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Developing A Real-Time Happiness Index Dashboard for Staff Happiness Monitoring

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Abstract: Happy employees influence an organization's performance, employee retention and engagement. Therefore, it is important for the organisation to evaluate, monitor and improve its employees' happiness level. However, traditional methods of assessing employee happiness fundamentally rely on performing periodic surveys, a procedure that delays feedback and prevents organizations from promptly addressing new workplace issues. This conceptual paper introduces UiTM7.0, a real-time employee happiness dashboard that can continuously monitor employees' emotional states and provide timely input and feedback so that management can make timely decisions. This paper also examines the relationship between employee happiness and performance, emphasizes the need to continuously monitor employee well-being and explores the advantages of using a real-time happiness dashboard. These advantages include the early detection of employee dissatisfaction, higher levels of engagement, data-driven decision-making, better support for remote and hybrid working arrangements, and a stronger organizational culture. This paper also considers the concerns associated with implementation, such as privacy issues, data accuracy, employee trust, system integration, and ethical issues. UiTM7.0 provides a practical solution for improving both employee well-being and organizational effectiveness through real-time monitoring and timely intervention strategies.

Keywords: *Employee happiness, employee performance, dashboard, monitoring*

1. Introduction and Background

Employee performance is critical to many organisations because it influences organisational competitiveness, employee happiness, and well-being. These are among the factors that influence organisational performance. Research has proven that employees who are happier and in a better state are more likely to be engaged, committed and high-performing, while those who are unhappy tend to be less productive and less committed to the organisation (Shi et al., 2024; Fang et al., 2025). Employee happiness is constantly linked to higher productivity, better employee retention, and improved organisational effectiveness.

Because of the importance of employee happiness, many organisations have introduced employee engagement surveys, well-being assessments, and sentiment analysis programmes to monitor and improve employees' emotional states. However, a significant problem concerning the timing of data collection, analysis, and reporting persists. Using conventional survey methods takes longer to gather the data, process it, and send the results, which creates delays when taking action and thus reduces the effectiveness of addressing employees' concerns (Lutchyn et al., 2015). Moreover, surveys are less effective at detecting short-term fluctuations, and the survey results may not match employees' current experiences.

Although many organizations can measure employee happiness, it is still unclear whether the measurements and the actions taken based on them are timely enough to cope with newly arising problems. This is because employees' emotions are dynamic and constantly changing, and so frequent assessments are not enough to capture their real emotional state at any one time. Research into emotional dynamics shows that emotional

states are temporary and vary depending on the situation and context (Gutentag et al., 2022).

The most recent technological advances show the advantages of real-time monitoring systems and dashboards in helping with organizational decision-making, which is why these real-time dashboards have become widely adopted in the areas of business intelligence, customer relationship management, and social listening. This is because they allow organizations to detect problems quickly and respond to them more effectively (Sultana, 2023). Yet relatively little research has been carried out into the real-time monitoring of employees' emotional states, even though it is well established that human capital should be seen as a strategic resource. As current studies have shown, continuous emotion-monitoring systems can give managers current information about the well-being of their staff and allow them to take proactive action to improve employee satisfaction and performance (Lutchyn et al., 2015; Kadoya et al., 2024).

In response to this, a real-time dashboard is proposed that monitors the emotional states of employees and provides management with pertinent results whenever they are needed. The real-time university happiness dashboard, UHI7.0, is proposed to get rid of the delays that occur with traditional methods of data collection and reporting—delays that generally cause the findings to become outdated and, as a result, prevent timely corrective actions. By providing management with current information on employees' well-being, UHI7.0 will help ensure that decisions are made in a timely manner and thus improve organizational performance. This conceptual paper examines the advantages, the challenges, and the technical features connected with the development of the dashboard to offer a clearer understanding of how it will be implemented and of its possible impact.

