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Research Article

Happiness Management in Micro, Small and Medium Sized Food and Beverage Enterprises (SMFBEs): Menteşe/Muğla Case

Özer ŞAHİN

Muğla Sıtkı Koçman University
Tourism Faculty

Department of Food and Beverage Management
Mugla, Turkey

orcid.org/0000-0002-7497-564X

ozersahin@hotmail.com

Abstract

Happiness management is a common practice in large and very large-sized enterprises according to literature. The present study aimed to investigate and raise awareness about happiness management practices in food and drink enterprises, which have an important place among micro, small, and medium-sized enterprises (SMEs). The study is a qualitative study based on both primary and secondary sources. After a review of the related literature, interview method was used to obtain data from primary sources and face-to-face interviews were conducted with 10 managers; the interviews lasted between 35 and 90 minutes. During the interviews, audio recordings and written notes were made. As a result of the study, it was found out that managers have a positive attitude towards making themselves, their close ones, friends, employees, and customers happy. It was also found out that some of the enterprises organized social activities and gave financial aid and aid in kind. The most important finding of the study is that the happiness level of the employees was found to be the lowest of all, while that of the customers was found to be the highest. In the present study, it was proposed that SMFBEs should increase the number of happiness management practices, and that emotional states of individuals should be given importance to, and recommendations were made.

Keywords: Happiness Management, SMEs, SMFBEs, Menteşe/Muğla

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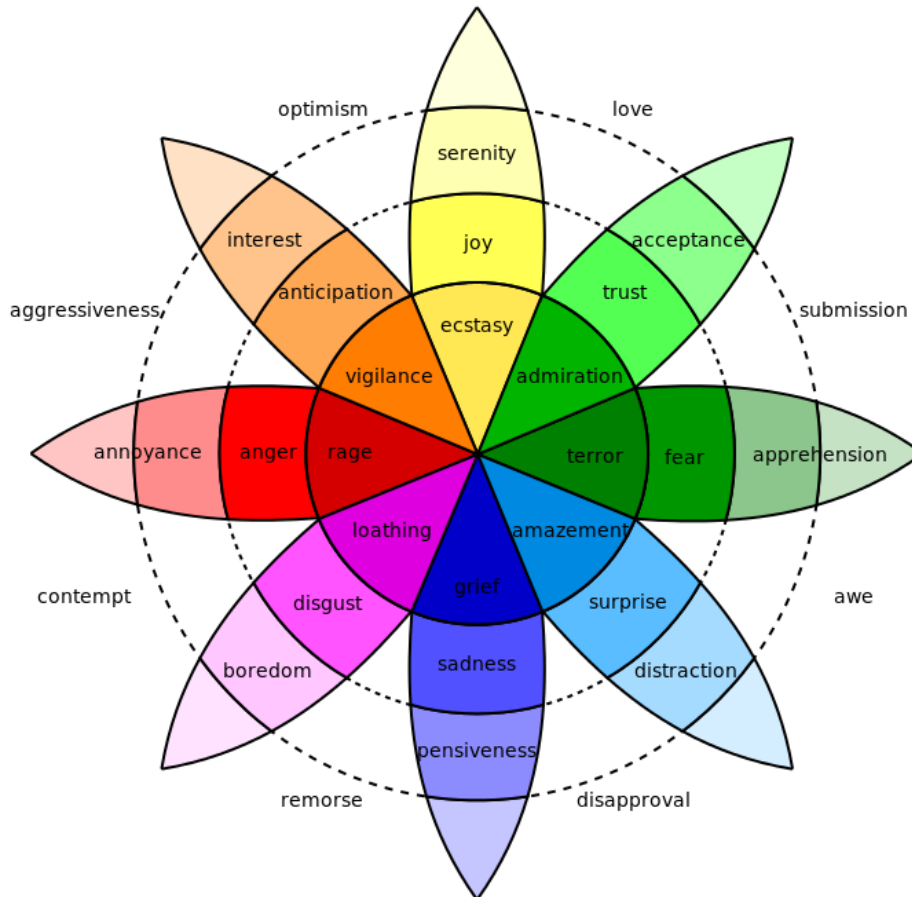
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1. Introduction

For thousands of years, many philosophers and psychiatrists, from Aristotle to Alfred Adler, have tried to find out how many different emotions there are. A good majority of scientists seem to agree that the number of emotions we have is between four and ten. *The Wheel of Emotions*, designed by psychologist Plutchik is quite remarkable; the primary colors symbolize eight primary emotions, and surrounding them are the various cycles representing other types of emotions (Conley, 2013, pp. 28, 32).

In recent years, in business world there has been an apparently increasing interest in the concept of happiness, which is one of the primary emotions. Several successful enterprises in the world stand as examples of how businesses can be reorganized in order to sustain happiness while increasing profits at the same time (Conley, 2017, p. 19).

Table 1. Plutchik’s Wheel of Emotions



Source: (Taken From Plutchik, 2001, p. 349. The Scientific Research Honor Society).

