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Psychological and Organizational Determinants of Workplace Happiness: A Systematic Review

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Happiness at work has become an essential factor in determination of sustainability in the organization in the 21st century. The growing work-related stress, technological hastening, flexible work place arrangements and performance-related workplace are some of the factors that have increased the demand to comprehend psychological wellness at the work place (Schaufeli et al., 2009). Modern studies indicate that happiness in the work place forecasts increased creativity, productivity, commitment, and resilience instead of it being a consequence (Lyubomirsky et al., 2005; Oswald et al., 2015).

The present systematic review is a synthesis of empirical research that studied psychological and organizational variables that relate to workplace happiness. Searching Scopus, Psyc INFO, Pub Med and Google Scholar, a systematic search was conducted that yielded 412 articles published in the last 5 years (2010-2025).

As recommended in PRISMA 2020 (Page et al., 2021), 76 empirical peer-reviewed studies were included in the study. It has been found that personality factors (extraversion, neuroticism), emotional intelligence, resilience, and work engagement are always predictors of workplace happiness, and burnout has strong negative correlations (Steel et al., 2008; Maslach and Leiter, 2016). The presence of organizational predictors, transformational leadership, psychological safety, work-life balance, compensation fairness and career development opportunities are strongly supported empirically (Bass and Riggio, 2006; Allen et al., 2013). These relationships are mediated and moderated through mediating and moderating mechanisms such as engagement, gender, age and cultural context.

The review brings together evidence in the context of Positive Psychology, Self-Determination Theory and Job Characteristics Theory, and suggests an integrative multilevel theory of workplace happiness. Discussed are practical and theoretical implication.

Keywords: *Employees, Professional, Organizational Psychology, Working women, Industrial Psychology.*

1. INTRODUCTION

The modern work environment is marked with complexity, high rate of technological change and global connectivity. As much as these innovations have made the operations more efficient, they have equally increased psychological demands on the employees. Emotional strain has been enhanced by constant connectivity, performance surveillance and distinctions between work and life (Allen et al., 2013). As a result, the rates of burnout have increased in any industry, and emotional exhaustion in one of the most popular occupational issues (Maslach and Leiter, 2016).

Happiness was considered the by-product of productivity in classical management paradigm. But empirical evidence is moving towards the opposite relationship. Positive affect improves thought, creativity and social connections (Lyubomirsky et al., 2005). Happy employees are found to be more engaged, to possess higher problem solving abilities and to be more innovative (Oswald et al., 2015). Although growing body of research has been conducted on work place well-being, the results are still scattered in terms of psychological, leadership, and organizational levels. There are those studies which lay stress on dispositional characteristics and those ones which lay stress on environmental factors. A broad synthesis is thus required to explain the predictors that are consistent and also to determine the integrated explanatory mechanisms.

Purpose Statement

This systematic review aims to summarize empirical evidence on psychological and organizational variables related to happiness at work, as well as to suggest a conceptual framework.

1. CONCEPTUALIZING HAPPINESS AT WORK

Happiness has been described as a subjective well being, which comprises of cognitive (life satisfaction) and affective (positive and negative) experiences (Ed Diener, 1984; Diener et al., 1985). This construct is broadened in work situations to encompass work engagement, psychological vitality and meaningful contribution.

It has two philosophical traditions that inform its comprehension:

1.1 Hedonic Perspective

Hedonic approach focuses on the achievement of pleasure and prevention of pain (Ryan and Deci, 2001). This would be reflected in the enjoyment of the job, satisfaction and positive emotional experiences when performing a task in the workplace.

1.2 Eudaimonic Perspective

Eudaimonic tradition focuses on self-development, genuineness and meaning (Ryff and Keyes, 1995). This point of view says that employees are more and more interested in meaningful work which

corresponds to personal values.

According to Martin Seligman (2011), these traditions were combined into a framework called PERMA and the author suggests five pillars of flourishing including Positive Emotion, Engagement, Relationships, Meaning, and Achievement.

Importantly, job contentment is not the same as workplace happiness. Job satisfaction is a form of evaluative judgment of the work conditions (Judge et al., 2001), and happiness is a form of emotions, intrinsic motivation, and psychological well-being.

THEORETICAL FOUNDATIONS

1.3 Positive Psychology and PERMA Model.

According to the PERMA framework, sustainable well-being needs multidimensional assistance (Seligman, 2011). Empirical research proves the strong predictive value of engagement and meaning on occupational happiness (Kern et al., 2015).

Notably, engagement is similar to the construct of flow, which was proposed by Mihaly Csikszentmihalyi (1990), who referred to optimal experience as the total absorption in difficult, but not overwhelming tasks. Work flow experience is associated with enhanced productivity and intrinsic satisfaction.

1.4 Self-Determination Theory

Self-Determination Theory is a theory created by Edward Deci and Richard Ryan (2000), who postulates that self-determination is vital in psychology and that self-determination is composed of three factors: autonomy, competence and relatedness.

The studies show that autonomy-supportive leadership increases intrinsic motivation and well-being (Gagné and Deci, 2005). Confidence and engagement are predictable by competence satisfaction and belongingness by relatedness.