2. Literature Review

Employee Happiness and Organizational Outcomes

Employee happiness means the general level of satisfaction, engagement, and well-being that employees experience in their jobs and in the workplace; it includes emotional well-being, job satisfaction, meaningful work, supportive relationships, recognition, and a balance between work and personal life. In the field of organizational psychology and human resource management, employee happiness is increasingly being seen not just as a desirable outcome of a well-managed workplace but as a strategic asset. It has been consistently shown by research that employee happiness makes a significant contribution to both individual and organizational performance (Lyubomirsky et al., 2005; Fang et al., 2025).

Several studies have shown that employees who are happy are more productive, more committed, and more engaged, and at the same time have lower rates of absenteeism and turnover. They are also more likely to take an active part in teamwork, to provide better customer service and to show greater resilience when facing work-related challenges. A comprehensive review carried out by Lyubomirsky et al. (2005) found that the positive effects are linked to better work performance, stronger interpersonal relationships and improved problem-solving skills. Likewise, Oswald et al. (2015) provided experimental evidence that happier workers are about 12% more productive than their less-happy counterparts.

The latest evidence shows a positive link between happiness and productivity. A study conducted by the Saïd Business School at Oxford University found that happy employees are roughly 13% more productive, mainly because of their higher level of motivation, energy, concentration, and engagement at work. Employees who have a positive attitude toward their jobs tend to be proud of the work they do, and as a result make fewer mistakes, demonstrate better attention to detail, and show more creativity when dealing with work-related problems (Bellet et al., 2024).

Employee happiness also has a major impact on employee retention since content employees are less likely to quit their jobs or to take excessive sick leave, thereby reducing the costs involved in recruiting, onboarding, training, and absenteeism. Furthermore, happy employees contribute to a more positive workplace atmosphere, which then promotes effective communication, collaboration, and teamwork. As a result, the organisation achieves better overall performance and sees increased unity (Shi et al., 2024).

One of the key effects of happy employees is their influence on customer satisfaction. When employees are

satisfied and emotionally involved, they usually provide better service and create positive customer experiences, which in turn can result in greater customer loyalty, an enhanced image of the organization, and a stronger competitive position. Research has consistently demonstrated that organizations with employees who are highly engaged and satisfied achieve higher levels of customer satisfaction and better business results (Harter et al., 2002).

In the current dynamic work environment, employee happiness is linked to both their resilience and adaptability; employees who are able to maintain positive emotions cope more effectively with stress, uncertainty, and change within the organisation. This ability is especially important in knowledge-intensive and service-oriented sectors since innovation, adaptability, and continuous learning are necessary for success (Lyubomirsky et al., 2005).

Companies can increase employee happiness by introducing fair remuneration and reward schemes, offering employees chances for professional development and growth, adopting supportive leadership methods, promoting a positive workplace culture, providing work-life balance arrangements, and ensuring that there are open channels of communication. Yet, carrying out these measures may still not be enough. As employees' emotions are continually changing, businesses must constantly monitor their emotional states to identify any emerging problems and act quickly. Through real-time monitoring, managers can get current information about employees' well-being and then implement more effective interventions that address workplace issues before they have a detrimental effect on both employee happiness and organizational performance (Lutchyn et al., 2015).

UiTM Happiness Index

The university's senior management developed the UiTM Happiness Index (UHI) to assess staff happiness across six dimensions: positive emotions, engagement, relationships, meaning, achievement, and infrastructure. The university first introduced it in 2016, when it selected staff members to take part in nationwide Focus Group Discussions (FGDs). The university used comments from these FGDs to develop the research framework and the tool as a means of collecting data on staff happiness.

Since then, the university has gathered data every two years through both physical and online means from approximately 18,000 academic and non-academic staff members nationwide. The university then presented the results at its management meeting and shared them with relevant departments, faculties, and campuses nationwide. The aim is to use the findings to improve adverse working conditions in those respective departments, faculties, and campuses.

From the beginning, UHI has played a significant role in assessing staff happiness, improving working conditions, and encouraging positive emotions through various programmes and activities. It is featured in the university's strategic objectives, with the staff happiness index set at 80 percent. However, current achievements fall short of this target, likely because addressing staff concerns has taken time.

