovered that job design and motivation influenced the level of happiness and performance among academicians more than qualification itself.

Considering this learning profile, HR strategies must focus on easy, systematic, and ongoing training programs in customer support, sales strategies, and product information. These kinds of interventions do not only improve performance, but they also contribute to other elements of PERMA such as Engagement, Accomplishment, and Meaning.

5.2.3 Experience, Mobility in Job, and Nature of Employment

Statistical data of the experience displays that the percentage of respondents with 1-3 years of overall experience and the same tendency in a present organisation is significant. This attests to high job mobility and comparatively short tenure- the typical attribute of Indian retail. The large proportion of permanent employee (78.7%) however suggest that most of the outlets in the sample enjoy the services of a core workforce with a smaller number of contractual or casual workers.

According to Herzberg, Job security and basic pay may be considered as hygiene factors in the two-factor theory, and without them, a person can be dissatisfied, although other motivational factors like recognition and growth could be available. The findings are also reminiscent of the fact that, in the retail industry of Assam, informal work and income insecurity not only negatively affect well-being but also directly affect it (Bhattacharya, 2024).

Practically, there is a tendency of uncertainty in terms of allocation of shifts, variable bonuses, and lack of benefits in contractual and casual employees in fashion retail. The managers ought to minimize overdependence on short-term contracts to frontline jobs that demand regularity of service and brand expression. In situations where a contractual position is inevitable, unhappiness can be alleviated by explicit expressing of the terms of the contract, pro-rated benefits, and performance-based advancements into permanent jobs.

5.2.4 Economical Vulnerability and Salary Distribution

The distribution of income is that a significant percentage of the respondents have less incomes than 20,000 a month and 21.3% less than 10,000 a month. The statistical processing (Tables 28-30) evidently shows that the higher income groups have considerably higher happiness scores whereas those with the lowest income in the salary scale are much less happy.

To the Assamese working population, which has a significant number of people who have extended families, and personally struggling to meet the increasing living standards in big cities such as Guwahati, the income is a direct factor towards views to security, status, and future opportunities.

The compensation design cannot be a transactional HR activity. Organisations aiming to maintain happiness and minimize turnover ought to adopt transparent bands of pay, well defined incentive standards and periodic pay reviews which are based on inflation and performance.

5.2.5 Analysis of demographic profile.

Combined, these demographic characteristics show a rather young, a moderately educated and low-to-mid-income workforce with significant mobility in the early career stages, but with a high reliance on permanent contracts. This trend can be compared to the JD-R suggestion, according to which structural job resources, including job security and sufficient income, are highly important buffers in high-demand (customer-facing) environments. Therefore, demographic variables are not just a description of the sample: they outline the boundaries and the possibilities that determine the experience of the dimensions of PERMA. The following results that income and type of employment are the determinants of the levels of happiness, and not gender and marital status are thus not accidental but entirely in line with this structural context.

5.3 PERMA and Authentic Happiness Theory

Additions to Employee Happiness (Objective 1, H1)

The objective 1 was aimed at analyzing the role of the PERMA model and Authentic Happiness Theory in employee happiness. The correlation and regression tests (Tables 16-20) showed that the following important patterns were observed:

- a) There are strong positive relationships between both PERMA and AHT with happiness.
- b) The overall model represents 71.1% of the variance in happiness ($R^2= 0.711$) in a regression model.
- c) PERMA continues to be a very important predictor when the two constructs are entered concurrently ($= 0.863, 0.001$) but AHT loses its statistical significance ($= -0.036, 0.354$).

5.3.1 PERMA-Based Evidence, Confirmation and Extension

These results show conclusively that Seligman (2011) in his postulation is correct that PERMA is a multidimensional, but measurable, well-being framework in an application. The model has been previously proven to be relevant to educational employees (Kern et al., 2014), whereas Donaldson et al. (2022) have demonstrated its applicability in organizational settings when it is used alongside physical health, mindset, work environment, and economic security. Rashid and Al-Shami (2024) also claimed that happiness based on the PERMA model has a positive impact on the well-being of employees at workplaces.

The given research builds upon this literature by showing that PERMA is a strong predictor of happy people in a poorly studied setting: the world of fashion retailers working in Assam. The high beta (0.843) and the high level of correlation reveals that the

five pillars, *Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment*, are sufficient in the assessment of how the employees working in this industry find happiness in their work. Retail tasks and the visual merchandise as well as the sale goals are also stimulated and this means of engagement is reminiscent of Csikszentmihalyi (1990) concept of flow and the conditions of personal engagement stipulated by Kahn (1990) and (1996).

Relationships are influenced by team cohesion, supervisor behaviour, and socio-cultural collectivism and appeal to the Self-Determination Theory of relatedness (Deci and Ryan, 2000) and the results of Sahin et al. (2019) that positive work environments are centrally based on positive relationships.

5.3.2 Low Reduced Predictive Power of AHT in a Workplace Context

The conceptualization of Happiness in Authentic Happiness Theory refers to the Pleasant Life (positive emotions), Good Life (engagement) and Meaningful Life (purpose) (Seligman and Royzman, 2003). The medium-level association between AHT and happiness ($r = 0.465$) indicates that these three dimensions are not as specific and practical in the workplace as the five pillars of PERMA.

The context of employing Assam as a retail setting, where interactions, teamwork, and immediate performance measurement are predominant, ensures that employees get to feel happy in a very concrete, situational way but not by abstractly contemplating about the satisfaction of their lives.

The existence of the dominance of PERMA over AHT in multivariate models suggests that, in the context of application to organizations, including fashion retail, micro-experiences in the workplace, including positive feelings, engagement, relationships, meaning, and achievement, are more theoretically and empirically manageable than larger, life-wide measures of happiness. This result supports the

disciplinary move in positive psychology towards abandoning the three-path model of AHT and in favor of PERMA as a more functional concept of the design and assessment of workplace interventions. Besides, it shows that PERMA is not limited to Western educational or corporate context, as it remains relevant and have meaningful applicability.

5.3.3 Managerial Implications

The fact that PERMA is a better predictor of happiness means that retail managers must structure an intervention specifically based on the five pillars of the PERMA, e.g.:

a) Positive Emotion: frequent appreciation, celebrating small victories, creating a warm environment of the store.

b) Interaction: job rotation, task allocation based on skills, realistic task allocation, but challenging.

c) Relationships: formal team meetings, conflict resolving mechanisms, mentoring.

d) Meaning: conveying brand values, associating roles with the community and cultural identity, engaging employees in store wide projects.

e) Achievement: measurable performance indicators, equitable rewards, rewards on individual and group performance.

When HR practices are aligned with PERMA, managers will be able to shift their generic employee satisfaction programmes to the theory-supported and theory-tested approaches to happiness that do not rely on unproven theories but rather on the scientifically proven ones.