1.5 Job Characteristics Theory

J. Richard Hackman and Greg Oldham (1976) cited five job characteristics that have an impact on motivation and satisfaction. According to meta-analyses, autonomy and feedback show the most significant impact on a psychological outcome (Humphrey et al., 2007).

This systematic review adhered to PRISMA 2020 guidelines (Page et al., 2021).

METHODOLOGY

1.6 Search Strategy

Databases:

- Scopus

- Psyc INFO
- Pub Med
- Google Scholar Keywords:

“Work place Happiness,” “employee well-being,” “resilience at work,” “transformational leadership,” “work engagement.”

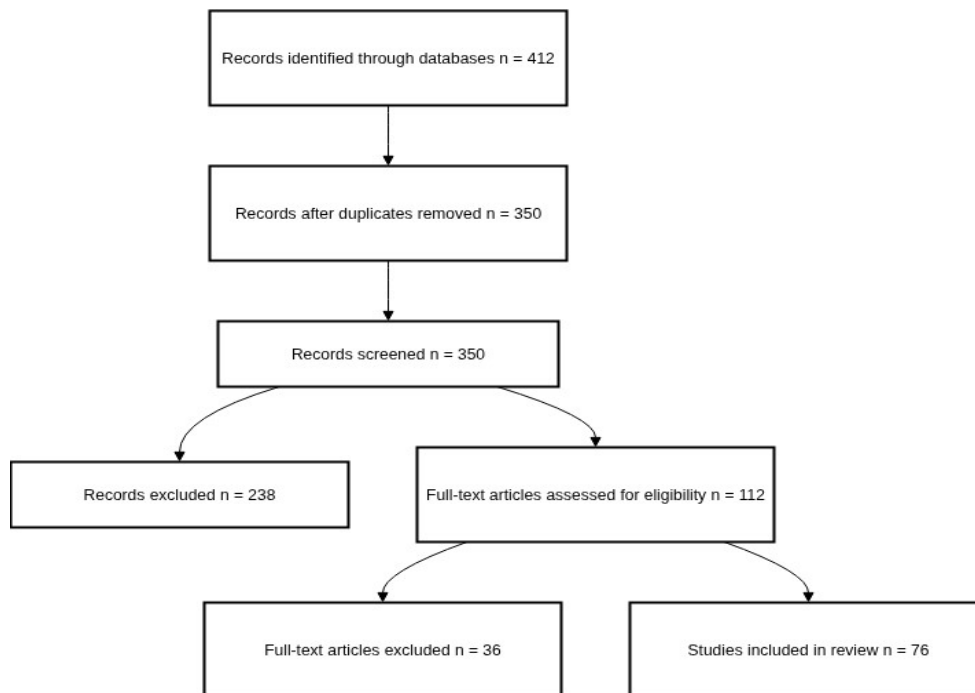
Time frame: 2010–2025

1.7 Inclusion Criteria

- Peer-reviewed empirical studies
- Adult working populations
- Clear operationalization of happiness
- English language

1.8 Final Sample

76 studies met inclusion criteria after screening.



2. PSYCHOLOGICAL VARIABLES ASSOCIATED WITH WORK PLACE HAPPINESS

Happiness in the workplace is not only a by-product of external organizational factors but it is a deep-seated phenomenon that is deeply rooted on the psychological traits of individuals. An evolving

number of studies point towards internal dispositions, emotional capabilities, and coping as being key factors of employees.

Impact their perception and experience of their workplace. Drawing from frameworks including the subjective well-being theory of Ed Diener and the PERMA model of Martin Seligman, the psychological variables can be viewed as a set of determinants of long-term happiness at work.

2.1 Personality Traits

Personality traits are patterns of thinking, feeling and acting that are long term and determine how people relate to the work environment. Extraversion and neuroticism have been the most persistent personality traits that have shown a positive correlation with workplace happiness among the Big Five traits. Extraverts are more likely to have increased positive affect, social and enthusiasm at work. Their gregarious nature helps to build better interpersonal relationships thus increasing their belongingness and satisfaction the workplace. On the other hand, neurotic people are more likely to suffer anxiety, emotional in stability and stress which have an adverse effect on how they view work and their general happiness.

Moreover, optimism is also a very important facet. Employees who think positively perceive challenges in the workplace as temporary and easy to handle, thus they have a positive attitude even during stress.

Results of studies are always positive, indicating that there is a positive relationship between optimism and job satisfaction, resilience and engagement.

It should be noted though that effects of personality are not deterministic. These effects may be moderated by an organizational context, indicating that negative traits like neuroticism may be treated by the supportive environment.

2.2 Emotional Intelligence

Emotional intelligence (EI) can be defined as the skill of perceiving, understanding, controlling, and regulating emotions in others and oneself. Having high emotional intelligence would help the employees to navigate. Manage workplace relationships better, resolve conflicts in a constructive manner and stay emotionally stable.

High EI employees can better:

- Handle interpersonal conflicts
- Adjust to changes in the organization.
- Be able to hold yourself together.