From Periodic Measurement to Continuous Monitoring of Employee Happiness

Monitoring the level of happiness of employees helps ensure that the workforce stays healthy, productive, and resilient. As the moods and attitudes of employees are likely to change over time, companies need up-to-date and accurate information regarding their employees' well-being if they are to deal effectively with new problems that arise in the workplace. By constantly keeping an eye on their employees, organisations can be aware of the emotional climate within their workforce and take preventive action to address any concerns before they have a detrimental effect on organisational performance (Lutchyn et al., 2015).

A major advantage of regularly monitoring employees' happiness is that it enables companies to pick up on any issues relating to employees' well-being at an early stage. By carrying out frequent evaluations, businesses can spot the early signs of dissatisfaction, stress, burnout, or disengagement before these problems turn into absenteeism, lower productivity, workplace conflicts, or staff turnover. As research has shown, employee well-being is closely linked to job performance and organizational commitment; organizations must act early to maintain an effective workforce (Shi et al., 2024). Once organizations have identified possible problems, they can then introduce specific interventions and support measures to prevent them from worsening.

Employee retention is the outcome of continuous monitoring. When employees perceive that management is aware of their views, concerns, and emotional well-being, they are more likely to feel greater commitment and loyalty toward the organisation. When the company provides regular feedback, it shows that it cares about its employees and is committed to improving their workplace experience. Due to this perception, employee engagement increases, and this in turn helps to reduce the high costs associated with employee turnover, recruitment, and training (Harter et al., 2002).

A major benefit of monitoring employee happiness is that it leads to improved performance and increased productivity. There is a significant connection between employee happiness and motivation, engagement, creativity, and work performance. Employees who have positive emotional states are better at concentrating, solving problems, and being more willing to go the extra mile by performing beyond their official job responsibilities. Past research has demonstrated that employees who are happier are more productive than those who are less satisfied (Oswald et al., 2015; Fang et al., 2025). If managers continuously monitor employee happiness, they can detect trends that show declining morale and then take timely corrective action to maintain high levels of engagement and performance.

Data from the monitoring of employee happiness can also be employed to support evidence-based decision-making. Instead of relying on guesses or on results from occasional surveys, leaders can use real-time or near-real-time data to spot emerging issues in the workplace and to assess the effectiveness of current policies and practices. The insights provided by the happiness data can help leaders make decisions about workload management, employee benefits, leadership development, workplace flexibility, organisational culture, and employee support programs. As a consequence, management interventions can become more focused, timely, and effective.

Continuous monitoring is especially useful when changes occur, such as during an organizational realignment, in the case of technological changes, when there is a change in leadership, or when moving to remote and hybrid working arrangements. Organizational change usually makes employees feel uncertain and anxious; it has a serious effect on their morale and productivity. By monitoring employees' levels of happiness during these times, organisations can identify any problems and provide the kind of support that is required. Using this proactive strategy can minimise resistance to change, improve employee trust, and increase the chances of successfully carrying out organisational initiatives.

Moreover, continuous monitoring helps develop a positive organisational culture. By regularly assessing employee well-being and gathering employee feedback, organisations can build a culture characterized by openness, transparency and mutual trust. Employees will be more willing to share their problems and provide useful feedback if they believe that management genuinely cares about their well-being; such an environment encourages psychological safety, promotes collaboration, and leads to stronger relationships between employees and management.

The approach that an organisation uses to monitor employee happiness has an effect on employer branding and on the organization’s image; happy employees are likely to become ambassadors for the organisation and create a positive image both inside and outside the workplace. Those organisations that truly care about the well-being of their employees are more likely to be perceived as attractive places to work, which in turn helps them attract and retain highly qualified staff. In addition, a good employee experience usually leads to a better customer experience, resulting in higher customer satisfaction, loyalty, and long-term business performance (Harter et al., 2002).