200 years ago, Thomas Jefferson mentioned the pursuit of happiness in the Declaration of Independence. Rabbi Hyman Schachtel, in 1954, published his book, *Real Enjoyment of Living* (Conley, 2010). Warner Wilson wrote the first PhD dissertation ever on happiness and subjective well-being in 1960 and it was proposed in his dissertation that the most advantageous people are the happiest people (Akduman and Yüksekbilgili, 2015, p. 15). In 1972, the king of Bhutan on one of his visits abroad, after his ascension to the throne at the age of 17, declared, “Gross National Happiness is more important than Gross Domestic Product” (Conley, 2010). Bhutan, in this regard, has set an example for other countries. By 2010, the number of countries promoting research and implementations to increase happiness levels of their citizens had reached 40 (Conley, 2010). The United Nations (UN) first started publishing the World Happiness report, a global survey of happiness levels, in 2012 (Helliwell, Layard, and Sachs, 2016, p. 3). According to World Happiness Report 2018, which comprises 156 countries between 2015-2017, Finland is the world’s happiest country, whereas Burundi is the world’s unhappiest country. As for Turkey, it ranked as the 74th in the 2018 report, while it ranked as the 78th in the previous report (Helliwell, Layard, and Sachs, 2018, pp. 20-23). Today, various happiness, subjective well-being, and life satisfaction scales intended to estimate individual and public happiness levels are used. These scales are as follows: Oxford Happiness Inventory, Cantril Ladder, The General Health Questionnaire (GHQ), World Values Survey (WVS), Satisfaction With Life Scale (SWLS), Eurobarometer Survey, General Social Survey, British Household Panel Survey, TUIK, Life Satisfaction Survey, German Socio Economic Panel Study (GSOEP), Russian Longitudinal Monitoring Survey, Swiss Household Panel, International Social Survey Programme, Gallup World Poll, Latinobarometer, European Social Survey, and European Values Survey (Gül, 2017, p. 29-32). Governments, corporations, consulting institutions, and scientists continue to improve their works and implementations according to the data obtained from those scales and surveys.

“In the literature, the term ‘happiness’ is sometimes used synonymously with subjective well-being. Most authors, however, avoid the use of the term ‘happiness’ because of its varied popular meanings. For example, happiness may refer to the global experience of well-being, to the current feeling of joy, or to the experience of much positive affect over time. In contrast, the terms used in this field now possess more specific meanings. Subjective well-being refers to the global experience of positive reactions to one’s life and includes all of the lower-order components such as life satisfaction and hedonic level. Life satisfaction refers to a conscious global judgment of one’s life. Hedonic level or balance refers to the pleasantness minus unpleasantness of one’s emotional life” (Diener, 2009, p. 29). In the field of psychology, life satisfaction and happiness are taken as separate concepts; however, in the economics literature the two concepts are used interchangeably (Gül, 2017, p. 42).

Veenhoven (2000, p. 4) states that the concepts of ‘happiness’, ‘life quality’, and ‘well-being’ represent different meanings but sometimes they are used as umbrella

terms to refer to all three states, and at other times they are used to express contentment. He classifies these concepts as ‘inner’ and ‘outer’ qualities, and as ‘chances’ and ‘results’; inner qualities are ‘life ability of the individual’ and ‘appreciation of life’, and outer qualities are ‘livability of the environment’ and ‘external utility of life’.

Happiness is a state of feeling that should be managed. It has become a necessity that happiness should be managed in order for it to occur and to be sustained (Göktaş, 2016, p. 560). Today’s world order has brought along issues such as that people of different generations have to work together, it is much harder to manage new generations, and it is easier to access information while it is more difficult to achieve success. Thus, happiness management, which is one of the innovative implementations in the business world, continues to be relevant and important. Businesses and big corporations are making great efforts to make a difference and to rank among the best organizations by hiring happiness managers. Micro, small, and medium-sized (SMEs) enterprises should also give priority to similar practices. Effective happiness management practices might be easier and more sustainable in SMEs. Also, it might be easier for small-sized enterprises to establish fair working hours and payment systems, employee-friendly workplaces where everybody respects and supports each other, and a family environment in the workplace.

The present study is the first study in Turkey which focuses on happiness management in SMEs level food and drink enterprises. Within this framework, firstly the concepts of happiness at work, and happiness and management were discussed and a review of literature on Happiness Management in Micro, Small, and Medium-sized Food and Drink enterprises (SMFBEs) was conducted. Secondly, the research design of the study was presented, which was followed by a presentation and discussion of research findings. Finally, the results of the study were summarized, and recommendations were made. All in all, the present study proposes that it is possible that businesses which implement happiness management effectively will be more successful in terms of achieving their goals such as growth, profit increase, survival, and so on.

2. Happiness at Work

New applications of happiness at work such as positive experience and forms of happiness have emerged within the last twenty years. The common issues regarding happiness at work are positive attitudes and positive feelings, moods, emotions, and functions. Happiness at work can be considered in three levels based on organizational research on happiness: transient level, person level, and unit level (Table 1) (Fisher, 2010, p. 385).

Table 1. Happiness-Related Constructs in The Workplace

Transient Level	Person Level	Unit Level
State job satisfaction	Job satisfaction	Morale/collective job satisfaction
Momentary affect	Dispositional affect	Group affective tone
Flow state	Affective organizational commitment	Group mood
Momentary mood at work	Job involvement	Unit-level engagement
State engagement	Typical mood at work	Group task satisfaction
Task enjoyment	Engagement	
Emotion at work	Thriving	
State intrinsic motivation	Vigor	
	Flourishing	
	Affective well-being at work	

Source: (Fisher, 2010, p. 385).

Happiness at work has recently been receiving more attention because it is an important issue for more and more people all over the world who are looking for ways to get more satisfaction out of their jobs; for people trying to choose a career, new graduates looking for a job, those who are already employed, and those working in small or big enterprises (Nazlı, 2015, p. 2). Having happy employees is a critical factor in ensuring qualified employees; however, this fact is most of the time overlooked by many employers. Happiness at work comes with many benefits; the most important of all is that happy employees earn 30% more money than other employees (Diener and Biswas-Diener, 2008, p. 73). Also, happiness at work leads to being more creative. Happy employees come up with better and new ideas about goods and services according to changing conditions; they, in the meantime, propose new procedures that would create new opportunities for themselves; they are more creative, more committed to work, and it becomes easier for them to handle hardships at work and they are more willing to be part of the organization, which all together makes them more effective for the businesses in achieving their goals (Diener and Biswas-Diener, 2008, pp. 74, 75). Gallup company conducts research with its 1.4 million employees and 50 thousand teams. The results of their research have shown that the commitment of employees has a critical importance. Another important finding is that enterprises in which there is a high level of job commitment perform way better than other enterprises. In a happy work environment absence decreases by 36%, employee turnover by 24%, and quality problems by 41%, while customer satisfaction increases by 10%, productivity by 21%, and profitability by 22% (Mergen, 2017). Several studies have shown that happy individuals are successful not only regarding their work performance, but also regarding other areas of their lives such as marriage, friendship, and health (Lyubomirsky, King, Diener, 2005, p. 803).