5.4 Demographic and Employment-Type Differences in Happiness

(Objective 2, H2)

5.4.1 Gender and Marital status: No Differences

Gender and marital status (Table 21-24) t-test and ANOVA present no statistically significant differences in happiness. This means that both men and women, single, married employees, and those who are divorced, enjoy equal means of happiness in the retail outlets, which are under investigation. This observation is consistent with various recent studies to show that contextual and organisational factors are more influential determinants of happiness than gender or marital status in most workplaces. An example is that Nebrida & Dullas (2018) did not discover any gender disparities in the general well-being of persons with disabilities, yet there were disparities in certain aspects of PERMA.

On the same note, Lokman et al. (2018) noted that the work design is more sensitive to happiness, work engagement and organisational commitment, compared to demographic factors. The lack of gender and marital status effects in this research indicates that, although the Assam traditional socio-cultural setting is in place, the retail work setting might be rather egalitarian in terms of its influence on well-being. It also shows that the policies aimed at achieving happiness cannot presuppose a systematic disadvantage or advantage only based on these demographic groups.

Non-discriminatory policies should still be maintained in organisations, however, job design, leadership, compensation and security, which transcend gender and marital status groups should be the priority areas of enhancing happiness.

5.4.2 Type of Employment: The Place of Job Security

As the findings of ANOVA and Tukey HSD (Tables 24-26) indicate, there exist a distinct significant difference between the types of employment. Happiness is reported to be considerably higher among permanent employees as compared with the contractual

and temporary/casual workers, but there is no significant difference between the two contractual and temporary workers.

This trend supports the study that notes that job security and perceived organisational support are vital determinants of well-being. The JD-R model assumes that the demands are offset and job resources, including security, autonomy and organisational support, create engagement (Bakker and Demerouti, 2007). Simultaneously, the theory of Herzberg terms security and basic employment conditions as the hybrid of hygiene determinants since their lack results in dissatisfaction, irrespective of the other motivators.

Permanent employees in the Assamese fashion retail scenic normally: *Get more regular shifts and earnings, Get more access to official benefits and more integrated in store culture and decision making.*

5.4.3 Income: A Determinant Mighty of Happiness.

Income groups (ANOVA and post-hoc analysis in Table 28-30) indicate that higher income groups, in particular, the 31,000-50,000 income group, are substantially happier than the lower income groups, in particular, the less than 10,000 income group in general.

This conclusion is in line with:

- a) **Capability approaches and Objective List Theory** (Sen, Nussbaum) that present the argument that there is a need of material resources to attain valued functioning's.
- b) Dhiman et al. (2025), who mention organisational support and **exuberant sentiment as constituents of happiness**. Those who noted that economic security is critical to well-being include Wilczyński & Kołoszycz (2023).

In the Assam retailing market, where a good deal of workers have a relatively low socio-economic status and have to feed their families in semi-urban or rural neighborhoods, income is directly related to the systems of dignity, safety, and chance.

Pay structure and increments should be one of the main elements of happiness strategy by retailers. Important though non-monetary recognitions are, they cannot replace basic financial adequacy in a low to middle-income environment.

5.5 Demographic variables and Theoretical Constructs

(Objective 3, H3)

Objective 3 investigated the interaction between demographic variables and PERMA as well as AHT to affect happiness.

5.5.1 Total Happiness: Small, but Important Demographic Effect

Regression model that includes age, gender, marital status, the type of employment, and net salary as independent variables explains 4.4% of the variance in happiness ($R^2 = 0.044$; $p = 0.020$). Even though the effect size is found to be significant statistically, the role of non-demographic factors, including especially the elements of the PERMA and working conditions, is bigger.

Net salary is the resultant statistically significant predictor of happiness among the demographics ($B = -0.158$, $p = 0.002$, with ascending salary coding). This proves that income has a steady positive effect on well-being in line with the conclusions of Arora (2020), Bhattacharya (2024) and the international literature that financial security is associated with life satisfaction.

5.5.2 Theory of Authentic Happiness: Age and Income Effects

In the case of AHT scores, *the regression model captures 12.9% of its variance* ($R^2 = 0.129$ $p < 0.001$). *The net salary* ($B = -0.064$, $p < 0.001$) *and age* ($B = -0.074$, $p =$

0.003) are both significant predictors, which means that: The more the genuine happiness with the higher the levels of salary and Older employees have lower AHT scores as compared to younger employees.

This trend indicates that financial competence and age-associated optimism are the factors that make people happier in life, not just in their jobs. The study by Lyall (2021) on Millennial discovered that the well-being of people primarily depends on positive emotions and interpersonal interactions and that younger generations tend to report better well-being when their motivational needs are met.

5.5.3 PERMA Components: Preeminence of Income

In the case of PERMA scores, the demographic variables explain the variance of 6.5% ($R^2 = 0.065$; $p = 0.001$) with net salary being the only significant variable ($B = -0.175$, $p < 0.001$). This means that financial prosperity improves positive emotion, engagement, relationship, meaning, and achievement perceptions. The observation is consistent with Mayer (2019), who suggested that the strength of PERMA (H) in business is increased in the presence of economic security, and Wilczyński and Kołoszycz (2023), who have stated that economic security is valued highly by employees alongside other psychological elements.

5.5.4 Theoretical Implications and Interpretation

The findings verify Hypothesis H3 to the degree that demographic factors, particularly income and age interact with PERMA and AHT. Nonetheless, the small R^2 estimates also demonstrate that psychology and place of work factors contribute a significantly higher percentage of happiness variance as compared to demographics. This result substantiates one important hypothesis of positive psychology and organisational studies: demographic features can serve as a backdrop, but largely it is how people

experience their workplace, relationships, and meaning that determines their happiness, not demographic factors.

5.6 Organisational Determinants

Work Environment, Job Satisfaction, Compensation, Work Life balance and Management Practices (Objective 4, H4). Objective 4 examined how workplace variables affect happiness and selected them by regression analysis where job satisfaction, work environment, compensation, work-life balance, management practices were the predictors. **The model accounts 30.1 percent of happiness ($R^2 = 0.301$; p less than 0.001)** which is a significant influence on happiness when compared to demographic models.

5.6.1 Job Satisfaction and Management practices as Key predictors

The regression coefficients suggest that employee happiness can be best predicted by job satisfaction ($\beta \approx 0.33$, $p < 0.01$) and management practices ($\beta \approx 0.46$, $p < 0.01$). On the other hand, the work environment, remuneration and balance does not maintain autonomous importance after the other aforementioned factors have been kept under check. That is, job satisfaction in terms of job and growth opportunity, as well as the quality and competency with which people are handled more influential on happiness rather than single aspects of the physical environment or formal work-life policies. The work environment, compensation, and work-life balance do not play a role in this multivariate model yet they have a descriptive role.

These findings fit in with a number of literature lines:

1) Job satisfaction and happiness: Mayo et al.(2019) established that low life satisfaction negatively affects emotional well-being and performance of HR personnel.

According to Lokman et al. (2018), there is a mutual relationship between happiness, engagement, and commitment.

2) Leadership and culture: Salas-Vallina and Alegre (2018) demonstrated that transformational leadership positively affects psychological well-being, whereas Malik et al. (2021) revealed that leadership empathy and emotional regulation are associated with moral and productivity enhancement.