Continuous monitoring can also support employee mental health and well-being. Employees who work in customer-facing roles or those in high-demand positions often encounter stressors that are detrimental to their emotional well-being. If regular monitoring is performed, the root causes of workplace stress can be identified, and human resources departments can create tailored wellness programmes, counseling services, stress-management measures, and other types of interventions to address the specific employee requirements. By taking these proactive measures, organisations can establish healthier working environments and promote long-term sustainability.

To enjoy these advantages, organisations should establish systematic ways of continuously monitoring employee happiness and well-being. Through today's achievements in digital technologies, analytics platforms, and real-time dashboards, organisations are able to collect, analyze, and display employee sentiment data more efficiently than could be done using conventional surveys. Using these technologies, organisations can enhance employee well-being, strengthen their organisational culture, improve performance, and enjoy a sustainable competitive advantage.

3. Proposed Real-Time UHI Dashboard

Conceptual Transition

The real-time UHI dashboard that has been proposed is an extension of the existing UHI measurement process. The basic logic is presented below.

The current UHI dimensions allow data to be collected more frequently, after which it is processed and analyzed, presented on dashboards, interpreted by management, action is taken, and then monitoring takes place. The six UHI dimensions form the basis for the exercise; the indicators in question could be measured using short questionnaires sent out through a web or mobile interface, and where appropriate, open-ended comments should be included in order to provide extra context.

The data could be brought together and presented on a dashboard, which would show the current levels, the changes over time, and the differences between various organisational units. The dashboard could likewise include relevant organisational information from the existing systems, provided that it complies with the data governance and privacy requirements. The process must not include the constant supervision of individual employees; rather, its primary objective should be to identify patterns at the right level of aggregation and to provide management information that enables the organization to be improved.

Potential Dashboard Functions

A dashboard might provide various kinds of information in real time or almost real time. It could be used to illustrate the current overall level of happiness across the six UHI dimensions, and at the same time it could show trends over time, allowing management to decide whether an indicator is improving, worsening, or staying the same.

The dashboard could provide organisational-level comparisons—for instance, those between faculties, campuses, or departments—as long as the number of responses is enough to guarantee confidentiality. Such information would aid in spotting areas that require further investigation without revealing any details about individual employees.

The system must produce alerts each time it identifies certain predefined changes or thresholds. Yet, the fact that an alert has been issued should not be taken as evidence of a workplace problem; it should indicate that further investigation might be needed. Qualitative comments could also be included in order to provide context for the quantitative results, since a numerical score by itself is not enough to explain why employees report a particular experience.

Feedback-to-Action Cycle

The proposed dashboard should be designed around a feedback-to-action cycle. Below is the flow of the processes involved in designing the dashboard. It starts with data collection, analysis, data visualization, management review, intervention, and ends with follow-up measurement.

The cycle addresses a limitation of conventional survey systems in that these systems do not provide a clear method for obtaining an organisational response. The dashboard is therefore capable not only of displaying information but also of aiding management. When a potential problem is identified, the concerned organizational unit could look into the underlying causes and decide on an appropriate response; management could then use the information from the dashboard to determine whether the situation has changed.

The quality of the system would then be determined by the quality of the organization's response; if

management does not have the necessary processes, resources, and authority to deal with the concerns that have been identified, more frequent data collection would be of little value.

4. Benefits of a Real-Time Employee Happiness Dashboard

A real-time employee happiness dashboard offers a number of advantages to any company that wants to improve its employees' well-being, engagement, productivity, and retention. Unlike traditional employee satisfaction surveys that are conducted at certain intervals, a real-time dashboard enables managers to obtain continuous insights into employee sentiment and thus allows organizations to identify emerging problems and promptly take action. If employee feedback is turned into practical insights, organisations are then able to create a more responsive and supportive working environment while at the same time enhancing their overall performance.