Several studies have been conducted worldwide on happiness-related concepts such as subjective well-being, life satisfaction, happiness at work, etc. Some of the

studies in the literature are as follows: happiness management-CHO ‘Chief Happiness Officer’ (Guojuan, Shuling, and Junli, 2010; Bhatnagar, Singhi, and Gupta, 2012; Aygül, 2013, p. 18; Dünder, 2013; Akduman and Yüksekbilgili, 2015; Göktaş, 2016; Kamel, Martins, Pessanha, and Andrade, 2017), subjective well-being (Diener and Biswas-Diener, 2008; Diener, 2009; Cihangir Çankaya, 2008), life satisfaction (Sop, 2014; Beşel, Yardımcıoğlu, and Gürdal, 2015; Sapmaz and Doğan, 2017), happiness at work (Fisher, 2010; Sloan, 2012; Sharifzadeh and Almaraz, 2014; Nazlı, 2015; Karasakaloğlu, 2016; Alparslan, 2016; Keeman, Näswall, Malinen, and Kuntz, 2017), happiness economics (Şeker, 2009; Gül, 2017), the relationship between happiness and stress (Schiffrin and Nelson, 2010), income and happiness (Çirkin and Göksel, 2012; Köksal and Şahin, 2015), personal happiness values (Selim, 2008), and the effect of education on happiness (Cuñado and de Gracia, 2012).

In Turkey, there is considerable research about happiness on both societal and organizational levels. To illustrate, Turkish Statistical Institute (TSI) has been conducting the Life Satisfaction Survey (LSS) since 2003. This survey, which is annually conducted through face-to-face interviews among households, is the first study on happiness in Turkey (Akduman and Yüksekbilgili, 2015, p. 25). Beşel et al. (2015) conducted a study based on TSI data and found that the overall happiness levels of Turkish people showed a decrease between 2003 and 2014, that the extent of the belief that happiness depends on one’s job decreased, that the satisfaction from income increased, that the biggest problems for government and private sector employees were the income level and income differences among employees, and that working conditions and administrative issues were among the most important problems.

Çirkin and Göksel (2012, p. 388), in their study which was conducted among 622 participants in Turkey, found that women were more positively influenced by happiness and life satisfaction than men. The same study revealed that aging and the increase in the number of children one has affected life satisfaction and happiness levels negatively, and that the effect of income variable on happiness level was not statistically significant. Again, in the same study, it was found that the variables of the increase in the levels of satisfaction from working environment, income, and public services, the increase in educational level, participation in religious or any other pleasurable activity, the increase in the amount of charitable donations, and income had statistically significant positive effects on life satisfaction. It was determined that happiness levels and job satisfaction were not influenced positively when the income level of an individual was close to or even more than the satisfactory income level. However, people do not care much about their absolute income levels; they care more about their relative income levels when compared to other people’s income levels. Then, what seems to have a significant effect on happiness is not a high level of income, but a fair level of income.

Eleren and Sadykova (2016), in their study titled as, “Girişimcilik Eğilimi İle Mutluluk Algısı Arasındaki İlişki: Üniversite Öğrencileri Üzerinde Bir Araştırma” (*The*

Correlation between Entrepreneurship and Perception of Happiness: A Survey on University Students), concluded that there is a positive and significant correlation between happiness and the dimensions of innovativeness, human relations, need for independence, and creativity but no correlation between happiness and the dimension of risk taking.

3. Happiness and Management

Western philosophers have been interested in the concept of happiness since the Golden Age of Greek philosophy. Aristotle defined happiness as “the highest good” and kept the concept always in his focus. Aristotle considered happiness as the ultimate/sufficient value and saw the state of happiness as the ultimate state of not wanting anything else (Diener, 2009, p. 26). Nietzsche defined happiness as “speaking as if you were singing; walking as if you were dancing (Uysal Eres, 2016, p. 175). Sharifzadeh and Almaraz (2014, p. 21), in their study, “Happiness and Productivity in the Workplace”, conducted among 850 student employees, proposed the most comprehensive definition for happiness: “Happiness is being satisfied with all aspects of your life. It includes economical, physical, emotional, and other elements. One does not have to be rich to be happy, but financial stability is a key. It would be very difficult to be happy if you constantly have to worry about where your next meal is coming from. Likewise, the other aspects of your life need not to be perfect, but rather satisfactory”. Conley (2013, pp. 219, 223, 227), on the other hand, explains happiness by following formulas, highlighting the suggestion that the denominator has a great impact on the numerator and that one should increase the numerator and decrease the denominator in order to be happy.

$$\text{Happiness} = \frac{\text{Wanting What You Have}}{\text{Having What You Want}} \text{ and/or}$$

$$\text{Happiness} = \frac{\text{Fidelity}}{\text{Satisfaction}} \text{ and/or} \frac{\text{Practice Gratitude}}{\text{Pursue Gratification}}$$

Source: (Conley, 2013, pp. 219, 223, 227).

