Positive Psychology and Workplace Happiness: Exploring the Application of Positive Psychology Principles in the Workplace to Enhance Employee Happiness and Overall Organizational Performance

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Abstract

Purpose: The study investigates the relationship between positive psychology and workplace contentment, focusing on the potential impact of integrating positive psychology principles within an organization.

Materials and Methods: The researchers employed a qualitative research methodology and a non-probabilistic sampling approach to gather and analyze their data in this study. Data was collected from 100 employees in 20 UAE-based international companies.

Findings: The findings revealed that 80% of participants exhibited neutrality or positivity towards the implemented techniques. 45% of respondents had high psychological well-being, while 40% had a strong sense of organizational connection. Only 15% agreed on workplace happiness, but 20% agreed on work ethic, affiliation, mental well-being, independence, and the work environment. An additional 30% were in the neutral zone, while the remaining 30% were autonomous. Positive Built Workplace Environment concept is validated and positive psychology enhanced the work performance of employees in an organization.

Implications to Theory, Practice and Policy: The study suggests that reevaluating multinational companies' performance and productivity indicators (PPI) can enhance employee happiness and well-being. Therefore, companies should consider implementing such evaluations.

Keywords: Positive Psychology, Happiness at Workplace, Organizational Performance
1.0 INTRODUCTION

Background of the Study

Positive psychology means creating a work plan that reduces emotional and physical distress. Applying positive psychology in job places reflects an atmosphere that is productive, enjoyable, and valuable for individual employees (Seligman, 2019). Positive psychology interferences enhance the well-being of employees. It is a capable tool. As a result, to lessen anxiety and exhaustion, positive psychology interferences have played an exceptional role (Meyers, Woerkam, and Bakker et al., 2012).

Moreover, Positive Psychology Interventions (PPI) are necessary, and (Woerkom, 2021) indicated research about positive intervention of PPI in the workplace because it has a positive effect and enhanced desirable outcomes of organizational work. Moreover, this has helped to reduce the unwanted outcomes related to work. The results of the study indicated that positive psychology results are negligible. This may be different according to the happiness level of different individuals, and it varies between them.

De Kinderen et al (2002) explained that positive psychological welfare has "Eudaimonic" happiness as a critical element, and it has received growing attention because scholars recognized it and emphasized expanding its definition to function well. In addition, to capture the spiritual and agentic components such as autonomy, positive relationships, personal growth, and meaning, Eudaimonic provided some extra pathways that contributed to the provision of strength and workforce delivery for constructing positive relationships at the workplace. Moreover, it was evident that "Eudaimonic" has contributed to long-term happiness through cognition and behaviors to control and influence for achieving a common goal.

Carmeli (2003) suggested that managerial skills and psychological intelligence have a prominent role in the achievements of executives in their organizations. Hence, this argument is still intangible in attractiveness, and few studies supported this argument. Moreover, all this needs to receive proper quantitative examination in detail.

Waters et al. (2021) clarified that “positive psychology” techniques are crucial for safeguarding mental health during adversity, especially COVID-19. This article also examined collaborative well-being and shared growth following traumatic events, identifying positive experiences and potential for beneficial development for organizations. In addition, positive psychology therapies are provided to households, educational institutions, work environments, and psychologists.

In addition, according to Cameron (2012), constructive organizational behavior enables individuals and businesses to feel good about their work, perform more effectively, and ultimately provide a competitive advantage. Job performance is the fulfillment of a particular work and the desired outcomes concerning the quantity and quality of the worker in the business. Additionally, it means achieving a goal in one's employment or company (Campbell, 2019). Additionally, corporate citizenship behavior was described by (Robbins, Judge and Millett 2015) as being outside the conventional job requirements and descriptions of the worker. In light of those above, a highly competent and dedicated workforce is necessary for sustained organizational performance (Ehnert et al., 2016).
Waters (2020) proved that school-based interventions in positive psychology are related to students’ academic performance, relationships, and well-being. The author suggested more development and some extended factors needed in positive psychology and more systematically implanted in schools. Kong & Ho (2015) argued that strengths and independent provision have a stronger relationship and can be further extended for independent, solid individuals. Kassem (2021) explained that human resources are necessary for organizational achievements. This may present the best turnover on investment for an advantage in sustainable competition. The reason is that employees work for organizations with more power if organizations invest in flourishing the individuals and adopt positive psychology. Mendes & Macado (2015) validated that organizational flexibility plays an essential role in the ability of employees to adapt to unpredictable circumstances, which is related to organizational flexibility's development, which in turn impacts business performance.