3) Emotional intelligence and relations: Goleman (1998) and Carmeli (2003) highlighted the importance of emotional intelligence in determining job satisfaction and happiness especially in the service environment. In the present study, the management practices are likely to include: *Equal and unbiased supervision, Feedback and recognition, Conflict resolution and Supportive communication*. The aspects directly support the Relationships (R), Meaning (M) and Positive Emotion (P) components of PERMA.

On the same note, job satisfaction incorporates role clarity, growth opportunities, fairness and personal interests. It is indicative of the extent to which the job as a complex of activities and rewards satisfies psychological needs of autonomy, competence, and relatedness (Deci & Ryan, 2000).

5.6.2 Non- significance of compensation and work-life balance in the multivariate model

Although income is a strong predictor in demographics, it is no longer significant in multivariate workplace ($p = 0.069$) and it means that compensation does not have a direct effect but the factors affecting the workplace satisfaction, security, and recognition. This agrees with the interpretation by Herzberg that pay is necessary to discourage dissatisfaction, although happiness and motivation are more influenced with intrinsic factors that include responsibility, achievement and recognition.

In the same way, work life-balance despite its conceptual significance and its focus by Croft (2018) and Dhiman et al. (2025) fail to emerge as an independent predictor after job satisfaction and management practices are controlled.

5.6.3 Interpretation with respect to PERMA and AHT

The high predictive ability of job satisfaction and management practices supports the notion that the organisations play an important role in creating the experiences of PERMA. When the employees feel that they are treated justly, leadership is supportive, and the work they do is important: *Positive Emotion increases, Engagement deepens, Relationships strengthen, Meaning becomes clearer, Achievement is authentic and appreciated.*

5.7 Coherent Discussion of Objectives and Hypotheses

In all discussions, a logical tendency emerges that, directly, answers the research purposes and hypotheses. First of all, the findings support the idea that PERMA is a powerful and contextually relevant model that can explain the well-being of employees in the fashion retail industry of Assam (H1). Not only does PERMA appear to have strong bivariate correlations with happiness, but it is also the only significant predictor of the joint regression between AHT and PERMA (explaining more than 70% of the variance of happiness). The fact makes global evidence on PERMA available in an area and sector that has received little research.

Secondly, the findings suggest that demographic variables have a non-trivial, but small effect (H2 and H3). Happiness does not distinguish gender and marital status, but employment type and income. This finding partially supports the hypotheses: job security and sufficient payment are structural conditions that are more relevant than demographic categories in particular. The low R^2 coefficients in the demographic formulations support

one central suggestion of positive psychology and organizational behavior, namely that in the workplace, happiness is created more by experience than by personal traits, more by relationships and perceived resource than by personal traits.

Thirdly, workplace regression model (H4) reveals that job satisfaction and management practices are key organizational leverages to happiness, over and above the role played by work environment, remuneration and formal work-life balance. This result is consistent with the JD-R arguments that high-quality job resources (helpful leadership, fair treatment, opportunities of growth) help to engage and be well even in the service professions with high demands. Taken together with the PERMA outcomes, this indicates that organisations cannot simply purchase happiness using compensation, they must design jobs leadership and culture in a way that develops positive emotions, meaning, accomplishment as well as supportive relationships.

In general, the research goes beyond the simple validation of the existing theory and incorporates PERMA, AHT and JD–R into a particular emergent-market-based retail setting and proves that happiness is a strategically controllable variable. Staff satisfaction to the fashion retailers of Assam is not a fringe element but a factor of both theoretically determinable and empirically definite and managerial variables.

5.8 Managerial Implications to Assam Fashion Retail Sector

The findings of the study suggest that, in case managers, who work in the fashion retail market of Assam, want to improve the well-being of their employees, they should focus on three specific levers, including: (i) reinforcing the experiences in the category of PERMA through constructing more positive emotions and a sense of accomplishment; (ii) enhancing structural resources, such as job security and fair wages; and (iii) improving daily management habits and job design. As such, implications listed below

are not just generic HR suggestions, they are also based on predictors that were found statistically significant in Chapter IV.

According to the synthesized results, there are multiple evident and applicable implications to managers, HR practitioners, and owners of retail outlets:

1) Planning HR plans based on PERMA

- a) Implement systematized reward systems (P, A).
- b) Give independence and diversification (E).
- c) Improve enabling teams and mentors (R).
- d) Share purpose and brand narrative of store (M).

2) Enhance employee security and advancement

- a) Expand on the proportion of permanent jobs where possible.
- b) Establish clear promotion paths between the entry and supervisory positions.
- c) Establish rules of conversion of contractual to permanent status.

3) Reconsider and rationalize compensation structures

- a) Make sure that the wages enable the employees to live with the basic requirements and sustain their families.
- b) Give incentives and allowances as a reward to hard work, competence and long service.
- c) Benchmark salaries on a regular basis against local market conditions.

4) Invest in leadership and management practice

- a) Educate train store managers on emotional intelligence, training coaches and feedback.
- b) Foster involvement in decision making and two-way communication.
- c) Manage behavior of the monitors as an important variable of employee happiness.

5) Targeted interventions with respect to age and income

- a) Learning opportunities, responsibility and recognition can be effective incentives to younger employees.
- b) The workers with lower income might require less ambiguous economic incentives and security.
- c) Mentoring and increased meaning in work may be beneficial to older employees or those who have been in the company a long time.

6) Incorporate well-being in organisational culture

- a) Monitor happiness using brief and regular check-ins or PERMA-based surveys.
- b) Connecting well-being measures with store performance review.
- c) Incorporate happiness programs in branding, employer value propositions.

5.9 Overall Reflection

All the results of this research point in the same direction, namely that the happiness of employees in the fashion retail setting in Assam is not a random occurrence; it is formed structurally and psychologically. When used together with proper management and adequate remuneration, the PERMA framework can provide an effective range of prism to develop the interventions that can be both theoretically informed and practically implemented.

The research shows that the level of happiness of an employee is not so much determined by demographic characteristics of a person but by the experiences that people receive on a daily basis at their workplaces which are the quality of relations, the fairness of their leaders, the significance of their job, and the adequacy of their earnings. Happiness, in this respect, is a personal mental condition as well as an organisational strategic result.

This chapter will help the academic literature and professional practice by establishing the applicability of PERMA and AHT to a local, industry-specific setting, and by connecting the empirical evidence to existing theoretical findings and practical realities in the field of management. It preconditions the final chapter in which the contributions of the study, the summary of the practical recommendations in a synthesized form will be provided, and the recommendations on the directions of the further research will be suggested.

The current research paper adds to the literature by empirically showing the relevance and relative strength of the PERMA framework in a low-to-middle-income retail context in North-East India, thus, indicating the role of structural job resources, along with psychologically-enriched work experiences in jointly informing employee wellbeing.