Conceptions of happiness in individualistic and collective societies are different. People who grow up in individualistic societies see happiness as their own success (Markus and Kitayama, p. 1991), while those who grow up in collectivist societies become happy when they achieve harmony within the society (Akin and Satıcı, p. 66). Factors such as different generations working together and people of different cultures working together require that the issues to be considered in happiness management should be carefully identified.

Happiness management is one of the newest concepts among management practices (Guojuan et al. 2010, p. 1733). Happiness is a state of emotion that should be managed, and it can only be achieved and sustained when managed. The three elements to be managed in order to create happiness are “mind, decision, and opinion”, while the three enemies to destroy happiness are “doubt, suspicion, and prejudice” (Dündar, 2013, p. 3). Starting to implement happiness management in order to prevent doubt, suspicion, and prejudice so as to give priority to mind, decision, and opinion will provide significant advantages for enterprises regardless of their size, number of employees, and financial turnover (Akduman and Yüksekbilgili, 2015).

Another condition to achieve success in happiness management is to identify the causes of unhappiness accurately and timely and to take the necessary measurements. There is not one single drawback that is unimportant as far as the happiness of the individual is concerned. In order to be proactive about primary issues such as negative behaviors causing unhappiness, mobbing, unexpected events, accidents, and life events, sustainable practices might be developed by creating a detailed happiness plan.

4. Happiness Management in Micro, Small, and Medium Sized Food and Drink Enterprises

SMEs in Turkey are classified as follows: micro businesses are businesses which annually employ less than 10 people and whose annual net sales profit or financial balance sheet is less than 1 million Turkish Liras; small-sized businesses are those with less than 50 people and whose annual net sales profit or financial balance sheet is less than 8 million Turkish Liras; and medium-sized businesses are businesses with less than 250 people and whose annual net sales profit or financial balance sheet is less than 40 million Turkish Liras (Turkish Official Gazette, 2012).

The size classification of enterprises varies according to the size and level of development of economies of countries (Akmüt, 1984, p. 4). In Turkey, it was first suggested that the fundamental qualities of small enterprises be defined in the 4th 5-Year Progress Plan and in 1979 small enterprises were classified in three sub-categories as small industrial enterprises, merchants and craftsmen, and handicrafts (Akmüt, 1984, p. 1).

Starting from the 1980's, as a result of globalization and technological advancements, the internationalization of enterprises have gained speed and the number of new enterprises has increased. The number of innovative practices has increased every other day and fast-growing and resilient, and adaptable SMEs have gained importance. It is a significant indicator that 99,9% of the enterprises in Turkey are SMEs. As SMEs have gained a place in the market, domestic capital-enterprises such as ‘Anatolian Tigers’ have started to flourish (Pişkinsüt, 2015, p. 97). Today, SMEs are the most important instruments of development, functioning as one of the building blocks of Turkish economy. Turkey, with its experience in private sector and with the organizational structure it has developed, has a more advantageous SME culture

compared to its global competitors within the same geography. It is seen that Turkish state pays special attention to the development of SMEs. SMEs serve a quite critical function in utilizing limited resources more efficiently. As far as the support given to SMEs and the continuing practices are concerned, it is essential that priorities be identified accurately in order to obtain more positive results and ensure integrity (Coşkun, 2010, p. 861). One of the important priorities other than providing support for SMEs should be having the ability to implement modern management techniques so that SMEs will be able to survive, increase their productivity, have competitive advantage, and grow. Therefore, it is important that SMEs prioritize the concept of happiness, which has recently been emphasized both by countries and by large-sized organizations.

A high employee turnover rate in organizations is an obstacle in effective career planning. Employees need an effective team of management for their personal career planning and expect that managers provide career opportunities for them. Achieving social and psychological satisfaction and having happy employees is possible through a well-planned career pathing. When such expectations of employees are not lived up to, organizational commitment levels of employees decrease, and they alienate themselves from their job and workplace (İnce, 2015, p. 39).

Considering happiness management in food and drink enterprises, which have an important place among SMEs, the involved parties are managers, their immediate social circle, customers, and employees. It is of utmost importance that happiness management be implemented in an agreeable way for all parties. Otherwise, it might be unavoidable for enterprises to face problems about profitability, growth, competitiveness, and survival.

5. Research Method

According to Turkish Commercial Law No. 6762 and notifications issued by Turkish Ministries, there are three types of business entities operating in Turkey: Natural Person, Juridical Person, and Unincorporated Business entities. In the decree No. 26589, “Decree Regarding the Distinction between Tradesmen and Craftsmen, and Merchants and Industrialists”, published in Turkish Official Gazette on 21.07.2207, a distinction was made between tradesmen and craftsmen, and merchants and industrialists. With the decree, it was determined that tradesmen and craftsmen would be registered in the tradesmen and craftsmen registry, and merchants and industrialists in the trade registry (TOBB website, 2018). For the present study, the two registry offices in Muğla province were contacted to get information about the number of enterprises and it was found out that according to the records of Muğla Menteşe Chamber of Commerce and Industry, there were 117 active food and drink enterprises. According to the reports of Muğla Chamber of Food and Drink Manufacturers and Sellers, it was found out there were 489 food and drink enterprises operating. The total number of enterprises is 606. The research population is composed of SME level food

and drink enterprises in Turkey. The research sample was determined to be enterprises operating in Menteşe, the central district of Muğla.

In the study, the purposeful sampling method was used. According to Gürbüz and Şahin (2017, p. 132), purposeful sampling is a sampling method in which the researcher identifies and selects informants that possess certain characteristics most likely to illuminate the research problem based on his/her personal experience and observations. Within this framework, 6 micro, 3 small-sized, and 1 medium-sized enterprises were contacted. The number of enterprises that could not be contacted was 4. All 4 of those enterprises are micro-sized enterprises. The reason for that is that the owners of those enterprises actually work for at least 15 hours a day. Those enterprises were chosen because they were not affiliated with any national or international chain businesses, and it was assumed that those enterprises had enough knowledge and experience as to how to survive and how to reach their growth target, and so on. Moreover, it was assumed that each company owner/manager was sufficiently independent and free.

