

## HAPPINESS MANAGEMENT MODEL TO IMPROVE PERFORMANCE IN ORGANIZATIONS

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### ABSTRACT

The university has experienced a decrease caused by dissatisfaction in the daily performance, in a situation of policies of scarce protection of the collaborators and without dialogue that aligns happiness as the main quality of human development and, therefore, of the organizations. The purpose of this research is to determine the correlation between happiness management and the performance of employees in the welfare area of the Universidad Nacional Pedro Ruíz Gallo; the sample of 40 employees assigned to the welfare area was selected as a census sample, and the results are theoretically justified since they will be an essential contribution to the administration. In addition to determining the relationship between the management of happiness and the performance of the collaborators, the relationship is analyzed between vision and strategic thinking, decision, quality orientation, coalition, process management, attitude and negotiation in the collaborators of the welfare area of the Universidad Nacional Pedro Ruiz Gallo. As a result, it was determined that there is a direct and significant relationship between the management of happiness and the performance of university welfare collaborators, which means that collaborators in happiness scenarios increase their performance.

**Keywords:** Happiness management, performance, quality orientation, process management, negotiation

## I. INTRODUCTION

Happiness is a longing of every human being, and can be understood as the primary goal of life; human beings have tried many ways to achieve it. Several studies have been carried out to understand the search for happiness, many of which have tried to find “combinations” of variables that can provide people with greater possibilities of happiness (Goulart et al., 2021); St. Augustine presented happiness as wisdom (Sánchez Manzano, 2022).

Everybody want to be happy; however, individuals are immersed in a scenario of stress caused by the pandemic, and the International Labor Organization has noted that working conditions are unfavorable for the regions due to the presence of the COVID-19 pandemic and its variants, generating much more complex situations in terms of reconstruction of the labor market to ensure some emotional stability based on protection, rights approach, caution of physical and psychological health, with equity in treatment according to gender, a situation that is replicated in the university (WHO 2022).

Factors related to the environment, internal and external environments in organizations, are constantly changing, posing new challenges for the growth and management of human capital (Omenazu, 2022). Nevertheless, the human factor is considered the most important asset of modern organizations and the main source of their competitive advantages. Therefore, strategies have been designed to make the best use of it, such as high-performance work systems (HPWS), which are practices aimed at attracting, selecting, managing and retaining human capital of the highest quality (Lepak et al., in González-Laskibar et al., 2022).

Human talent management is one of the most significant elements that favor the success of the various activities in an organization; by influencing labor motivation and organizational commitment with a focus on the development of employees' skills in line with the organization's work, making them more competitive (Barros-Bastidas & Turpo, 2020; Al-Ameedi, 2022). Motivating employees is a task, mainly in the human resources area; it is considered the most important resource in the organization, where the success or failure of the institution depends on its employees. In the past, human resources tasks were assigned to the top management, which covered the satisfaction of employees' needs and recruitment (Latif, 2022).

Vidya and Kothai (2022) mention that certain factors affect the effectiveness of performance management, including goal setting, management involvement, feedback and training, and show that the reward system significantly impacts effectiveness. These must be considered to obtain the expected result in an organization. Today, institutions with a high workplace spirituality outperform those without by 86%. Moreover, such companies spread faster, improve efficiency



(PRODAC), have a recreational sports training program have not been addressed, adding to the wealth of other non-compliances that resulted in the non-licensing of the University (SUNEDU, 2022).

In terms of work performance, it is observed that interpersonal relationships have been capitalized since the more enriching it is, the greater the institutional dynamism and increase in social capital. This scenario challenges the welfare area collaborators to build favorable conditions to perform in a naturally changing and demanding context, which requires the implementation of human resources systems that allow oxygenating and providing collaborators with a welcoming and hospitable environment that promotes solidarity and hope at work, which promotes the self-realization of collaborators, exchanging efficiency and productivity, a new way of understanding the framework of the definition of work performance associated with the happiness of the welfare area collaborators.

On the one hand, the university has experienced a decline caused by dissatisfaction in daily performance, policies of scarce protection of collaborators and without dialogue that aligns happiness as the main driver of human development and, therefore of organizations. However, on the other hand, the need to adapt new work strategies associated with the use of information and communication technologies to support their jobs which, although they have indeed developed new capabilities and other virtual ways of managing and working, also constitute an accelerator of inequalities and inequities in the access to jobs, bringing frustration, sadness, discouragement, depression, stress and leads us to take another look at work.