Such skills can help to create a good emotional environment at the workplace. Also, emotional

intelligence improves social awareness and empathy, which increase teamwork and collaboration, which are essential elements of happiness at the workplace.

Empirical evidence indicates that EI is both a direct predictor and indirect mediator of happiness as it enhances social interactions and minimizes tensions at work. It also mediates the relationship between the style of leadership and well-being among employees.

2.3 Work Engagement

Work engagement can be defined as a positive and satisfying state of work in terms of vigor, commitment, absorption. It is among the strongest predictors of happiness at work.

- Vigor is an indication of energy and mental strength.
- Dedication-It is associated with matters of importance and passion.
- Absorption is the act of being absorbed in work.

On the one hand, high involvement employees will experience intrinsic satisfaction through their employment which will be consistent with the eudaimonic view of well-being. Interaction helps in creating a feeling of purpose and achievement, employees become dedicated and productive.

The studies have always revealed a very high positive relationship between work engagement and happiness at work. In addition, engagement is frequently a mediator between job resources (e.g., autonomy, feedback) and employee well-being.

2.4 Stress and Burnout

Some of the biggest negative predictors of happiness at work include stress and burnout. Prolonged stress at work causes emotional draining, depersonalization, and lessened personal achievement which are fundamental aspects of burnout.

Burnout is not only harmful to job satisfaction but also has impacts on physical health, absenteeism, and turnover intentions. The critical job demands, absence of control and support are important contributors to burnout. Notably, stress has a very negative effect on happiness. Nevertheless, moderate stress (e u stress) may be beneficial to motivation and performance, which means that there is a complicated correlation.

Stress management programs, supportive leadership, and workload control are the types of preventive strategies that are necessary to reduce burnout and increase happiness.

2.5 Resilience and Coping Mechanisms

Resilience is the capacity to change and bounce back after a disaster, stress or failure. It serves as a psychological buffer that safeguards the employees against the adverse impact of the issues at work

place.

Resilient individuals:

- Maintain emotional stability under pressure
- Adapt quickly to change
- Learn from set backs

Workplace happiness is also determined by the coping strategies. There are problem solving coping (solving problems) and feeling coping (coping with feelings) which are all beneficial in ensuring well-being.

Studies have shown that resilience is positively related with:

- Job satisfaction
- Engagement
- Psychological well-being

It also mediates the effects of stress and burnout, and is a very important protective element.

2.6 Psychological Predictors Synthesis.

In the studies reviewed, psychological variables are seen to be potent determinants of workplace happiness. Some of these are work engagement, emotional intelligence, and optimism. have the most positive and consistent positive connections with happiness. Conversely, there are strong negative relationships with neuroticism, stress and burnout.

Significantly, these variables do not work independently. Rather, they engage with organizational factors in a dynamic way, which supports the necessity to take a comprehensive approach in improving workplace happiness. On the whole, the data indicates that it is beneficial to nurture positive psychological characteristics and emotional competencies have a great potential to promote the well-being of the employees even under a difficult organizational setting.

3. ORGANIZATIONAL VARIABLES THAT ARE RELATED TO HAPPINESS AT WORK.

Organizational variables are very important in determining workplace happiness as they affect both structural and social environment where employees work. While psychological traits identify the interpretation of experiences by individuals, organizational factors identify the quality of experience. The studies have shown that workplace happiness is not possible to be maintained only with personal strengths but it needs favorable organizational systems and leadership behaviours (Bakker and Demerouti, 2017).

This section summarizes the predictors in the organization which have been found in the empirical studies.

3.1 Leadership Style

One of the organizational predictors that have the most significant impact on workplace happiness is leadership. Transformational leadership style has shown the most positive relationship with employee well-being as compared with other leadership styles (Bass & Riggio, 2006).

Transformational leaders motivate employees by:

- Vision and purpose
- Individualized consideration
- Intellectual stimulation
- Emotional support

Such actions promote psychological safety, motivation, and involvement. Workers with transformational leaders are more satisfied with their jobs, have more trust and happiness. Conversely, the transactional leadership with its emphasis on rewards and punishments demonstrates less strong links with well-being. Although it could boost the short-term performance, it fails to make a major contribution to long-term emotional fulfillment. The significance of authentic and servant leadership, which are also identified in recent studies, is also emphasized focus on empathy, ethical conduct and development of employees. These leadership styles go well with the values of psychological well-being and intrinsic motivation.

3.2 Climate and Organizational Culture.

Organizational culture is defined as a set of shared values, norms and practices whereas climate is a perception of the employees to the work environment. Workplace happiness is closely linked with a positive and inclusive culture (Edmondson, 2018).

The essential attributes of the positive organizational culture are:

- Psychological safety
- Open communication
- Inclusivity and diversity
- Recognition and appreciation

In particular, psychological safety enables the employees to share ideas and concerns without the fear of adverse effects. This will increase trust, creativity, and emotional health.

Unhealthy or extremely competitive cultures, in their turn, are the cause of stress, burnout, and disengagement. Research indicates that workers in pressurized workplaces where there is little support claim to be much less happy.