The main benefit of establishing a real-time employee happiness dashboard is that it offers specific insights for each department. Managers can use the dashboard to segment data according to department, division, location, job category, or work team to detect trends and problems within certain employee groups. This capability permits companies to move beyond relying just on general company averages and instead concentrate on local issues that need immediate action. For instance, management can identify departments that are under high pressure, experiencing low morale, or having low engagement, and then introduce targeted interventions before these problems start to adversely affect the entire organization’s performance. This kind of focused oversight allows resources to be allocated in a more effective manner, and more individualized support can be given to different employee groups.

Another advantage is the presence of a continuous feedback loop. Unlike traditional employee surveys, which are usually conducted once a year or every six months and result in delayed feedback and a slower response from the organization, a real-time dashboard offers continuous employee sentiment data and promotes more agile human resource management. Through continuous monitoring, leaders can consistently evaluate the effectiveness of workplace policies, employee support programs, and organisational initiatives, act promptly to make corrections, and thereby promote continuous improvement and greater employee satisfaction (Lutchyn et al., 2015).

A real-time employee happiness dashboard also fosters a sense of accountability at all levels of the organisation. Because leaders are provided with regular updates regarding employee sentiment, engagement, and well-being indicators, they are more responsible for their teams’ workplace experiences. Using the information from the dashboard, leaders can alter their leadership style, improve their communication, address employee concerns, and strengthen the relationships between team members. Greater transparency demonstrates that employee well-being is a responsibility shared by the entire organisation and not something that should be the exclusive concern of the human resources department.

The dashboard is especially beneficial for facilitating remote and hybrid work arrangements. As organisations move toward more flexible working patterns, it has become more difficult to keep employees engaged and to support their well-being when face-to-face interaction deteriorates. Remote workers can feel isolated, create a weaker sense of affiliation with the organisation, and have limited access to support services. Organizations can monitor employee well-being in real time using an employee happiness dashboard, through which remote and hybrid workers can remain visible and be included in well-being programs. This ensures that employees are managed properly and leads to stronger relationships between employees and the organisation. According to Social Exchange Theory, employees will show greater commitment, engagement, and performance when they feel that the organisation is supporting them.

A further significant advantage is that the dashboard can illustrate how employee happiness relates to organisational performance. At present, dashboard systems are often capable of bringing together productivity figures, attendance records, customer satisfaction data, and other key performance indicators. By combining these various elements, organisations can make use of real data to examine the connection between employee well-being and the organisation's outcomes. Earlier research has demonstrated that employee happiness is positively linked to productivity, job performance, and organisational effectiveness (Oswald et al., 2015; Fang

et al., 2025). When these relationships are shown in real time, managers are able to gain a better understanding of the return on investment from their employee well-being initiatives and thus have a stronger basis for continuing to invest in employee development, wellness programs, and improvements to the workplace.

A real-time employee happiness dashboard improves strategic decision-making by giving managers evidence-based insights into how the workforce is operating. Instead of relying entirely on guesses or earlier survey results, leaders are able to obtain up-to-date information about employee sentiment and working conditions. They can therefore make better decisions about the distribution of workloads, organisational policies, leadership practices, employee recognition schemes, and the measures taken to enhance workplace culture. It can therefore be concluded that the organization's interventions become more proactive, focused, and effective.

The dashboard can also foster a positive organisational culture because when employees' opinions and well-being are constantly monitored, it proves that the organization takes them seriously. When employees see that their feedback is being collected, analyzed, and acted on, they are more likely to trust management and to play an active role in improving the organisation. This will promote transparency, enhance psychological safety, and create a culture rooted in continuous improvement and mutual respect.

A dashboard that presents information about employee happiness in real time promotes better organisational resilience and sustainability. When it continuously monitors employees' well-being, organisations can identify early symptoms of stress, burnout, disengagement, and turnover. Once these risks have been identified early, steps can be taken promptly to keep the workforce stable, retain institutional knowledge, and sustain long-term performance. Nowadays, in this constantly changing business environment, these capabilities provide organisations with a valuable strategic competitive advantage.

To recap, a real-time employee happiness dashboard is a powerful management tool that enables the continuous monitoring of employees' well-being, aids decision-making based on data, fosters organisational accountability, boosts employee engagement, and results in improved organisational performance. Once organisations have real-time insights into employee sentiment, they can establish healthier workplaces, improve employee experience, and ensure a sustainable competitive advantage.