If this problem is not addressed on time, there will be devastating scenarios in mental health that directly affect the work performance of employees; thus, ordinary social interactions and work interactions could lead to acts of violence and incompatibilities, a situation that leads to asking the following question: What is the relationship between the management of happiness and the performance of employees in the welfare area of the UNPRG of Lambayeque?

This work is theoretically justified since it constitutes a significant contribution to the scientific knowledge regarding the administration of human resources management; the collaborator requires certain conditions that allow aligning his work with his purposes, only that will bring him happiness, which is a determining factor for the progression of the organization.

### ***Happiness and Performance Management in Organizations***

In recent years, happiness has attracted greater attention in academic literature and journalistic and political debates (Goulart et al., 2021). Although in the educational sphere, this influence has also been outstanding, the happiness of students is a major concern among teachers, parents and other

educational agents around the world. In this sense, the growing interest generated by positive education is one of the clearest symptoms and manifestations of this turn towards happiness in education (Díaz & González-Lamas, 2021).

There is no formal scientific definition of happiness at work because each entity has its organizational system, norms and values (Castro-Martínez & Díaz-Morilla, 2020). However, several authors have defined them; among them, Goulart et al. (2020) mention that happiness is a multidimensional and complex construct, mainly because it is a subjective indicator based on personal experiences. Therefore, it is challenging to confront data on happiness and its multidimensional measures among different cultures and populations (Goulart et al., 2021).

Llempén and Flores (2021) consider it a management tool that orchestrates four constituent elements: vision, attitude, decision and coalition, which significantly increases employee satisfaction with their actions at work and, therefore, greater motivation and alignment of their work performance with their project.

In addition, there is empirical evidence that student performance and engagement are influenced by positive personal aspects that encompass well-being, emotional intelligence, and happiness orientations (Durón-Ramos et al., 2022). Positive personal aspects can optimize student performance in academic activities. Happiness orientation is a construct that combines three pathways: pleasure, meaning, and engagement. This factor has been characterized as a predictor of student engagement in college students. However, the relationship between these two constructs needs to be analyzed in the COVID-19 era, where distance education is prevalent (Durón-Ramos et al., 2022).

Satisfaction, well-being and happiness in the work environment have been approached from different perspectives, such as economics, psychology, sociology of work, human resources and marketing, or the one that links the level of well-being at work with the overall health of workers (Castro-Martínez & Díaz-Morilla, 2020).

Several researches indicate that life satisfaction and happiness are constructs that, while related, are conceptually different, where the former is primarily a cognitive evaluation, while the latter is primarily an affective evaluation. (Palomo-Velez et al., 2020).

In this context, the management of well-being and happiness has become an area of interest at the corporate level. For example, a recent study developed in France (IFOP, 2020) indicates that 82% of the participants mentioned that the company is responsible for the happiness of its employees; moreover, 77% of the participants believe that the organizational exercise of companies should be

equivalent to that of real democracy, including employees in strategic decisions. (Castro-Martínez & Díaz-Morilla, 2020).

Likewise, internal communication favors the improvement of happiness and well-being through the promotion of organizational culture, commitment and loyalty of employees. The greater the organizational culture, the higher the level of happiness perceived by the employees of an institution (Álvarez-Nobell, in Castro-Martínez & Díaz-Morilla, 2020).

For Storch, regarding the notion of happiness and its relationship with wealth, he points out that wealth is not a necessary cause of happiness since one can conceive of great material happiness with very little wealth, and on the contrary, immense fortune coupled with the greatest misfortune (Cruz Hidalgo et al., 2020). Happiness must consist in the free exercise of capacities and possibilities, intellectual and moral, beyond physical needs (Cruz Hidalgo et al., 2020).

### Figure 1

*Relationship between Happiness Management and performance: How to mesh the vision of happiness and strategic thinking?*



Note: authors' elaboration

As shown in Figure 1, organizational identity, understood as the affection linked to the feeling of belonging to the organization, is closely linked to the knowledge of its purposes, to the extent that there is an alignment of a personal project with organizational development, the relationship between organizational energy is evident in the dynamism in the application of strategies that are

oriented to the fulfillment of the organizational mission, that is, having clearly established what they are dedicated to and the search for effectiveness.

These perceptions of the organization are related to policies, practices and rewards. The organizational climate depends on the perspectives, values and convictions that adhere to the work unit. Ghavifekr and Pillai in Rahmah et al. (2022) define organizational climate as a group of traits that can be measured from the internal work climate, the collective perception of workers, resulting from their interactions. Organizational climate is the perception of the elements of an organization with respect to the organization's internal environment on a regular basis, thus influencing the patterns of behavior, attitudes and feelings of the members of the organization.