3.3 Work–Life Balance

The concept of work-life balance has gained much relevance in organization settings, particularly with the emergence of remote and hybrid working arrangements. Telecommuting and flexible scheduling that are part of flexible work arrangements have been associated with increased employee well-being (Allen et al., 2013).

Work life balance helps in achieving happiness by:

- Reducing work–family conflict
- Enhancing autonomy
- Permitting relaxation of stress.

Nonetheless, studies also show that extreme flexibility that is unlimited may result in. This work culture of being always-on, which is growingly stressful and decreasing well-being. Thus, it is essential that organizations are structured in their flexibility, instead of having unregulated work expectations.

3.4 Pay and Employment Security.

Basic organizational predictors of happiness are compensation and job security. Although monetary incentives do not necessarily make one happy, a perceived equity and justice in payment are important factors of well-being (Judge et al., 2010).

Employees not only consider compensation in absolute terms but also as compared to peers. The sense of unfairness may result in dissatisfaction, decrease in motivation and emotional discomfort.

Job security is as well a priority. Those employees who feel that their jobs are secure have reduced anxiety and increased psychological well-being. Conversely, stress, burnout and low life satisfaction are closely related to job insecurity.

3.5 Development and Growth Opportunities of a career.

Career growth and career development are vital to workplace happiness. Companies that train, promote and offer employees skills development opportunities will help employees feel competent and future oriented (Gagné and Deci, 2005).

Career development brings about happiness by:

- Increased self-efficacy
- Sense of progress and achievement.
- Motivation and engagement

Stagnation, frustration, and lack of engagement on the other hand come as a result of lack of growth opportunities.

3.6 Job Design and Job Clarity.

According to Job Characteristics Theory, job design, which was put forward by J. Richard Hackman and Greg Oldham (1976), is a major factor of happiness at the workplace.

Key elements include:

- Skill variety
- Task significance
- Autonomy
- Feedback

Meaningful jobs and ones that are autonomous increase intrinsic motivation and satisfaction. On the other hand, monotonous and well-regulated activities decrease activity and happiness. Role clarity plays a key part too. Confusion, stress, and reduced happiness are some of the effects of ambiguity in job roles.

3.7 HR Practices and Organization Support.

Perceived organizational support is the belief that in its organization, employees believe that the organization appreciates their input and is concerned about their well-being. There is high support that is linked to happiness and commitment.

Best HR practices are:

- Employee assistance programs
- Mental health initiatives
- Recognition systems
- Feedback mechanisms

Those organizations that work towards the well-being of employees have a greater degree of engagement and retention.

3.8 Technology, Working Remotely and New Work Arrangements.

Technology has emerged as a significant predictor of happiness of organizations with the emergence of digital workplaces. Telecommuting is flexible and has independence but can also lead to isolation and decrease socialization.

Hybrid work seems like a good option, offering a middle ground between flexibility and social interaction. Nevertheless, remote teams need to be managed properly in order to keep the interest and motivation high.