The field research was conducted between 11.07.2018 and 30.07.2018 through face-to-face interviews. Prior to the interviews, the participants were informed briefly about the aim and expected benefits of the study, and how the results would be reported and published. The interviews lasted between 35 to 90 minutes, the average of which was 57 minutes. Appointments were made with each company and the place and time of the interviews were arranged according to the convenience of the managers. The flow of the interviews was not interrupted, and the researcher received answers for all the interview questions.

The study is a quantitative study which is based on primary and secondary data sources. In quantitative research, the aim is to do an in-depth and detailed analysis of the research subject. In order to collect data from primary data sources, the interview method was used (Yıldırım and Şimşek, 2013, p. 63; Bilim, 2007, p. 38) to interview 10 managers; the interviews were audio-recorded and additionally notes were made during the interviews (Bal, 2016, p. 162). The secondary data for the study were obtained from an in-depth analysis of published documents (Altunışık, Coşkun, Bayraktaroğlu and Yıldırım, 2012, p. 77).

Following the review of the related literature (Yamashita, Bardo and Liu, 2016, p. 267; Cuñado and de Gracia, 2012; Fisher, 2010, p. 385; Diener, 2009; Diener and Biswas-Diener, 2008) and doing various research on the subject, the interview was designed as a semi-structured interview comprising of open-ended questions. The open-ended questions included 4 question items about the demographic characteristics of the participants, 2 question items about the managerial positions of the participants, 2 question items about the size of the enterprises, and 3 question items about happiness management. Prior to the study, the interview questions were piloted, and the reliability

and validity of the questions were determined by three quantitative research experts. The final version of the interview questions was as follows:

1. Would you mind telling your age please?
2. What is your marital status?
3. How many people are there in your family?
4. What is your educational level?
5. What is your job title regarding your position in the company?
6. How long have you been working in this position?
7. How many employees are there in your company?
[] 1-9 [] 10-49 [] 50-249
8. What is your company's annual profit in Turkish Liras?
[] less than 1 million [] 1-8 million [] between 8-40 millions
9. What is your state of happiness?
[1] Very Unhappy [2] Unhappy [3] Neither Happy nor Unhappy [4] Happy [5] Very Happy
10. Are people in your close circle, your friends, your employees, and customers happy?
11. What do you do to make your close ones, friends, employees, and customers happy?

The audio-records of the interviews were transcribed and filed as interview protocols. Descriptive content analysis was done to the obtained interview protocols and the responses of the participants were coded and interpreted according to themes as they emerged in the protocols. The aim of such analyses is to report the obtained data based on categorizations and interpretations (Yıldırım and Şimşek, 2013, p. 256). The obtained data were kept anonymous so as not to violate any ethical principles and not to pose any harm to the enterprises participated in the study. Interviews make it possible for the researcher not only to identify experiences, opinions, attitudes, motives, perceptions, interpretations, and reactions but also to have insight beyond what is seen (Yıldırım and Şimşek, 2013, p. 148). In the present study, the interviews provided the researcher with a chance to analyse and discuss the opinions and experiences of the managers in a detailed and multi-dimensional way.

6. The Findings of the Research

Based on the data obtained from the participants, the findings of the research were categorized and discussed in three categories as the 'participants' demographic profiles', 'the current states of happiness', and 'the efforts for happiness', respectively. The last two categories were divided into 5 sub-categories as the participant himself/herself, their close ones (spouse, children, parents, and close relatives), their friends, their employees, and their customers.

6.1. Findings Regarding the Participating Managers and Enterprises:

Table 2: Information about the Participating Managers

PE*	Sex - Age	Marital Status	Number of Family Members	Educational Level
PE1	Female - 42	Single	1	Bachelor's degree
PE2	Male - 59	Married	3	Bachelor's degree
PE3	Male - 29	Married	3	Bachelor's degree
PE4	Male - 47	Married	4	High School
PE5	Male - 44	Married	3	High School
PE6	Female - 40	Married	4	Associate Degree
PE7	Male - 34	Married	4	Elementary School
PE8	Male - 40	Single	5	Bachelor's Degree
PE9	Male - 71	Married	4	University Drop-out
PE10	Male - 40	Married	4	Bachelor's Degree

*Participant Entrepreneurs

As can be seen in Table 2, the participants were numbered as PE1, PE2, PE3..... PE12. 2 of the participants were female and 8 were male, and most of them were around 40 years of age. The minimum age was 29 and the maximum age was 71, each of which was represented by one participant. As for the marital status of the managers, it was seen that only 2 of the managers were single and the remaining 8 managers were married with kids. It can be stated that almost all of the participants had satisfactory levels of education and life experience.

Table 3: Information about the Participating Enterprises

PE	Status of the Manager	Experience of the Manager (Years)	Size of Business	Type of Operation
PE1	Owner-Manager	6	Micro	Restaurant
PE2	Owner-Manager	23	Micro	Bakery
PE3	Owner -Chef	7	Micro	Fast Food
PE4	Owner -Barista	8	Micro	Café
PE5	Owner -Manager	18	Micro	Café
PE6	Owner -Manager	6	Micro	Restaurant
PE7	Copartner-Manager- Chef	9	Small	Restaurant
PE8	Copartner-Manager	18	Small	Café
PE9	Copartner-Manager	42	Small	Bar
PE10	Copartner-General Manager	20	Medium	Bakery+ Café

When we examine Table 3 in terms of the status of managers, we see that all of the micro-sized enterprises were managed by the owners. On the other hand, between 2 and 6 of the small and medium-sized enterprises were local chain enterprises. It was found out that the medium-sized company had 240 employees and the company is soon to become a large-sized one if 10 more employees are hired. For a company to grow (to be able to make a transition to a higher scale), the managers, investors, government officials, and scientists should be well-informed about critical growth factors (entrepreneurs/characteristics, the status of enterprises, external developments, and entrepreneurship orientations) (Yazıcı, Köseoğlu and Okumuş, 2016, pp. 996, 1013). Regarding the type of operations, cafés are in the first place, with restaurants in the second, and bakeries in the third place.