Talent directionality is to identify the vocations and talents of employees in such a way that they are placed in the position of their choice and according to their vocation, professional technical training and above all aligned to their project, thus ensuring the knowledge and development of the job. For Al-Ameedi, (2022), talent development processes have an influential role in talented workers' organizational and marketing capabilities.

Synergy implies strength and directionality, where everyone is convinced that they have an important part in the contribution of the organizational dynamics; it goes beyond knowing the functions, and lies in the establishment of values and organizational principles that make the wills a dynamic whole.

The organization has established institutional goals and objectives, and it is worth asking how much the employees make these goals and objectives their own. Therefore, the employees must be involved in the planning of goals, creating a space for them as well; only in this way the sustainability of the fulfillment of goals is guaranteed, avoiding staff turnover, which causes so much delay in the organizations.

## **Figure 2**

*Relationship between Happiness Management and performance: How to combine the decision of happiness and quality orientation?*



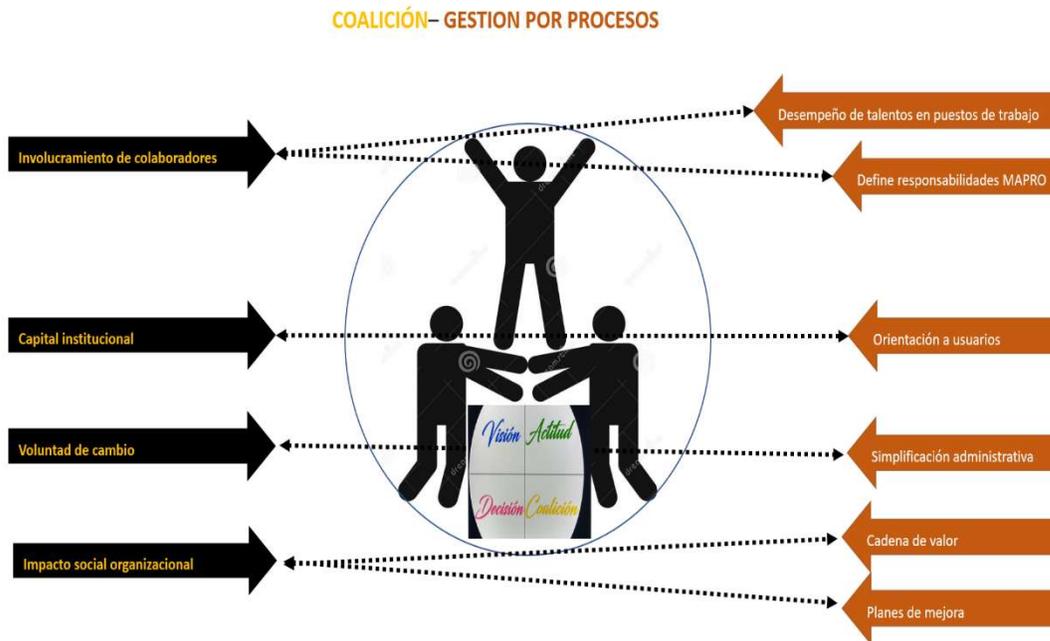
Note: Own elaboration

Addressing the needs of employees implies recognizing that they are heirs to rights and dignities; therefore, it is important to incorporate their decision in the value chain of the organization, meet their needs, promote career development, receive recognition, incentives and rewards; it is also essential to identify opportunities, the evaluation of opportunity cost comes from ongoing training. Moreover, for many individuals, work also contributes to the development of identity and because the evaluation of work can affect other spheres of life (Goulart et al., 2021).

Another important aspect is to turn the strategies organically so that the launching of a product is not only the responsibility of the marketing area but a responsibility shared by all areas, that is to say, to institutionalize solidarity responsibilities and collaborative work as a constant, for these the emergence of transformational leaders is essential to develop meaningful management based on values, integrity and above all dignity of the person as a priority attention.

### Figure 3

*Relationship between Happiness Management and performance: How to integrate the coalition of happiness and Process Management?*



Note: Own elaboration

Coalition is understood as the voluntary, systematic and sustained involvement of the collaborators in the activities of the organization; for these to be sustainable, it is necessary to define responsibilities in order to avoid wasting time; likewise, it is important to assign jobs according to talents and compatibilities; allowing to evaluate their performance with adaptations according to the nature of the position and will help to make timely decisions for the improvement of specialized services, and another way to ally with employees is to be empathetic and attend to their needs. For Al-Ameedi (2022), retaining talent helps to improve the organization's ability to compete in the markets.