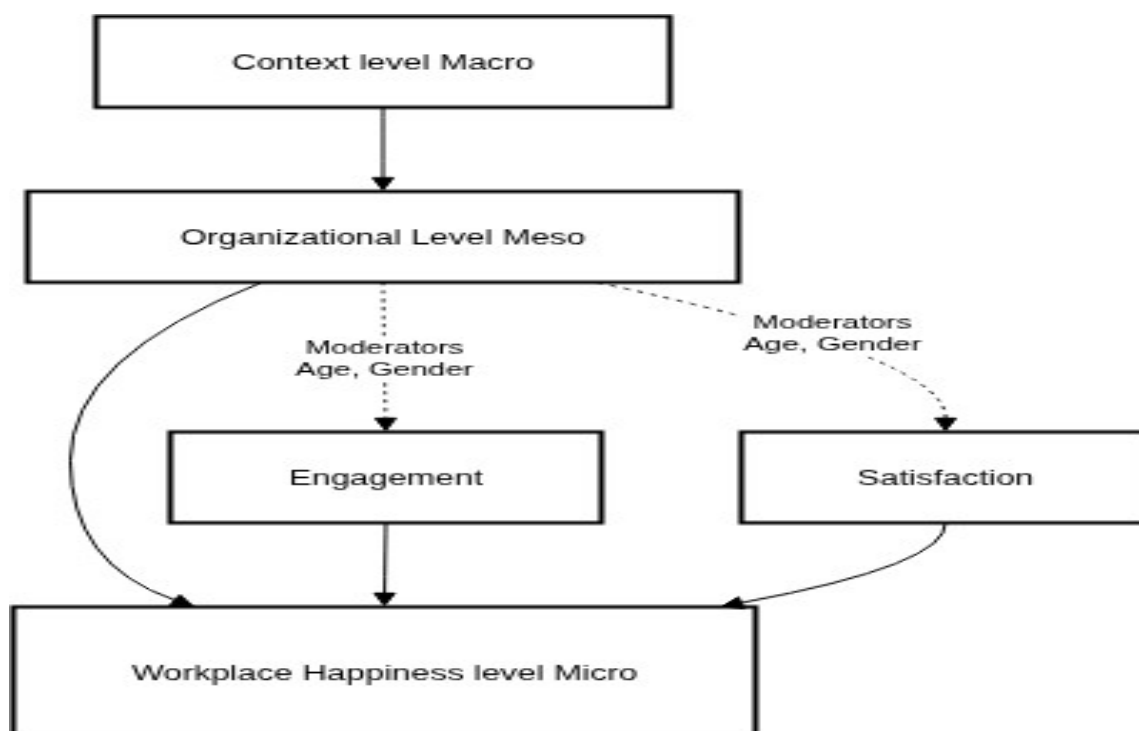
Synthesis of Organizational Predictors

In general, there is evidence that leadership style, organizational culture and work-life. The best and most predictable indicator of happiness at work are balance. All these have a direct impact on the level of emotion, motivation, and belonging of employees. Of significance, organizational predictors do not work in a vacuum. They have a mediational influence on psychological variables (i.e. work engagement) and a moderating influence on contextual variables (i.e. culture and type of industry).

4. COMPREHENSIVE MULTI LEVEL MODEL OF HAPPINESS IN THE WORKPLACE.

Happiness in the workplace cannot be sufficiently understood in a one level approach. Rather, it is the result of an active interaction of psychological, organizational and contextual forces that are acting simultaneously on multiple levels. The multilevel model is integrated which provides .A interactive system that combines these interacting determinants, providing a more holistic view of employee well-being.

4.1 Conceptual Diagram of Model



4.2 Theoretical Significance

The multilevel model is integrated which means it builds on existing literature by going beyond reductionist explanations of workplace happiness. It does not see well-being as the result of specific individual characteristics or organizational factors but rather as the two that are interrelated and co-evolve.

This is the same view as that of modern organizational psychology, which acknowledges that the well-being of the employees is influenced by complex adaptive systems and not by linear cause-effect relationships.

4.3 Practical Implications

Practically, the model emphasizes that the interventions that are intended to improve the workplace happiness should be multi-layered.

Organizations should:

- Build psychological skills of employees (e.g., resilience training)
- Develop positive leadership and cultures.
- Modify policies to more extensive socio-cultural and technological evolutions.

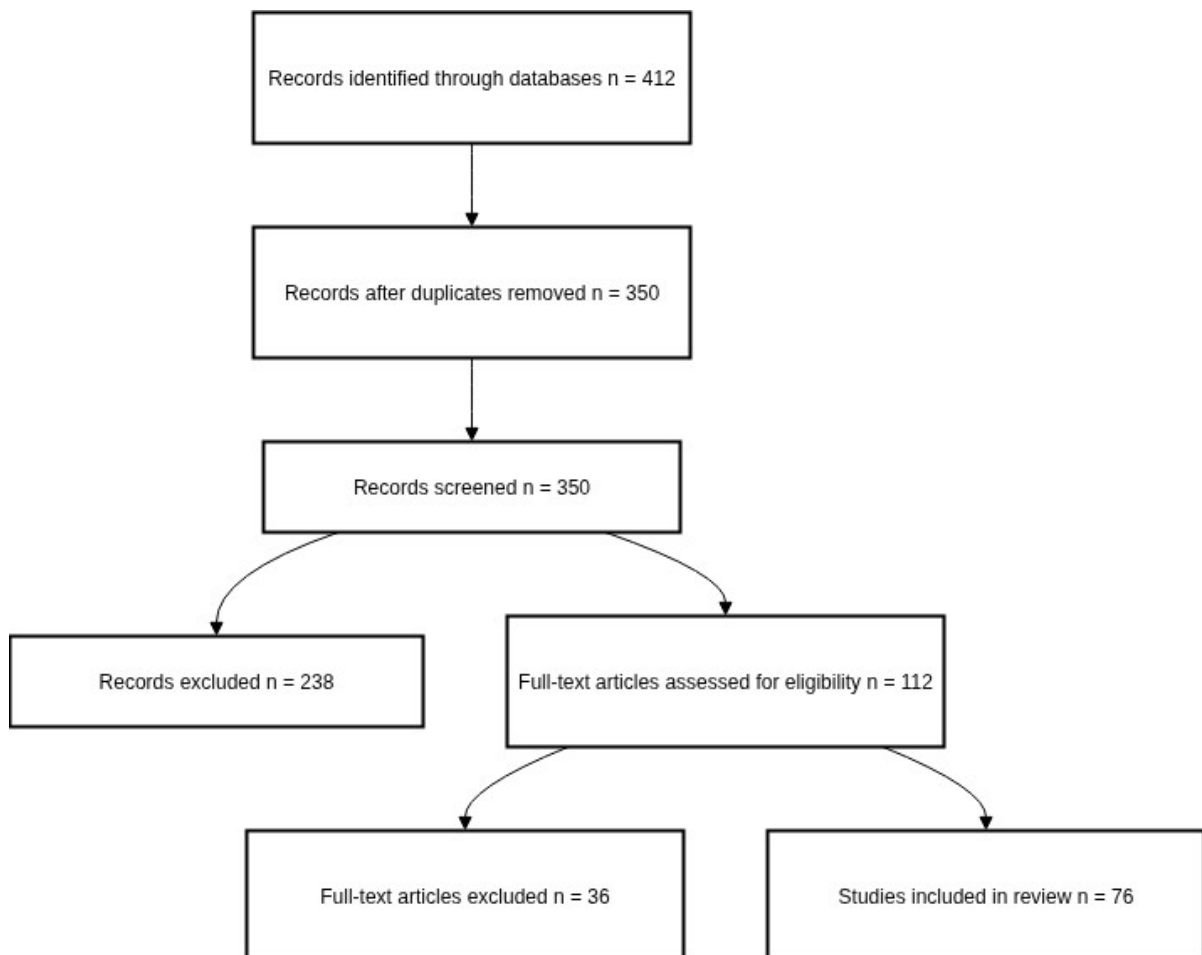
To achieve sustainable changes in workplace happiness it is not enough to concentrate on a single level (e.g., salary increase or personal training).