CHAPTER VI:
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Introduction

The chapter is a synthesis of the main findings obtained as a result of the research, outlines the theoretical and practical contribution made, and offers the recommendations systematically structured to enhance the employee happiness in the Assamese fashion retail industry. This discussion is based on the Authentic Happiness Theory (AHT) and the PERMA model (Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment), and ends with the PERMA–Retail Happiness Management Framework (PRHMF), a decision -maker framework applicable to the sector.

6.2 Summary of Objectives

The study was conducted by the following objectives:

- a) To explore the differences in contribution made by the PERMA model and the AHT to employee happiness.
- b) To test the patterns of happiness in terms of demographic and employment features.
- c) To examine the relationship between demographic factors and the constructs of happiness.
- d) To explore organizational variables that determine happiness.
- e) To propose the practical interventions, which are based on PERMA and AHT, to promote well-being at work.

The research was performed through the use of a structured questionnaire on frontline and supervisory employees in major retail outlets dealing in fashion.

The scales had great internal consistency as confirmed by reliability analysis:

- a) **AHT**: Cronbach's $\alpha = 0.907$ (16 items)
- b) **PERMA**: Cronbach's $\alpha = 0.983$ (18 items)
- c) **Descriptive statistics, correlation, multiple regression, ANOVA and post-hoc tests** (SPSS v.26) were used as statistical tools.

Key empirical findings:

- i. In this situation, the main predictor of employee happiness is the PERMA model.
- ii. Both the construct of PERMA and AHT have a positive relationship with happiness but the relationship between the two is significantly stronger with PERMA.
- iii. A multiple-regression equation that includes both PERMA and AHT can be used to explain 71.1% of the variation in happiness ($R^2 = 0.711$). Inserting the two constructs the same time makes PERMA an extremely relevant predictor value ($\beta \approx 0.86, p < 0.001$),

A) Demographics are less important compared to organizational factors

- i. The most important predictors of happiness seem to be job satisfaction and management practices, but when other variables of workplace are taken into consideration they explain about 30.1% of the variance in happiness.
- ii. Happiness is vastly different in terms of income and employment, with no difference between gender and marital status.
- iii. The more income and permanent job, the more happiness scores are consistently associated.

B) Demographic variables have indirect impact to a limited extent

- i. An age-gender-marital-employment-income model explains only 4.4% of the variance in happiness, and net salary becomes the only important demographic predictor.

- ii. In terms of AHT and PERMA scores, income is a constant predictor, and age also predicts AHT scores, with younger employees stating that they are more authentically happy.

C) Happiness is highly predicted by the components of PERMA and health

- i. The positive Emotion, Engagement, Relationships, Meaning, Accomplishment and Health all explain the approximate 72.8% of the variance in happiness ($R^2 \approx 0.728$).
- ii. Among them, Positive Emotion and Health become the most effective individual prediction variables.
- iii. This trend establishes that the employees attach importance to psychological experiences and structural conditions.
- iv. There are qualitative trends, which indicate that the employees of Assamese fashion retail value emotional support, sufficient remuneration, stability of the contract, career growth, and meaningful communication with customers and colleagues as the most important elements of work.

The results of these studies are the empirical foundation of the PERMA Happiness Management Framework under Retail (PRHMF) that translates the findings to a workable management tool.

6.3 Theoretical Implications

The high predictive validity of PERMA supports the claim made by Seligman (2011) that well-being is multidimensional and has a practical measurement. The paper builds on literature (in education, healthcare and corporate context) to a region and under-researched area, which is a fashion retail store in North-East India.

Powerful impacts of job satisfaction, management practices, compensations and employment security affirm Job Demands Resources (JD–R) theory and positive organizational scholarship.

The research also addresses a literature gap that has been documented by offering empirical proof within the fashion retail industry of Assam where research has been sparse in terms of theoretical knowledge and data to support the research. Generally, these results extend the implementation of PERMA, AHT and JD–R models to a low-to-middle-income, service-heavy retail setting in North-East India a setting traditionally underrepresented in the global literature on well-being. Therefore, the current research supports the existing theoretical hypotheses and explains their relevance and establishes the boundary conditions that work in an emerging-market labor environment.

6.4 Practical Contribution

These conclusions have a direct application to the managerial practice. The exploration outlines a clear, evidence-based pathway to guide the Human Resources (HR) supervisors, the store directors, and the owners of retail stores to shift their personnel administration approach to an evidence-based, PERMA-conformist, and data-driven model of workforce health. The results justify the change of conventional HR practices (that has primarily been centered on attendance, minimum compliance, and informal incentives) into the PERMA-congruent HR management, according to which:

- a) Positive Emotion is constructed on recognition, appreciations and emotional security.
- b) The interest is created through matching activities with strengths and providing substantial competencies building.

- c) Team cohesion, empathy and conflict resolution involve relationship strengthening by the supervisor.
- d) The creation of meaning is achieved through the connection of personal roles with brand purpose and community impact.

This change is a direct response to the factual state of the Assamese retail labour market, where high employee turnover, average wages and young, unstable employees are the constant issues.

A. Recruitment and Onboarding

Instead of recruiting based on availability only, organisations can recruit based on fit to the dimensions of PERMA (e.g., interpersonal orientation, positive attitude, and learning mindset).

B. KPIs and Performance Management

KPIs are no longer sales or shrinkage based but are also tied to the PERMA indicators of recognition rate, team cohesion scores and training application scores. The PRHMF illustrates the way in which the happiness-related KPIs (e.g., recognition, engagement, and relationships) direct into the types of business KPIs such as conversion rate, UPT and ATV.

C. Development of Managerial Behaviour and Leadership

The researcher finds management practices to be a significant predictor of happiness. Training store and floor managers can be implemented in emotional intelligence, coaching, feedback and conflict management and team happiness measures included in their performance appraisal, rather than sales.

D. Compensation and Job Design

The high effects of income and employment type indicates that pay and contract policies have to be redesigned to incorporate:

- a) Minimal fair wage standards,
- b) Foreseeable income trends,
- c) Precise standards on how contractual positions can be transformed to permanent positions.
- d) The role of a job may be designed to eliminate boredom and inspire and achievement.

E. Retention and Talent Pipeline

Organisation can minimize unnecessary exits especially among young employees with high potential by actively tracking happiness levels and eliminating the underlying causes. The retail sector is a better long-term career option since the internal promotion policies correspond with the Accomplishment pillar.

6.5 Policy Implications

Outcomes are used to make decisions at a broader level as well as the ecosystem.

Standards of Happiness and Well-being on a State-level. A Retail Happiness at Work Index comprising of indicators of PERMA could be utilized by the Government of Assam and industry associations as a responsibility standard of employment.

A) Proficiencies and Training Missions: The positive psychology, emotional intelligence, resilience, customer empathy could be integrated in skill development agency to train youth on performance and well-being through the retail training modules.

B) Marketing of Ethical Employment Practices: Rewards to organisations offering permanent working opportunities, equitable pay and confirmed well-being programs can push the industry to viable work patterns.