6.2. Findings Regarding the Happiness of Managers, their Close Ones, Friends, Employees, and Customers:

In the interviews the participants rated the happiness levels of themselves and people in their environment based on a 5-item scale ranging from [1] Very Unhappy to [5] very happy and the answers were analyzed based on the obtained numeric data.

As can be seen in Table 4, only 1 of the participants (10%) rated his personal happiness as neither happy nor unhappy and 3 participants (30%) reported that they were happy. It is observed that most of the participants (50%) were indecisive between happy and neither happy nor unhappy since, they stated, it changed from time to time. Only 1 of the participants stated that he was unhappy. The overall results of the theme in question showed that it was only the customers who were happy.

5 participants (50%) thought that their close ones were happy, whereas 1 participant reported that the state of emotion varied between very happy and happy. 2 participants opted for neither happy nor unhappy, whereas 2 participants thought that they occasionally felt unhappy.

The participants failed to clearly state opinions about the happiness levels of their friends. 5 participants (50%) rated their friends as happy, while the remaining half of the participants reported that the happiness levels of their friends would be closer to neither happy nor unhappy.

Table 4. The Happiness Levels of Managers and the People in their Environment

PE	Managers' Opinions				
	Personal Happiness Level	Happiness Levels of Close Ones	Happiness Levels of Friends	Happiness Levels of Employees	Happiness Levels of Customers
PE1	4	3	4	4	4
PE2	3	2-3	4	4	5
PE3	4-5	4	4	3	4
PE4	3-4	2-3	3	3	4
PE5	3-4	4	2-3	2-3	3
PE6	3-4	4	3-4	2	4
PE7	3-4	4-5	4	4	4-5
PE8	3-4	3	3	3	3
PE9	4	4	4	4	4
PE10	4	4	3	3	4
Average	3,79	3,46	3,42	3,18	4,00

Finally, the obtained results regarding the happiness levels of customers were found to be relatively more positive. 8 of the participants (80%) rated customers as happy or very happy and 2 of the participants rated them as neither happy nor unhappy. Considering the average scores (4,00), it is thought that customers were happy.

6.3. Findings Regarding the Efforts the Managers Make for the Happiness of Themselves, Their Close Ones, Friends, Employees, and Customers:

The final question in the semi-structured interviews conducted among the 10 managers within the population of the study was used to determine the efforts made to be happy and to make people happy. The findings of the interviews revealed that all of the managers had very busy work schedules. The statements of the managers regarding the efforts they made for their own happiness and for the happiness of those in their family and work circles are given below:

The statements regarding the efforts the managers make for their own happiness are; *"We go to the seaside with my employees at the weekends"* (PE1). *"I try to do things that I enjoy. I like working. I forget about all my cares when I'm working"* (PE2). *"I go fishing. I spend time with friends"* (PE3). *"I don't do much for myself, but it makes me happy to empathize with the people in my environment"* (PE4). *"Playing football, fishing, and helping others are the things that make me happy. In recent years, I can't spare much time for myself"* (PE5). *"I go on holidays. I go for walks on my own. I spend time with my family. I go to the cinema on my own"* (PE6). *"I used to own a smaller business and I was happier. As the business grew, so did the problems. We*

receive complaints, they write fines and I get unhappy. I have a hard time trying to make myself happy” (PE7). “I try to get away from work once a week. I become happy when I focus on work” (PE8). “I’ve been working since my childhood, but I haven’t been able to learn how to earn money. I wouldn’t be successful if I had learned it. I’m interested in arts, sports, cultural and social activities, and my job” (PE9). “My source of happiness is getting home. Helping others contributes to my moral and material happiness. I’m interested in music; I play the keyboard. I drive as a hobby and it makes me happy” (PE10).

The statements regarding the efforts the managers make for the happiness of their close ones are; “I call my mother every day to make her happy. I don’t burden my parents with my problems” (PE1). “I try to spare more time for my family” (PE2). “I call my close ones, I visit them, and it is enough. I share my problems at work with my wife but not with my parents” (PE3). “I always call my close ones. I try to make them happy. I keep my problems to myself” (PE4). “I can’t get to see my close ones very often. I don’t share my problems with my wife much” (PE5). “I visit them. I visit my family very often” (PE6). “I can’t spare enough time for my children. I don’t want to project my problems on my parents at all, but my wife feels it when I have problems” (PE7). “I treat them in a sincere and friendly way; I make jokes and so on” (PE8). “Our relationship is based on mutual respect and love” (PE9). “I know it makes my family happy when I spare time for them since I have a busy work schedule; therefore, I do my best to spend time with them. We are on good terms with all our close ones” (PE10).