CONCLUDING INSIGHT

Simply put, the concept of the integrated multi level model views the happiness in the workplace as a dynamic phenomenon that occurs as a result of the ongoing interplay between people and their surroundings. It points out that workplace happiness is not attained in solitary mode.

Interventions yet via alignment in the psychological, organizational and contextual realms

4.4 Conceptual Model of Workplace Happiness



DISCUSSION

This review provides a comprehensive discussion of psychological and organizational aspects associated with workplace happiness, yet it focuses on the significance of employee well-being as an interactive process. Well-being is a dynamic construct that involves multiple dimensions. Workplace happiness does not arise from individual factors alone but is rather the result of interactions between dispositional and external working conditions.

One of the key conclusions drawn from this study is the predominance of psychological factors, particularly work engagement, emotional intelligence, and resilience, as drivers of subjective well-being among employees. It aligns closely with the theories of Martin Seligman, who stated that well-being was more than just the absence of negative experience and was rather a psychological process itself. The outcomes support the PERMA model, as engagement, relationships, and meaning were shown to consistently predict workplace happiness.

On the other hand, organizational aspects, such as leadership, organizational culture, and work-life balance, remain equally crucial in this context. They correspond with Edward Deci's Self-Determination Theory, according to which one requires autonomy, competence, and relatedness to be well. These needs are adequately met within organizational environments, enhancing employee happiness.

Importantly, the findings revealed that psychological factors and organizational factors operate not independently but through complex interaction effects. For instance, high emotional intelligence can offset the negative consequences of poor leadership, and even when employees are not particularly self-motivated, they might be engaged with support from leaders. This interaction suggests the relevance of the proposed multi-level model discussed above.

Differences in the studies were also observed. While some papers pointed out high correlations between job satisfaction and happiness, others claimed there was no relationship between these two variables.

individually cannot provide an adequate representation of well-being in the workplace. Discrepancies in the research might be attributed to different measurement tools, differences in culture, and sample characteristics.

Also, the paper discusses the methodological problem in the literature reviewed. Specifically, most studies employ cross-sectional research design, limiting causation. We are unable to determine which one comes first, happiness or improved work performance.

In conclusion, the findings underscore the complexity of happiness at work as a multi-dimensional, context-driven, and dynamic construct requiring theoretical and empirical integration frameworks.

CONCEPTION MODEL OF WORKPLACE

<ul style="list-style-type: none"> • Personality
<ul style="list-style-type: none"> • Emotional Intelligence
<ul style="list-style-type: none"> • Resilience Negative
<ul style="list-style-type: none"> • Work Engagement Positive
<ul style="list-style-type: none"> • Organization Culture
<ul style="list-style-type: none"> • Leadership Style
<ul style="list-style-type: none"> • Work Life Balance
<ul style="list-style-type: none"> • Job Security
<ul style="list-style-type: none"> • Career Development
<ul style="list-style-type: none"> • Workspace Happiness
<ul style="list-style-type: none"> • Emotional Intelligence
<ul style="list-style-type: none"> • Resilience Negative
<ul style="list-style-type: none"> • Work Engagement Positive
<ul style="list-style-type: none"> • Organization Culture
<ul style="list-style-type: none"> • Leadership Style
<ul style="list-style-type: none"> • Work Life Balance
<ul style="list-style-type: none"> • Job Security
<ul style="list-style-type: none"> • Career Development
<ul style="list-style-type: none"> • Work space Happiness

5. PRACTICAL IMPLICATIONS

The implications of the findings of this review on the practice in organizations are also significant especially in human resource management, leadership development and employee well-being interventions.

5.1 Organizational Policy Implications

Companies need to get out of the established models of productivity and embrace well-being-based

policies. This includes:

- Developing work that facilitates independence and ability to use skills.
- Providing a fair pay and employment security.
- Fostering a diversity-friendly and psychologically safe workplace.

Employee welfare policies are not only morally right, but also lead to increased performance, less turnover and long term survival of the organization.