Figure 4

*Relationship between Happiness Management and performance: How to engage the attitude of happiness and negotiation?*



Note: Own elaboration

It is very important to think about the future, build aspirations, to have a winning attitude for negotiation is essential for organizations for individuals; it is essential to think, dream and design your future; with passion, attitude, productivity and firmness.

### Methodology

This is a basic research based on analyzing the variables according to theories, approaches to happiness management and employee performance. The approach is quantitative. According to the level of inference, it is correlational with a cross-sectional design since it collects information only once and seeks to fill a knowledge gap by answering the question formulated in the problem statement: What is the relationship between happiness management and the performance of the collaborators of the welfare area of the UNPRG of Lambayeque?

The necessary steps were taken for the acceptance to participate in research by the Universidad Nacional Pedro Ruíz Gallo, the conceptualization of the first variable Management of Happiness and the second variable performance, for the measurement of the independent variable, which is the management of happiness, four dimensions, 20 indicators were investigated and for the second variable performance of employees in an organization consists of 5 dimensions, 35 indicators.

The population is made up of 40 collaborators from the welfare area of the Universidad Nacional Pedro Ruíz Gallo 2022. Those included in the sample were 40 collaborators who perform work activities in various areas of university welfare, having as distinctive features, the majority of age, being between men and women with a higher level of education that provide third party services mostly, those excluded are the other workers in the area of the academic vice rectorate of the UNPRG; therefore, it is understood that the sample of this research is census because all individuals participating in this research will be studied.

The instrument is a survey with 55 items, of which happiness management consists of 20 items and performance of 35 items, measured on a Likert scale, divided into four dimensions for the first variable and questions and the other questionnaire focused on the study of the organizational performance variable with 20 questions. These data collection instruments have as response options five statements determined through the Likert scale, being interpreted by Martinez (2018) as a “set of Items structured through affirmative statements to represent numerically the way to confront the behavior of the subject of study in five valuations” (P.98). Therefore, response statements such as Strongly agree (5) - Agree (4) - Neither agree nor disagree (3) - Disagree (2) - Strongly disagree (1) will be implemented.

The validation of the instruments was achieved through the judgment of experts who hold the degree of Doctor. Furthermore, the reliability was obtained through the application of the questionnaire to a small group of individuals (34 people) who correspond to the research group and perform activities in the welfare area of the UNPRG. Therefore, the program used was SPSS with the internal consistency method with a Cronbach's alpha coefficient of 0.831 for the first study variable and a Cronbach's alpha coefficient of 0.832 for the second variable; therefore, it is valid and applicable for pertinent purposes of the research.

## RESULTS

The information obtained from the instruments was transferred to the SPSS program database to obtain quantifiable information reflected in tables and figures. The instruments will be applied in an average time of 30 minutes without the researcher's intervention.

**Table 1**

*Correlation between Happiness Management and employee performance employees in the University Welfare area.*

		Happiness management	Welfare partners
Happiness management	Pearson correlation	1	,720**
	Sig. (bilateral)		,000
	N	40	40

\*\* . Correlation is significant at the 0.01 level (bilateral).

In Table 1, the Pearson correlation is 0.72, high and positive, so it is direct, and the bilateral sig. is 0.000, which is significant. So then, the hypothesis is correct, since the relationship that happiness management has for the performance of employees in the welfare area is direct and significant.

**Table 2**

*Correlation between the vision and the strategic thinking of the collaborators of the University Welfare area.*

		Vision	Strategic Thinking
Vision	Pearson correlation	1	,627**
	Sig. (bilateral)		,000
	N	40	40

\*\* . Correlation is significant at the 0.01 level (bilateral).

From Table 2, Pearson's correlation is 0.627, which is moderate and positive, and bilateral Sig. 0.000 less than 0.05 is significant. The relationship between vision and strategic thinking is moderately direct and significant.

**Table 3**

*Correlation between the decision and quality orientation of employees in the University Welfare area.*

		Decision	Quality Orientation
Decision	Pearson correlation	1	,504**
	Sig. (bilateral)		,001
	N	40	40

\*\* . Correlation is significant at the 0.01 level (bilateral).

From the results in Table 3, the Pearson correlation is 0.504, which means it is moderate and positive, and bilateral Sig. 0.001. Less than 0.05 is significant, so the relationship between decision and quality orientation is moderately direct and significant.

**Table 4**

*Correlation between coalition and management by processes of the collaborators of the University Welfare area.*

		Coalition	Process management
Coalition	Pearson correlation	1	,599**
	Sig. (bilateral)		,000
	N	40	40

\*\* . Correlation is significant at the 0.01 level (bilateral).