The statements regarding the efforts the managers make for the happiness of their friends; “I can’t say that I make a lot of efforts to make my friends happy. I spend time with very close ones more often. We can talk about anything” (PE1). “To make my friends happy, I contact them through social media. I often visit my friends living in this city; I ask and check how they are doing” (PE2). “My friends trust me. We borrow and lend money between friends. I’m very trust-worthy. I’m a man of my words. My friends know that I wouldn’t lie to them. I have two friends tops” (PE3). “It wouldn’t be lying if I say I have no friends. I’m still in touch with my friends from my hometown. I couldn’t make any friends here. Friendship is friendship no matter how close. I’m a reliable person” (PE4). “I can’t spend much time with my friends” (PE5). I get along well with my friends. Sometimes my customers become my friends, and my friends become my customers, too” (PE6). “I neglect my friends. I would like to spend more time with them” (PE7). “I’m with them when they have problems” (PE8). “I love my friends from depth of my heart. Think about the nature of your love. You cannot limit it, nor can you prevent it. It is such a holly feeling that nothing compares to it. Take a look at what Aşık Veysel says:

*Listen to my advice, my heart
Don’t you go where you are not invited
When your love is not returned*

Don't you get yourself vainly committed..." (PE9). "Although I work a lot and I have a busy schedule, I have a large group of friends and we get together often" (PE10).

The statements regarding the efforts the managers make for the happiness of their employees; *"I have always paid salaries on time. I'm good-humored. I want to give them extra pays, other than their salaries but I can't make it happen. I organize birthday parties for my employees" (PE1). "I'm always careful about paying fair salaries. I always make sure to check my conscience. I take interest in their familial problems. I prefer working with women more. I provide financial support for employees pursuing their education. I often have friendly conversations with my employees" (PE2). "I pay salaries on time. I help those who are in need. I have even paid the traffic tickets of my employees several times" (PE3). "I pay their salaries. I schedule their time off according to their convenience. I like making employees happy" (PE4). "I pay their salaries on time. They take their leave. I help them in unexpected situations" (PE5). I arrange and schedule their working hours. I pay salaries on time. I prefer working with women. It is not easy to have happy employees in small-sized enterprises. We are closed for business on Sundays. During religious holidays, we are closed for two or three days and we all have a chance to enjoy our holidays. Having unhappy employees is frustrating" (PE6). "I don't treat them like a boss would. I don't want my employees having their eyes on other jobs. I want to pay their salaries on time. I can't find good enough chefs and I have a hard time training them. I try to overcome the problems by doing the job myself. It would be great if I could support my employees as much as I desired" (PE7). "I inform them about work ethics. I create professional development opportunities for the willing employees. On special days, we have breakfast with the employees and we sometimes go out for lunch or dinner" (PE8). "We set the rules together and those rules are for everybody to obey, including me. Our employees represent us" (PE9). "Employees are happy as long as their salaries are satisfactory, their social rights are given, and they are in good terms with their co-workers. The first criterion is income. What they question most is how much the people they every day work with earn and that is the reason why employees feel unhappy. In service sector, when employees change often it has a negative effect on customers. One of our employees doesn't smile but does his job very well; I don't think that employee is unhappy. Every year we organize one special evening for our employees. On religious holidays, we prepare gift boxes for employees; we give them presents and express our greetings. We have once chosen the waiter of the month, but it created problems and we gave it up. We share the tips among the personnel, and I believe that will have better and more positive returns regarding service quality" (PE10).*

The statements regarding the efforts the managers make for the happiness of their customers; *"It is very important that I am present at work. Once I had to take sick-leave for a couple of days and all my customers were worried. I never compromise on*

the quality of supplies. We care very much about hygiene and sanitation. We all treat our customers in a friendly way. We take criticisms seriously. We ask customers about their preferences and make changes on the menu accordingly. 60% of our customers are regulars and it is them who keep us in business” (PE1). “I have chit-chat with customers. I pay them compliments. We have built very good relationships with customers” (PE2). Our products are of good quality. We provide fast and friendly service to our customers. It is difficult to handle people, but I have a discreet relationship with customers. During the first 2 years of the business, there were days when I worked for 18-19 hours a day. I am working 8 to 10 hours a day now” (PE3). “We prioritize the speed of service. I see my customers not like they are customers but like they are guests at my home” (PE4). “We try to provide good service. I care about the decoration of the café. I try to maintain a good dialogue with customers. 70% of our customers are regulars” (PE5). “We give importance to timing in service. Some customers are very demanding, and they have imposing manners. I keep a smiling face when dealing with customers” (PE6). “I don’t see customers as money; I care more about whether or not they are satisfied. We try to offer good quality products and a good service” (PE7). “We care about customer opinions. Our personnel are also our internal customers; we care about their opinions, too. We don’t prioritize costs while choosing products. I ensure good relationships between customers and personnel. Hygiene and sanitation are of utmost importance for us” (PE8). “We have very good relationships. Our old customers always drop by while they are passing through Muğla. We have opened a new branch; they said no customer would come here when we first opened it, but our business is very good right now. Wherever we go, our friends will come” (PE9). “The personnel who know about the individual needs and requests of customers make them more satisfied; therefore, we care about such details. The quality of the physical spaces in which we provide services is very important for us. The quality of supplies and the quality of service are very important” (PE10).

7. Results and Recommendations

The variables that affect happiness at work can be listed as follows; salary, working environment, human resources management policies, social relationships, positive perception, socio-demographic variables, productivity, performance, contribution to work, personality traits, and hierarchical relationships between managers and employees (Akduman and Yüksekbilgili, 2015, p. 86). Individuals feel happier when they are given opportunities to act autonomously, to make free preferences, to have options to choose from, to actualize their potentials, to be assigned tasks or duties by which they will feel self-sufficient, to have convenient working environments, and to establish relationships that are based on respect, trust and care so that they could have a sense of belonging (Cihangir Çankaya, 2008, p. 34). Happiness management would function as a glue motivating and retaining the highly qualified employees of the future. The future will belong not to those who are very intelligent or very wealthy, but to small

and large-sized organizations who achieve happiness, are willing to pursue happiness, create happiness, and devote themselves to sustaining happiness (Nazlı, 2015, p. 115).