Challenges in Implementing a Real-Time Employee Happiness Dashboard

Although a real-time employee happiness dashboard provides many benefits for both employees' well-being and organisational performance, there are still some challenges to be addressed when implementing it. To ensure employee acceptance and to obtain real results, organisations must address a number of technical, organisational, ethical, and behavioral problems. If these challenges are not addressed, employee trust could be ruined, participation might decrease, and the system's effectiveness would eventually be restricted.

It is hard to keep data private and maintain data confidentiality. Because employee happiness dashboards generally collect sensitive data about employees' emotions, attitudes, and experiences in the workplace, employees may find the monitoring intrusive and might worry that the responses they provide could be used to evaluate their performance, influence decisions on promotions, or lead to adverse outcomes. These perceptions can result in discomfort, anxiety, and a lack of trust in management. Moreover, the mishandling of sensitive employee data can also cause the organisation to face legal difficulties and ethical problems, which harm its reputation. Research into workplace emotion-monitoring technologies recommends the need for transparency, clearly defined governance policies, and effective communication in order to address employees' concerns about privacy and surveillance (Piispanen & Rousi, 2024).

Privacy has a strong relationship with the authenticity of the responses. If employees fear that their identities might be disclosed or that management might use their personal information, they might give answers that are socially acceptable instead of giving their genuine opinions. This kind of response bias can seriously and adversely affect both the reliability and validity of the data on the dashboard, leading to incorrect conclusions and ineffective interventions. To encourage honest participation, organisations are required to establish procedures that promote anonymity, confidentiality, and psychological safety, and employees should be informed that the aim of the dashboard is to improve workplace well-being, not to find fault in individual performance.

Another concern is opposition to change and reluctance to accept new technology; both managers and employees might resist accepting new monitoring systems, particularly when they view them as leading to micromanagement or as tools of organisational control. Employees could worry about losing their independence, while managers might be afraid of greater accountability or of having to take on more responsibilities due to the monitoring of employee sentiment. To address this resistance, effective change management techniques should include inviting stakeholders to participate, providing training programmes, running communication campaigns, and getting leadership support. Trust should be established and acceptance promoted by clearly explaining the purpose, benefits, and intended use of the dashboard.

It is difficult to get the new employee happiness dashboard to fit with the organization's current systems. As most organizations use a number of digital platforms—such as Human Resource Information Systems (HRIS), performance management systems, communication tools, and employee engagement software—linking a real-time employee happiness dashboard to these can be a challenge due to compatibility problems, concerns regarding data ownership, security requirements, and limitations in resources. In most cases, successful integration requires a great amount of investment in technology infrastructure, software development, and ongoing technical support. Smaller organizations may face additional difficulties due to tight budgets, a lack of technical knowledge, or an absence of sufficient IT resources.

Another important challenge is the availability of financial and organisational support. The numerous steps involved in developing, operating, and maintaining a real-time dashboard involve costs related to software development, system integration, employee training, cybersecurity measures, and change management programs. Organisations that do not have adequate resources may find it difficult to keep the system going over time. Due to this, management should carefully weigh the expected benefits against the return on investment before proceeding with the implementation.

Another challenge occurs when businesses gather employee feedback but fail to take any obvious actions as a result of the insights obtained. Employees are more likely to provide their feedback if they notice that management is addressing their problems and making real improvements. Conversely, if an organisation consistently gathers feedback without taking any action on it, employees may become disengaged and start to lose confidence in the system. For a real-time employee happiness dashboard to operate successfully in the long run, organisations must establish an effective feedback-to-action cycle that allows employee concerns to be identified, communicated, and addressed. All research into employee engagement stresses the need for responsiveness and organisational support to maintain trust and participation.