5.2 Leadership Development

The important role of leadership in workplace happiness. The transformational leadership with the attributes of inspiration, support and vision has been repeatedly linked to increased employee well-being.

The organizations are supposed to invest in:

- Leadership training programs
- Managers emotional intelligence development.
- Feedback-oriented leadership practices

When leaders are able to establish a positive environment by fostering trust, recognition and free communication, the employees are able to develop psychologically.

5.3 Employee Well-Being Programme

Organization sought to adopt well-being programs, which are well organized and include:

- Stress training and resilience training.
- Mental health and mind fullness programmers.
- Employee assistance program (EAPs)

These interventions help employees to better cope with challenges at work and to be emotionally balanced.

5.4 Work-Life Balance Interventions

Remote and hybrid work models are flexible work structures that are vital in promoting happiness in the workplace. Organizations should:

- Offer flexible scheduling
- Encourage boundary management
- Families and individual needs.

The practices help to lessen burnout and enhance life quality.

5.5 Multi level Model of Workplace Happiness.

The happiness in the workplace is not well explained using a single level. Rather, it is the result of a dynamic interaction among psychological, organizational and contextual processes that occur at a number of levels. The multilevel model is integrated and offers a integrative model which integrates these interacting determinants, providing a more holistic view of employee well-being.

The model, fundamentally, combines the concepts of positive psychology, organizational behavior, and social-contextual theories based on the initial conceptualization of Martin Seligman and Edward Deci. Such integration can be used to understand the interaction between individual dispositions and environmental conditions in a more subtle way, to create different degrees of workplace happiness.

5.6 Individual (Psychological) Level

At the micro level, workplace happiness is influenced by personal psychological traits including personality traits, emotional intelligence, resilience and work engagement. These aspects affect the way workers perceive, respond and manage their work experiences. As an illustration, a worker with a high degree of optimism and emotional intelligence would tend to see obstacles as chances and tend to stay in positive moods despite the stressful situations. environments. On the contrary, high neurotic people can find the same environment to be stressing and unhelpful.

Psychological variables, therefore, serve as filters of perception, which translates subjective interpretations of objective conditions in the workplace.

5.7 Organizational Level

Organizational structures, leadership styles and workplace practices at theme so level play a critical role in determining the happiness of employees. Leadership behavior, organizational culture, job design, as well as work-life balance, are some of the variables that form the external conditions under which employees work.

Providing support and organizational cultures that are inclusive instill a sense of belonging, autonomy and competency-the three basic needs highlighted in the self-determination theory. On the other hand, toxic environments that are characterized by inadequate communication, inadequate workload and inadequate recognition may cripple even the strongest of individuals, psychologically.

Notably, the organizational factors do not act in isolation and their effect is mediated by the psychological attributes of the employees. As an example, autonomy could help to increase the level of engagement as long as people are willing to use it as a strategy.

5.8 Contextual and Social Level.

On the macro level, the wider contextual aspects including cultural norms, industry needs, technological developments and social-economic conditions are vital in determining workplace happiness.

Depending on the culture, the definition and experience of happiness vary. To illustrate this point, collectivist cultures might focus on harmony within the relationships, though individualistic cultures focus on personal success and independence. In the same way, different stress levels and expectations are generated by industry-specific needs (e.g., healthcare vs corporate sectors).

Remote and hybrid work environments are another type of factor that complicates the situation by changing social interactions, work boundaries, and autonomy of employees.

5.9 Interactions across Levels that are dynamic.

One of the major characteristics of the integrated multi level model is that it focuses on interaction effects, but not individual influences.

- Psychological characteristics may enhance or cushion organizational impacts.
- Organizational practices have the ability of either boosting or crushing individual potential.
- Contextual factors are able to mediate psychological and organizational

relationships. For instance:

- High resilience has the ability to counter-act the adverse impacts of job stress.
- Transformational leadership has the potential to improve the engagement, particularly with intrinsically motivated employees.
- Cultural values may also have an impact on the perception of leadership behaviors.

Such interactions underscore the fact that workplace happiness is never fixed but is dynamic and changes through a series of feedback loops at multiple levels.

5.10 Mediating and Moderating Mechanisms

The model has also the mediating and moderating variables which clarify how and when some factors affect the workplace happiness.

Mediators: Work engagement, job satisfaction, and emotional states can be used to describe the channels of influence of organizational practices on happiness.

Moderators: The strength and the direction of relationships is dependent on age, gender, cultural context and personality traits.

Indicatively, work engagement tends to mediate between job resources (e.g., autonomy, feedback) and workplace happiness, whereas personality traits might mediate this connection.

5.11 Integrated Approach

The need to have a multi-level intervention strategy may perhaps be the most valuable implication. Organizations ought not to use individual-oriented intervention (e.g. training) or structural change (e.g. salary increase) but rather use a combination of the two to realize long term growths in work happiness.

6. Gaps in Research and Future directions.

Although the amount of literature available on workplace happiness is increasing, there are still a number of gaps that can be filled by conducting a study.