C) Graduate School and Business Education: Many business schools and universities in Assam can incorporate the concepts of workplace happiness and positive psychology

in the curriculum of HRM and retail management programs and produce a stream of managers who see happiness as a performance opportunity rather than just a soft addition.

6.6 PERMA -Retail Happiness Management Framework (PRHMF)

PRHMF model integrates the empirical evidence into a practical management model of fashion retail in Assam. At the core of this model is the happiness of the employees, which is the most important result that is surrounded by the factors of the PERMA, organizational drivers and performance indicators.

Layer 1- PERMA Elements: Positive emotion, engagement, relationships, meaning, and accomplishment.

Layer 2 -Organizational Drivers: Work Environment, Job Satisfaction, Compensation, Work-Life balance, Management Practices.

Layer 3- Business KPIs Sales conversion, Average Transaction Value, Units per Transaction, Customer Satisfaction (CSAT), Employee Retention, Absenteeism, Shrinkage.

6.7 Real Business Application Scenario

To explain how the PRHMF may be applied to practice by the decision-makers, it is possible to refer to a medium-sized fashion shop in Guwahati:

Current situation:

- i. High turnover of staff particularly the contractual employees.
- ii. Conversion rate has been stuck at 28%.
- iii. Regular grievances on scheduling and behavior of managers.

Step 1 – Diagnosis (Month 1): The store conducts a short-term PERMA-based Retail Happiness Audit (20 items) and a brief dashboard (as it is presented in the

annexures). The scores reveal low scores in Positive Emotion (recognition), Relationships (trust in supervisors) as well as Compensation fairness.

Step 2 -Targeted Interventions (Months 2-3): Training of managers on feedback, recognition and conflict management. Implementation of daily thank you recognition, weekly team huddles and clarification of sales incentives. First promise to reemploy a specified portion of long-term contractual personnel as permanent positions within the upcoming 12 months.

Step 3 – Link to KPIs (Months 3–6): The store tracks: Recognition frequency, Team cohesion scores, Conversion rate and UPT, Monthly attrition, absenteeism. The slight improvement in sales conversion (e.g. +2) and the number of exits over a period of time is translated into better revenue and lower replacement costs.

Applying the cost- benefit and ROI reasoning conceived in this paper, the store will be able to observe that a comparably small investment in training, recognition and basic well-being infrastructure would result in a multiple financial pay-off. This case illustrates the outcome of HR decisions based on PRHMF that can be translated into quantifiable business outcomes.

This paper suggests the following 90 days implementation plan to retail organisations:

Phase 1 (Days 1–30): Foundation: Conduct a pre-PRHMF PRHMF diagnostic audit. Resolve hygiene problems: schedules, breaks, physical environment. Train managers about the leadership and communication based on the PERMA.

Phase 2 (Day 31-60): Capability Building: Introduce skills education (customer service, knowledge of products, stress management). Introduce planned recognition programmes and strengths-based task allocation. Explain KPIs and share expectations on performance.

Phase 3 (Days 61-90): Integration and Review: Introduce happiness measurements into store monthly reviews. Check conversion rates, UPT, absenteeism and attrition. Have regular Happiness Review Meetings to optimize interventions.

6.8 Scope for Future Research

The research provides multiple directions in which one could further research:

a) **Theoretical extensions:** Bringing Self-Determination Theory and JD-R closer to the PERMA based organisational research.

b) **Longitudinal studies:** Monitoring the happiness and performance changes after implementation of PRHMF in a series of years.

c) **Cross-regional and cross-industry comparison:** The way the framework would be used to other service industries (hospitality, healthcare, education) or in other Indian states.

d) **Mixed-method designs:** Surveys along with interviews and focus groups that would enhance the comprehension of employee stories.

e) **Leadership and culture:** Investigating the mediating effect of leadership style, organisational culture and emotional intelligence.

f) **PERMA based interventions:** Experimentally testing certain interventions (e.g., recognition programmes, coaching, meaning-making workshops).

g) **Policy research:** Understanding the role of wage policies, labour regulations and public skill missions in determining happiness in the workplace.

6.9 Conclusion

The current research aimed at determining the factors of employee happiness in the fashion retailing sector in Assam and came up with an effective framework through which employee happiness can be increased.

The findings show that the PERMA model is an effective and a workable model to explain and enhance workplace happiness in this industry. The organizational variables (especially job satisfaction, management practices, remuneration and job security) are seen to be far more significant than the majority of the demographic variables, yet income and permanent employment are obviously also relevant in the low-to-middle-income setting.

The study translates these findings into the PERMA–Retail Happiness Management Framework (PRHMF) that can be used, in turn, by decision makers as a concrete tool to diagnose unhappiness sources, create interventions aimed to address them, and track their impact on the employee well-being and core business results.

Thus, the study opposes to the understanding of happiness as a gentle and peripheral problem as well as redefines it as a strategic tool of service quality, competitive advantage, and sustainable growth of the fashion retail market in Assam. Such an approach does not only benefit employees, but also organisations and customers and thus brings human well-being in line with organizational performance.

APPENDIX A
SURVEY COVER LETTER

Questionnaire on Factors Affecting Happiness among the Employees of the Fashion Retail Industry of Assam

Dear Participant,

I am conducting a research study titled “*Factors Affecting Happiness among the Employees of the Fashion Retail Industry of Assam.*” The objective of this study is to examine the various workplace and personal factors influencing employee happiness within the growing fashion retail sector of Assam.

Your participation in this study is extremely valuable. The questionnaire is simple, and it will take approximately 5–10 minutes to complete. Please answer all questions carefully and honestly. There are no right or wrong answers—your genuine opinions and experiences will contribute greatly to the understanding of employee well-being in this industry.

All information provided by you will be kept strictly confidential and will be used solely for academic and research purposes. Your responses will be analysed collectively, and individual identities will not be disclosed in any part of the report.

Your cooperation and time are deeply appreciated. Thank you very much for your support and valuable contribution to this study.

With sincere regards,

Chayanika Goswami
Research Scholar
Email: Goswami.chaya@gmail.com
DBA Student
Swiss School of Business Management, Geneva.

APPENDIX B
INFORMED CONSENT

INFORMED CONSENT FOR INTERVIEW

Title of the Study: *Analysis of the Factors Influencing Happiness among the Employees of the Fashion Retail Industry of Assam*

I, agree to be interviewed for the research which will be conducted bya doctorate students at the Swiss School of Business and Management, Geneva, Switzerland. I certify that I have been told of the confidentiality of information collected for this research and the anonymity of my participation; that I have been given satisfactory answers to my inquiries concerning research procedures and other matters; and that I have been advised that I am free to withdraw my consent and to discontinue participation in the research or activity at any time without prejudice.

I agree to participate in one or more **electronically recorded** interviews for this research. I understand that such interviews and related materials will be kept completely anonymous and that the results of this study may be published in any form that may serve its best.

I agree that any information obtained from this research may be used in any way thought best for this study.