This study focused on the availability and sustainability of happiness management in micro, small, and medium-sized food and drink enterprises. The results of the study showed that the enterprises in question had limited number of practices which fell into the scope of happiness management. It was found out that some of the enterprises organized certain social activities and gave employees financial aid and aid in kind on religious holidays. However, it should be noted that the happiness levels of employees were found to be the lowest, whereas the happiness levels of customers were found to be the highest. The managers seemed to be willing to increase the number of happiness management practices in their enterprises. It might be proposed that happiness management will contribute to the profitability and service quality of the enterprises, providing them with competitive advantages. Based on the results of the present study, the recommendations for managers are as follows:

There are studies in the literature which suggest that there are almost 800 different emotions, but the emotions that most studies seem to agree on are fear, anger, sadness, disgust, surprise, and joy. An interesting fact is that the number of negative emotions is twice as big as the number of positive ones (Conley, 2013, p. 32) and when we consider the primary emotions, we see that this rate is five times bigger. Therefore, the most critical approach to providing happiness should be estimating the factors causing unhappiness and determining and eliminating the causes of unhappiness.

The most common unfavorable mental states that individuals experience are guilt, narcissism, and psycho-mania (Russell, 1932, p. 20), and therefore, it will make it easier for managers to ensure happiness if they take actions and precautions so as to deal with such negativities on the part of employees, customers, and themselves.

Workaholic employees have negative experiences since they do everything three times faster and more hastily than normal (Yüksekbilgili and Akduman, 2016, p. 106). That is why enterprises should take measurements for such workaholic employees.

Jealousy leads to negative and destructive consequences in business life, as well as in private life. Happy organizations will be possible when managers; (1) are aware of workplace jealousy rather than ignoring it, (2) establish a sound organizational culture encouraging cooperation, team spirit, and justice, (3) organize open communication meetings, providing organizational stability and a positive organizational culture (Günerergin, Güneri Çangarlı, Uçel and Atabay, 2018, p. 289).

Food and drink enterprises in strategic cooperation prioritize profitability for their success (Taner and Akdağ, 2013), but prioritizing happiness management in strategic cooperations might provide various advantages.

Businesses should be flexible enough in terms of internationalization and able to adapt to planned and unplanned international conditions, to economic, social, and

cultural necessities according to the environment and business dynamics, and to the industrial conditions of the market (İplik, 2010, p. 56). Happiness management should be added as a primary issue to the list of factors effective in ensuring such adaptation.

Creating values, inimitability, irreplaceability, and rarity are the general attributes of fundamental competencies (Zencir, Çiçek and Öney, 2014, p. 339). Since the concept of happiness comprises of abstract properties, it should be considered a fundamental competence which can be put into practice in various ways for each food and drink enterprise.

The reasons why small and medium-sized tourism enterprises implement innovations are, respectively; to improve service quality, to increase customer satisfaction, to reduce costs, to have competitive advantages, to open to new markets (Topsakal, Çelik and Yüzbaşıoğlu, 2018, p. 748). The obstacles to innovation practices, on the other hand, are, respectively; costs, economic conditions in the country, political uncertainties, bureaucratic formalities, and customer demands (Topsakal et al. 2018, p. 747). To overcome such obstacles to innovative practices and to achieve success, enterprises should take advantage of the mediating role of happiness management.

“A truly satisfying happiness can be achieved when talents are satisfactorily utilized, and the world is accurately perceived” (Russell, 2017, p. 86). Business managers should give importance to talent management (Şahin, 2017, p. 51), and they should create time and resources for meritocratic practices, through which employees would have an accurate perception of the world.

Optimism is an innate trait. Optimists are cheerful, happy, and popular under normal conditions. They are flexible enough to adapt to negative and difficult conditions. It would not be wrong to say that optimists are people who have a low risk of getting into clinical depression, have stronger immune systems, take better care of themselves, feel healthier, and live longer. The decisions of optimists make a difference since they are generally inventors, entrepreneurs, and political and military leaders (Kahneman, 2017, p. 295). Considering all the above-listed reasons, managers' displaying their optimistic attitudes through happiness management might turn a workplace into a paradise.

Freedom is possible through the values rooted in a person's immaterial nature (Aral, 1992-1993, p. 238). If people stop enjoying others' unhappiness and learn to go after their own happiness, freedom will instantly be actualized. This is not so hard to achieve, and it will be heaven on earth when such an approach is adopted (Russell, 1928, p. 13) and such freedom will be lasting. What determines the strong and deep relation between freedom and happiness is values; considering the facts that only a free person can be happy and that a happy person is a free person (Aral, 1992-1993, p. 238), managers should eliminate the factors hindering the freedom of, first of all, themselves and then of their close ones, employees, and customers, and they should deliberately and willingly devote themselves to ensure freedom. SMFBEs should prioritize

happiness management practices as at least much as large and very large-sized enterprises. Various scales and surveys of happiness, subjective well-being, and life satisfaction should be used, and reformatory and innovative steps should be taken according to the obtained results.

8. Limitations

One of the limitations of the study is that the interview method was used, which means that the results cannot be generalized. However, it is possible that all the food and drink enterprises in Turkey can benefit from the present study taking it as an example. In the present study, the managers of food and drink enterprises operating in Menteşe, Muğla were interviewed. In future studies, managers from other SMEs might be interviewed, or other research methods might be used. Additionally, in order to be able to make comparisons with the present study and to have deeper insights about the research question, further research might be conducted on the managers of SME-level food and drink enterprises, and other business and social environments based on different samplings.

It is necessary that the happiness and unhappiness levels of people from various social layers should be measured by using happiness, subjective well-being, and life satisfaction scales, which are becoming more and more widespread. The fact that the present study does not include such measurements is another limitation of the study.

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