6.1 Longitudinal Research required.

One of the major shortcomings of the literature is the use of cross-sectional designs. Subsequent studies need to take on longitudinal study designs to investigate cause and effect relationships as well as how workplace happiness changes with time.

6.2 Cross-Cultural Perspectives

The majority of the studies have been carried out in the West, which restricts the extrapolation of the results. Future studies are needed to determine the workplace happiness within the context of different cultural environments in order to see how cultural values contribute to well-being.

6.3 Studies that are experimental and intervention-based.

Experimental research that looks into the effectiveness of certain interventions is inadequate. Future studies should:

- Test well-being programs
- Assess the results of leadership training.
- Examine causal mechanisms

6.4 Emerging Workplace Trends

The fast changing work environments nowadays are as a result of the technological changes. Future studies need to investigate:

- Effects of artificial intelligence on the well-being of employees.
- Remote working and hybrid.
- Online fatigue and online team work.

6.5 Multi level Models.

Future studies need to be directed towards coming up with and empirically testing integrated multilevel frameworks to include the interaction between psychological, organizational and contextual variables.

7. REVIEW (Expanded and Critical Evaluation) limitations.

Although this systematic review is very informative, there are a number of limitations that should be taken into consideration.

To begin with, only peer-reviewed articles in English were considered in there view, which could have led to the omission of other articles in other languages. This brings about possible bias in language.

Second, the databases chosen, albeit exhaustive, might not have been able to include all of the relevant studies, thus biasing the databases.

Third, most of the studies included were cross-sectional studies, which could not be used to make causal inferences. This is indicative of a larger limitation of the field as opposed to the review.

Fourth, publication bias may be an issue since research studies with meaningful results will be published more than those with no results.

Lastly, the inconsistency and comparability of the research results could be influenced by differences in measurement instruments and operationalizations of workplace happiness.

The review has strong synthesis of the existing knowledge despite these limitations and also suggests critical directions to be taken in future research.

CONCLUSION

The present systematic review provides a detailed analysis of the factors that contribute to job happiness from psychological and organizational perspectives, integrating all the existing research findings in the context of the well-known theories of job happiness, such as the PERMA model proposed by Martin Seligman,

the Subjective Well-Being theory formulated by Ed Diener, and the Self-Determination Theory developed by Edward Deci and Richard Ryan. It should be noted that job happiness cannot be regarded as a uni-dimensional construct, but rather as a multi-dimensional process determined by the interaction between individual psychological characteristics and organizational structures

Personality traits, specifically extraversion and emotional stability, were also found to be consistent positive predictors of workplace happiness and neuroticism was found to have a strong negative relationship. Resilience and emotional intelligence were also noted as key internal resources that help

employees to control emotions, manage stress factors in the workplace, and be psychologically healthy. Moreover, one of the strongest was the work engagement (vigor, dedication, and absorption). predictors between studies, which is why it is the core element of the improvement of individual and organizational performance. Stress and burnout on the other hand exhibited a negative relationship at all times. connection with happiness, the significance of psychic stress management and long-term avoidance of chronic stress.

Organizationally, supportive leadership, positive organizational culture and career development opportunities were highly related to increased employee happiness levels. Transformational leadership, specifically, was discovered to have a greater ability to promote motivation, trust and emotional well being compared to transactional leadership. Similarly, flexible work practices and work-life balance were becoming more and more critical practices in the contemporary workplace, particularly in the changing environment of the hybrid work setting as well as remote working. Pay and employment security also played a significant role, not as economic incentives, but as signs of fairness, appreciation and support of the organization.

The review also reveals that moderating and mediating factors such as age, gender, cultural factors, and industry type affect the work place happiness. An example is that, cultural differences influence the perception and expression of happiness such that universal organizational strategies might not be effective in all situations. Also, remote working has brought new aspects of happiness in the workplace, such as autonomy and flexibility, and has brought both positive and negative issues of social isolation and work-life boundaries.

Notably, the results contribute to the need to take a comprehensive view of nurturing workplace happiness. To overcome old models of productivity, organizations have to start embracing the holistic model that will not only cater to the psychological needs of employees but also the conditions of the organization. This concurs with the modern trends in organizational psychology towards well-being-focused conceptualizations of work, in which the happiness of employees is not just a product of well-being but a cause of sustainability of performance and organizational achievement.

With such contributions, the review also identifies essential gaps in the literature. The dominance of cross-sectional studies restricts causal interpretation and longitudinal and experimental studies are still needed to have a better comprehension of the direction of relationships. Also, there is a lack of representation of non-Western and developing country situations, which limits the extrapolation of results.

To sum up, workplace happiness is a complicated, many-determined phenomenon, which can be facilitated only by both personal and organizational efforts. The strongest the role of work engagement, emotional intelligence, supportive leadership and positive organizational culture has

been supported by evidence. Future studies and practice need to be directed towards establishing evidence-based interventions that are context sensitive and promote employee well-being in the long-term. Finally, the need to promote happiness in the work place is not only an ethical or philanthropic issue, but also a business challenge to those companies that want to succeed in an ever-growing competitive world global competitive and dynamic environment.

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