.....
Signature of Interviewee Date

APPENDIX C
INTERVIEW GUIDE

**QUESTIONNAIRE ON FACTORS AFFECTING HAPPINESS AMONG THE
EMPLOYEES OF THE FASHION RETAIL INDUSTRY OF ASSAM**

1. Name (optional):
2. Name of the organization:
3. Age (years):
 - Below 21
 - 21----30
 - 31----40
 - 41----50
 - 51----60
 - Above 60
4. Gender:
 - Male
 - Female
 - Others
5. Marital Status:
 - Single
 - Married
 - Divorced
6. Level of Education:
 - High School
 - Higher Secondary

- Graduate
- Post Graduate

7. Total years of work experience:

- Less than 6 months
- 6 months -----1 year
- 1+ year-----3 years
- 3+ years-----5 years
- 5+ years -----7 years
- Above 7 years

8. Years of experience in the present organization:

- Less than 6 months
- 6 months -----1 year
- 1+ year-----3 years
- 3+ years-----5 years
- 5+ years -----7 years
- Above 7 years

9. Nature of employment:

- Permanent
- Temporary/Casual
- Contractual

10. Net income level per month (in Rupees) (including incentives etc)

- Less than 10,000/-
- 11000/- -----20000/-
- 21000/- -----30000/-
- 31000/- -----40000/-

- 41000/- -----50000/-
- Above 50000/-

11. Please select your department:

- Marketing and Sales
- Accounting
- Administration
- Human Resources
- IT (Software and Hardware)
- Maintenance
- Health and Safety
- Security
- Transportation
- Other

12. Please choose the most appropriate answer option:

Sl no	Questions	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a.	You feel satisfied with your work environment					
b.	Your employer cares about the well-being of the staff					
c.	You are satisfied working with your organization					
d.	You enjoy your work					
e.	You are satisfied with your salary and benefits					

f.	You receive benefits for additional hours worked					
g.	You are satisfied with your current work hours					
h.	You feel stressed due to work overload					
i.	You are able to spend proper time with your family					
j.	You are able to adjust your work schedule for personal commitments					
k.	Have you curtailed your personal activities or hobbies due to work					
l.	You are satisfied with your overall work life balance					
m.	You feel content with the way your organization treats its employees					
n.	You are satisfied with the growth opportunities in your organization					
o.	Your job enables you to acquire new skill and knowledge					
p.	There is equal opportunity for advancement for all in your organization.					

13. In general, to what extent do you feel happy with your life?

0 (Not at all)	1	2	3	4	5	6	7	8	9	10 (completely)
-------------------	---	---	---	---	---	---	---	---	---	--------------------

14. Please choose the most appropriate answer option:

(source: The PERMA Profiler Julie Butler & Margaret L. Kern, University of Pennsylvania)

Sl no	Questions	0 (Not at all)	1	2	3	4	5	6	7	8	9	10 (completely)
a.	At work, you feel joyful											
b.	At work, you feel positive											
c.	At work, you feel contented											
d.	At work, you become absorbed in what you are doing											
e.	You feel excited and interested in your work											
f.	At work, you lose track of time while doing something you enjoy											

g.	At work, you receive help and support from colleagues when you need																			
h.	At work, you feel appreciated by your co-workers																			
i.	You are satisfied with your professional relationships																			
j.	Your work is purposeful and meaningful																			
k.	Your work is valuable and worthwhile																			
l.	You have a sense of direction in your work																			
m.	You are making progress towards accomplishing your work-related goals																			
n.	You achieve the important work goals you have set for yourself																			
o.	You are able to manage your routine responsibilities with excellence and satisfaction.																			
p.	In general, your health is good																			
q.	You are satisfied with your current physical health																			
r.	Compared to others of your same age and sex, you have a sound health																			

THANK YOU!

APPENDIX D
LIST OF ABBREVIATIONS

HRM	-	Human Resource Management
FR	-	Fashion Retail
PERMA	-	Positive Emotions, Engagement, Relationships, Meaning and Accomplishment
AHT	-	Authentic Happiness Theory
HSD	-	Honest Significant Difference
PM	-	Performance Management
KM	-	Knowledge Management
MNC's	-	Multi National Companies
Std Error	-	Standard Error.
Std. Deviation	-	Standard Deviation
Df	-	Degrees of freedom
Sig.	-	Significance
Psy Cap	-	Psychological Capital
JR-D	-	Job Resource-Demand
SDT	-	Self-Determination Theory
SWB	-	Subjective Well-Being
KPI	-	Key Performance Indicator
ASDM	-	Assam Skill Development Mission
ROI	-	Return on investment
PRHMF	-	PERMA Retail Happiness Management Framework
POS	-	Point of Sale

REFERENCES

- Abdi, H. & Williams, L.J. (2010) 'Tukey's Honestly Significant Difference (HSD) test', in Salkind, N.J. (ed.) *Encyclopedia of Research Design*. Thousand Oaks, CA: Sage, pp. 1–5.
- Aithal, S. (2021). 'Analysis of the Factors Influencing the Happiness of Employees of Indian Organizations'. *International Journal of Management, Technology and Social Sciences*, 6(1), pp. 101–114. <https://doi.org/10.5281/zenodo.4764955>
- Albu, C. & Gherhes, C. (2020). 'Workplace Happiness: Challenges and Opportunities for Sustainable Organizational Development'. *Sustainability*, 12(10), p. 4153. <https://doi.org/10.3390/su12104153>
- Alegre, I., Mas-Machuca, M. & Salas-Vallina, A. (2017). 'Employee Happiness, a Strategy for Managing Intangible Assets: A Spanish Case Study'. *Journal of Business Research*, 74, pp. 11–18. <https://doi.org/10.1016/j.jbusres.2016.12.003>
- Amabile, T.M. & Kramer, S.J. (2011). *The Power of Small Wins: Fostering Flow in Organizational Life*. Harvard Business Review Press.
- Arcidiacono, C. & Martino, S. (2017) 'Workplace well-being: A literature review', *Community Psychology in Global Perspective*, 3(1), pp. 1–20. <https://doi.org/10.1285/i24212113v3i1p1>
- Aristotle (2009) *Nicomachean ethics*. Translated by W.D. Ross. Oxford: Oxford University Press.
- Arora, P. (2020) 'Demographic determinants of employee happiness in the Indian service sector', *Journal of Management Research and Analysis*, 7(2), pp. 45–56.
- Bakker, A.B. & Demerouti, E. (2007) 'The job demands-resources model: State of the art', *Journal of Managerial Psychology*, 22(3), pp. 309–328.
- Bakker, A.B. & Demerouti, E. (2018) 'Multiple levels in job demands–resources theory: Implications for employee well-being and performance', in Diener, E., Oishi, S. & Tay, L. (eds.) *Handbook of Well-Being*. Salt Lake City, UT: DEF Publishers, pp. 1–13.
- Bass, B.M. & Avolio, B.J. (1997) *Full Range Leadership Development: Manual for the Multifactor Leadership Questionnaire*. Palo Alto, CA: Mind Garden.