Interpreting emotional data remains very challenging because human emotions are complex, subjective, and affected by personal, social, and organisational variables that make emotional reactions vary from person to person and from one culture to another, as well as depending on the work environment. It follows that simple interpretations of emotional data could result in incorrect conclusions, inappropriate interventions, or excessive reactions from a managerial standpoint. Organisations must therefore treat emotional data within the proper contextual framework and, if needed, support it with professional expertise.

Another concern is overreliance on quantitative indicators. Most employee happiness dashboards show employees' emotional states as numerical scores, sentiment ratings, or visual symbols such as emojis and color-coded figures. These indicators do provide a quick summary and tend to oversimplify the complex experiences of employees and are unable to pinpoint the reasons for their dissatisfaction or stress. In order to get clearer insight into employee well-being, organizations should combine quantitative measures with qualitative approaches, including open-ended comments, interviews, focus groups, and employee discussions. The combination of both quantitative and qualitative data provides more thorough insights and enables more informed decision-making.

Further operational difficulty consists in ensuring that the data is not only high in quality but also current. Since the effectiveness of a real-time dashboard depends on continuous employee involvement and on the timely updating of the data, the dashboard may go out of date and stop showing what is actually happening in the workplace if employee participation drops or if they stop providing regular feedback. Organizations therefore need to keep employees engaged by employing well-designed methods of participation, for instance by offering

user-friendly interfaces, sending out regular reminders, giving meaningful feedback, and making sure that employees' concerns are clearly taken into account. It is essential to maintain this degree of engagement if the data shown on the dashboard is to remain accurate, relevant, and actionable.

Lastly, organizations must carefully consider the ethical issues at every stage of implementation; they should strike a suitable balance between paying attention to the well-being of their employees and respecting their autonomy, dignity, and privacy. The dashboard has to be presented as a supportive tool for improving the employee experience and not as a device for surveillance. It is possible to help ensure a responsible and sustainable implementation by establishing clear ethical guidelines, adopting transparent data governance policies, and involving the employees in the design of the system.

To recap, even though real-time employee happiness dashboards offer good chances of improving both employee well-being and organisational performance, their introduction involves a number of challenges related to privacy, trust, data quality, technology integration, the use of organisational resources, employee participation, and ethical governance. To ensure long-term success, acceptance, and effectiveness, organisations must actively address these challenges. Organisations that are able to overcome these challenges are more likely to secure the full benefits of real-time employee well-being monitoring and to create a more engaged, productive, and resilient workforce.

5. Conclusion

It is evident that happy employees have an effect on organisational performance, employee engagement, productivity, retention, and overall well-being in the workplace. Many studies have discovered that employees who are happier tend to be more motivated, committed, resilient, and productive, which in turn results in better organisational outcomes. Organisations should therefore understand the significance of employee happiness and develop effective methods for continuously monitoring and managing it.

Standard methods for measuring employee satisfaction, such as those that depend on annual or periodic surveys, usually do not provide timely information about employees' changing emotional states because emotions are dynamic and are influenced by many workplace factors; therefore, delayed feedback is unable to recognise problems as they are emerging before they develop into more serious organisational issues. Because of this, employee happiness dashboards that offer real-time data are a promising solution since they enable continuous monitoring, timely feedback, and decisions based on data.

The suggested happiness dashboard shows how technology can allow managers to obtain a comprehensive view of their employees' well-being. It can detect dissatisfaction at an early stage, enabling specific interventions and aiding in the development of a culture characterized by openness and responsiveness, thereby improving both the employee experience and organisational effectiveness. The problem is that, in order to get the system working successfully organizations have to carefully take into account questions concerning privacy, data security, employee trust, system integration, the interpretation of the data, and the need to maintain ongoing participation.

To conclude, a real-time employee happiness dashboard is successful not only because of the technology involved but also because the organisation is committed to acting on the insights it offers. As long as the organisation maintains open lines of communication, treats the data ethically, and has responsive leadership, the dashboard can serve as a valuable strategic resource for producing a happier, healthier, and more productive workforce and, at the same time, contribute to the organisation's long-term sustainability and success.

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