According to Table 4, the Pearson correlation is 0.599, moderate and positive, and bilateral Sig. 0.001. Less than 0.05 is significant, so the relationship between coalition and process management is moderately direct and significant.

**Table 5**

*Correlation between attitude and negotiation of university welfare employees.*

		Attitude	Negotiation
Attitude	Pearson correlation	1	,117
	Sig. (bilateral)		,473
	N	40	40

Table 5 the Pearson shows a correlation of 0.117, which is weak and positive, and bilateral Sig. 0.473 greater than 0.05, not significant, so the relationship between attitude and negotiation is weak, direct and not significant.

## DISCUSSION

This chapter discusses the findings found in the research, considering the theories, previous works and theories related to the topic. First, the relationship between happiness management and the performance of university welfare collaborators was established, and it was determined that the hypothesis is correct since the relationship between happiness management and the performance of welfare collaborators is direct and significant, where the Pearson correlation is 0.72, being high and positive, which means that collaborators in scenarios of happiness increase their performance. Likewise, Bassi et al. identified a moderating effect of the meaning of work on the relationship of happiness at work with life satisfaction, autonomy and environmental mastery (Negri et al., 2022).

Durón-Ramos et al. (2022) raised their studies where they evidenced statistical differences in both factors analyzed among the six American countries participating in the study, concluding that culture is a key factor that is related to the orientations to happiness and commitment of university students. Likewise, Castro-Martínez & Díaz-Morilla (2020) mention that most of the companies' representatives affirm that there is a relationship between the management of internal communication (IC) and the level of happiness, satisfaction and well-being that the payroll of a company can achieve. All the institutions examined develop actions to promote the well-being and happiness of their employees, such as internal communication tools, communication channels or events. These tasks are carried out by the communication or human resources department.

Martínez-León et al. (2018) mention that educational cooperatives can increase job satisfaction by providing training through a program adapted to the needs of teachers, implemented during their working hours, and does not require travel. This should complement rigorous and formalized hiring processes that ensure highly trained and motivated personnel. Likewise, Negri et al. (2022) mention that based on the interaction between job happiness and "meaning at work" found in this study, a complementary approach to promote job satisfaction could focus on making it meaningful.

The intervention could focus on strengthening those aspects that can give meaning to the work of professionals, such as those related to self-fulfillment, professional growth and autonomy, focused care, patient/client relationships and quality time.

González-Laskibar et al. (2022) mention that High Performance Work Systems (HPWS) practices affect employee satisfaction. Where they are applied, the percentage of academics satisfied with their work and the degree of general satisfaction increase. The factors that impact satisfaction most are academic freedom, management influence, recognition systems or career support services for academics.

## CONCLUSIONS

It was determined that there is a relationship between the management of happiness and the performance of university welfare collaborators, resulting in a Pearson correlation of 0.72, which is high and positive, and a bilateral sig. of 0.000, which is significant, meaning that collaborators in scenarios of happiness increase their performance.

The relationship between vision and strategic thinking in the collaborators of the University Welfare area was established, showing that the Pearson correlation of 0.627 is moderate and positive, and bilateral Sig. 0.000 less than 0.05, we see that the relationship between vision and strategic thinking is moderately direct and significant, which indicates that the vision of happiness immersed in the strategic planning system would bring favorable consequences in the prospective formulation of the organization.

The relationship between the decision and orientation to quality of the collaborators of the University Welfare area was established, showing a moderate and positive relationship, with a Pearson correlation of 0.504 and bilateral Sig. 0.001 less than 0.05. It is significant, so the relationship between decision and orientation to quality is moderately direct and significant, which implies that the orientation to quality starts unavoidably with the decision to change in management, visualizing improvements, implementing solidarity and collaborative work.

The relationship between coalition and management by processes of the collaborators of the University Welfare area was established, showing a moderate and positive relationship, with a Pearson correlation of 0.599 and bilateral Sig. 0.001 less than 0.05, it is significant. The relationship between coalition and management by processes is moderately direct and significant, which implies knowing that if the collaborators are in common agreement, they will establish synergic mechanisms to improve management based on quality processes.

For this dimension, the relationship is weak and positive and not significant. With a Pearson correlation of 0.117 and bilateral Sig. 0.473 greater than 0.05, the relationship between attitude and negotiation is weak, direct and not significant, a situation that leads to analysis for future research on the potential of the attitude dimension, assuming that this dimension will improve the ability to negotiate win-win employees.

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