- Bellet, C., De Neve, J.-E. & Ward, G. (2023) 'Does employee happiness improve firm productivity?', *Journal of Economic Behavior & Organization*, 207, pp. 322–344. <https://doi.org/10.1016/j.jebo.2023.01.024>
- Bellet, C., De Neve, J.-E. & Ward, G. (2023) 'Does employee happiness have an impact on productivity?', *Management Science*, 70(3), pp. 1656–1679. <https://doi.org/10.1287/mnsc.2022.4574>
- Bhardwaj, R., & Singh, J. (2023). 'The impact of organizational culture on employee happiness: A study of the Indian retail sector'. *Journal of Retail and Consumer Services*, 70, 103138. <https://doi.org/10.1016/j.jretconser.2023.103138>
- Bhattacharya, D. (2024) 'Workplace well-being and job security in semi-formal retail industries of Northeast India', *Indian Journal of Social Science Review*, 29(2), pp. 88–103.
- Bhattacharya, S. (2024) 'Job insecurity, income inequality and employee well-being in Indian retail', *Indian Journal of Industrial Relations*, 59(3), pp. 512–530.
- Borah, R. (2022) 'Cultural identity and happiness among retail employees in Assam', *North-East India Journal of Social Sciences*, 8(1), pp. 67–82.
- Cameron, K.S., Dutton, J.E. & Quinn, R.E. (eds.) (2003) *Positive Organizational Scholarship: Foundations of a New Discipline*. San Francisco: Berrett-Koehler.
- Carmeli, A. (2003) 'The relationship between emotional intelligence and work attitudes, behavior and outcomes', *Journal of Managerial Psychology*, 18(8), pp. 788–813. <https://doi.org/10.1108/02683940310511881>
- Chanana, N. (2021) 'Employee engagement practices during COVID-19 lockdown', *Journal of Public Affairs*, 21(4), e2508. <https://doi.org/10.1002/pa.2508>
- Chopra, S. and Dhingra, M. (2018). 'Determinants of employee happiness in Indian IT sector'. *International Journal of Advanced Research in Management*, 9(1), pp. 1–12
- Cohen, J. (1992) 'A power primer', *Psychological Bulletin*, 112(1), pp. 155–159
- Creswell, J.W. & Creswell, J.D. (2018) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 5th edn. Thousand Oaks, CA: Sage Publications.
- Croft, A. (2018) *Work–Life Balance: The Essential Guide*. London: Kogan Page.
- Csikszentmihalyi, M. (1990) *Flow: The Psychology of Optimal Experience*. New York: Harper & Row.

- Deci, E.L. & Ryan, R.M. (2000) 'Self-determination theory and the facilitation of intrinsic motivation', *American Psychologist*, 55(1), pp. 68–78.
<https://doi.org/10.1037/0003-066X.55.1.68>
- Deci, E.L. and Ryan, R.M. (1985) *Intrinsic motivation and self-determination in human behavior*. New York: Plenum
- Deka, R. (2018) 'Growth of retailing in Assam: Opportunities and challenges', *International Journal of Research in Economics and Social Sciences*, 8(5), pp. 147–155.
- Dhiman, S., Roberts, G. & Crossman, J. (2025) 'Work–life interface and employee well-being in emerging markets', *Journal of Management & Organization*.
- Diener, E. (1984) 'Subjective well-being', *Psychological Bulletin*, 95(3), pp. 542–575.
- Diener, E., Lucas, R. E., & Oishi, S. (2002). 'Subjective Well-Being: The Science of Happiness and Life Satisfaction', In C. R. Snyder, & S. J. Lopez (Eds.), *Handbook of Positive Psychology* (pp. 63-73). Oxford Academic
<https://doi.org/10.1093/oso/9780195135336.003.0005>
- Diener, E., Suh, E.M., Lucas, R.E. and Smith, H.L., (1999). 'Subjective Well-Being: Three Decades of Progress.' *Psychological Bulletin*, 125(2), pp.276-302.
- Donaldson, S.I., Lee, J.Y. and Donaldson, S.I. (2019) 'Measuring well-being: A review of instruments and indices', in Diener, E., Oishi, S. and Tay, L. (eds.) *Handbook of well-being*. Salt Lake City, UT: DEF Publishers.
- Farmer, A. & Cotter, K. (2021) 'The evolution of India's fashion retail sector', *Journal of Fashion Marketing and Management*, 25(4), pp. 689–707.
<https://doi.org/10.1108/JFMM-04-2020-0068>
- Fisher, C.D. (2010) 'Happiness at work', *International Journal of Management Reviews*, 12(4), pp. 384–412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>
- Forgeard, M.J.C., Jayawickreme, E., Kern, M.L. and Seligman, M.E.P. (2011) 'Doing the right thing: Measuring well-being for public policy', *International Journal of Wellbeing*, 1(1), pp. 79–106.
- Fredrickson, B.L. (2001) 'The role of positive emotions in positive psychology', *American Psychologist*, 56(3), pp. 218–226. <https://doi.org/10.1037/0003-066X.56.3.218>

- Goel, S., Gautam, R. & Singh, A. (2021) 'Employee well-being and happiness at work', *Journal of Management Research and Analysis*, 8(2), pp. 45–52.
- Goleman, D. (1998) *Working with Emotional Intelligence*. New York: Bantam Books.
- Green, S.B. (1991) 'How many subjects does it take to do a regression analysis?', *Multivariate Behavioral Research*, 26(3), pp. 499–510.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2019) *Multivariate data analysis*. 8th edn. Andover: Cengage.
- Harter, J.K., Schmidt, F.L. & Keyes, C.L.M. (2002) 'Well-being in the workplace', in Keyes, C. & Haidt, J. (eds.) *Flourishing*. Washington DC: APA, pp. 205–224.
- Hazarika, M. & Sharma, P. (2023) 'Collectivism and well-being', *Journal of Cross-Cultural Psychology*, 54(2), pp. 156–175.
- Herzberg, F. (1966) *Work and the Nature of Man*. Cleveland, OH: World Publishing.
- Hofstede, G. (2011) 'Dimensionalizing cultures', *Online Readings in Psychology and Culture*, 2(1), pp. 1–26.
- Jiménez-Marina, A., Salas-Vallina, A. & Alegre, I. (2022). 'Do employees' happiness and job satisfaction generate customer satisfaction and loyalty? A study in the retail sector'. *Journal of Retailing and Consumer Services*, 67, 102983.
<https://doi.org/10.1016/j.jretconser.2022.102983>
- Kahn, W.A. (1990) 'Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*, 33(4), pp. 692–724.
- Kahneman, D., Diener, E. & Schwarz, N. (eds.) (1999) *Well-Being: The Foundations of Hedonic Psychology*. New York: Russell Sage Foundation.
- Kaur, H. & Khera, R. (2023) 'Digital adaptation and happiness in retail employees', *Journal of Work and Technology*, 9(4), pp. 233–250.
- Kern, M.L., Waters, L.E., Adler, A. & White, M.A. (2014) 'A multidimensional approach to measuring well-being', *Journal of Positive Psychology*, 10(3), pp. 262–271.
- Kesebir, P., & Diener, E. (2009). 'In pursuit of happiness: Empirical answers to philosophical questions', In E. Diener (Ed.), *The science of well-being: The collected works of Ed Diener* (pp. 59–74). Springer Science + Business Media.
https://doi.org/10.1007/978-90-481-2350-6_3

- Kothari, C.R. (2014) *Research Methodology: Methods and Techniques*. 3rd edn. New Delhi: New Age International.
- Kun, A. & Gadanez, P. (2017) 'Work-related well-being', *Journal of Human Resource Management*, 20(1), pp. 19–32.
- Kun, A. & Gadanez, P. (2022) 'Workplace happiness', *International Journal of Workplace Health Management*, 15(3), pp. 210–230. <https://doi.org/10.1108/IJWHM-07-2021-0120>
- Lok, P. & Crawford, J. (2004) 'The effect of organisational culture...', *Journal of Management Development*, 23(4), pp. 321–338. <https://doi.org/10.1108/02621710410529785>
- Lokman, M., Rahman, A. & Aziz, N. (2018) 'Work–life balance and happiness', *International Journal of Business and Society*, 19(3), pp. 569–586.
- Lyall, A. (2021) 'Age and happiness at work', *Journal of Occupational and Organizational Psychology*, 94(2), pp. 301–322.
- Lyubomirsky, S., King, L. & Diener, E. (2005) 'The benefits of frequent positive affect', *Psychological Bulletin*, 131(6), pp. 803–855. <https://doi.org/10.1037/0033-2909.131.6.803>
- Mayo, M., Seligman, M.E.P. & Pawelski, J.O. (2019) 'The happiness advantage in organisations', *Organizational Dynamics*, 48(4), pp. 100–112.
- Molnár, E., Nguyen, N., Kocsis, T. & Fekete-Farkas, M. (2024) 'Employee well-being and organisational support', *Sustainability*, 16(3), 1452. <https://doi.org/10.3390/su16031452>
- Nebrida, C. and Dullas, A. (2018) 'PERMA-based well-being among persons with disabilities', *Journal of Positive Psychology*, 13(5), pp. 455–466
- Nunnally, J.C. (1978) *Psychometric Theory*. 2nd edn. New York: McGraw-Hill.
- Nunnally, J.C. and Bernstein, I.H. (1994) *Psychometric theory*. 3rd edn. New York: McGraw-Hill
- Oswald, A.J. (1997) 'Happiness and economic performance', *The Economic Journal*, 107(445), pp. 1815–1831. <https://doi.org/10.1111/j.1468-0297.1997.tb00085.x>
- Oswald, A.J., Proto, E. & Sgroi, D. (2015) 'Happiness and productivity', *Journal of Labor Economics*, 33(4), pp. 789–822.

- Parfit, D. (1984) *Reasons and Persons*. Oxford: Oxford University Press.
- Rao, S. & Sinha, A. (2022) 'Digital transformation and employee well-being', *Journal of Information Technology Management*, 33(2), pp. 155–172.
- Rashid, T. and Seligman, M.E.P. (2018) *Positive psychotherapy: Clinician manual*. Oxford: Oxford University Press.
- Ryan, R.M. & Deci, E.L. (2000) 'Self-determination theory...', *American Psychologist*, 55(1), pp. 68–78.
- Ryff, C.D. & Keyes, C.L.M. (1995) 'The structure of psychological well-being', *Journal of Personality and Social Psychology*, 69(4), pp. 719–727.
- Saks, A.M. (2006) 'Antecedents and consequences of employee engagement', *Journal of Managerial Psychology*, 21(7), pp. 600–619.
<https://doi.org/10.1108/02683940610690169>
- Salas-Vallina, A. & Alegre, J. (2018) 'Unveiling the link between happiness and innovation', *Employee Relations*, 40(2), pp. 231–256.
- Salas-Vallina, A. & Alegre, J. (2021) 'Uncovering the relationship between leadership, meaningfulness, and happiness', *Leadership & Organization Development Journal*, 42(6), pp. 887–900. <https://doi.org/10.1108/LODJ-04-2020-0156>
- Santos, A. (2019) 'HR practices and employee happiness', *Human Resource Development International*, 22(4), pp. 415–434.
- Saxena, A. & Jain, R. (2012) 'Workplace collectivism and employee well-being in India', *Indian Journal of Industrial Relations*, 47(3), pp. 508–521.
- Seligman, M.E.P. (2011) *Flourish: A Visionary New Understanding of Happiness and Well-being*. New York: Free Press.
- Seligman, M.E.P. (2018) *PERMA and the Building Blocks of Well-Being*. Oxford: Oxford University Press.
- Sen, A. (1999) *Development as freedom*. Oxford: Oxford University Press
- Sheldon, K. M., Turban, D. B., Brown, K. G., King, C. & King, L. A. (2007). 'Applying a New Model of Career Assessment: The Self-Concordance Model'. *Journal of Career Assessment*, 20(3), pp. 322–337. <https://doi.org/10.1177/1069072711436160>

- Steger, M.F., Dik, B.J. & Duffy, R.D. (2012) 'Measuring meaningful work', *Journal of Career Assessment*, 20(3), pp. 322–337. <https://doi.org/10.1177/1069072711436160>
- Tsai, W.-C. (2001) 'Determinants and consequences of displayed positive emotions', *Journal of Management*, 27(4), pp. 497–512. <https://doi.org/10.1177/014920630102700406>
- Vada, S., Prentice, C. & Hsiao, A. (2019). 'The influence of digital retailing on customer experience'. *Journal of Retailing and Consumer Services*, 50, pp. 293–304. <https://doi.org/10.1016/j.jretconser.2019.05.013>
- Venkat Rao, K., Sharma, A. & Dey, S. (2017) 'Determinants of employee happiness in retail sector', *Journal of Business Research*, 70, pp. 312–323.
- Waterman, A. S. (2007). 'Doing well: The relationship of identity status to three conceptions of well-being'. *Identity: An International Journal of Theory and Research*, 7(4), 289–307.
- Wilczyński, A. & Kołoszyc, E. (2023) 'Applying the PERMA model in employee wellbeing', *e-mentor*, 2(99), pp. 39–46. <https://doi.org/10.15219/em99.1605>
- Wrzesniewski, A. & Dutton, J.E. (2001) 'Crafting a job', *Academy of Management Review*, 26(2), pp. 179–201. <https://doi.org/10.5465/amr.2001.437801>
- Yadav, R. & Tripathi, S. (2020) 'Gender differences in work-related well-being', *International Journal of Human Resource Studies*, 10(2), pp. 102–118.
- Zülch, G., Stock, P., & Schmidt, D. (2012). Analysis of the strain on employees in the retail sector considering work-life balance. *WORK: A Journal of Prevention, Assessment & Rehabilitation*, 41(S1), 2675-2682. <https://doi.org/10.3233/WOR-2012-0510-2675>