Brandt et al (2023) studied the oil and gas sector of the United Arab Emirates (UAE), the study investigated the mediating role of the work pleasure element affecting the association between happiness at work and employee performance and turnover intentions. Moreover, the author explained that positive performance and happiness are positively impacted by job satisfaction, while turnover intention is negatively impacted. On the other hand, job satisfaction records a significant adverse impact on the intention to leave the company but a considerably favorable impact on performance at work. The findings indicated that work pleasure mediates the relationship between happiness at work, worker efficiency, and willingness to quit.

Job satisfaction, employee performance, and turnover intention have all been directly correlated in previous studies on human resources and organizational behaviors. Both a positive and a negative association between work-related happiness and intention to leave the company have been reported by researchers, as well as evidence of an advantageous connection connecting satisfaction with employment and employee performance. Moreover, for positive psychology (Bodein, Rose and Caillaud 2013) explained that training or coaching is recommended as an effective tool for promoting resource development to reach high targets and performance.

**Problem Statement**

In contemporary multinational corporate environments, leaders continually seek measures to enhance overall performance and create supportive working communities. While the significance of employee well-being has been acknowledged, there exists a lack of knowledge regarding the practical application of positive psychology principles in such corporate environments. The existing studies do not offer a systematic investigation of positive psychology interventions and the impact they have on workplace happiness, which, in turn, contributes to boosted organizational performance.

### 2.0 LITERATURE REVIEW

Positive psychology has a significant effect on the performance of workers in the workplace. Gruman & Budworth (2022), elucidated that research into positive psychology has evolved to gain knowledge of human welfare by investigating individuals and communities in the last ten years. They operated at the highest level while emphasizing their positive qualities and capabilities. Moreover, negative and positive aspects of people's condition have been explained by (Wong,
2016), and positive psychology expands its definition based on the humanistic roots. For the field of positive psychology to fulfill its purpose, positive research emphasizes dealing with unpleasant experiences and comprehending unique experiences (Wong, 2020; Lomas and Ivtzan).

Allen & McCarthy (2016) explained that positive psychology aims to start work as a catalyst for organizational change and evaluated that mainstream psychology has some bad things, but positive psychology does not claim for that but for positive qualities. Positive psychology generally discusses promotion and, specifically, mental health to value the subjective practices, satisfaction, and welfare explained by (Hershberger, 2005 and Barry, 2009). They explained it from the past, present, and future perspectives. Like satisfaction in the past, hope and an optimistic approach in the future and desires, needs, and their fulfillment are rooted in ancient flow and happiness.

Cunningham et al. (2002) discussed active jobs and related workers. The chief objective of discussing that was about their freedom in decision making; freedom for challenging tasks is reported highly prepared for good score challenges set by an organization. Workers with a proactive approach report high scores and seem the best fit for problem-solving. McCarthy and Allen (2015) highlighted the benefits of physical and mental health contentment. They explored the two direction connotations among the impact of individual differences and work-based pleasure and performance.

The research of (Kour, Den, and Sriratanaviriyakul, 2019) identified three positive characteristics: well-being, optimism, and personal strength. They analyzed organizational productivity and its impacts on employees' productivity. There should be a primary reflection of the organization's working plan, competitive achievements, advantages, and sustainable working practices. Authors (Wright and Cropanzano, 2000) primarily focused on these tools for the well-being of employees, and their engagement is a necessary and critical indicator for the latter mentioned.

In addition, researchers have yet to work on the workers' well-being and psychological explanations, and Lyubomirsky (2008) discussed the happiness of workers at the workplace. They correlated the quality of work and performance. They find that greater well-being is the reason for good performance and productivity.

By considering the theories authors used, the "Conservation of Resources" theory (COR), this study investigates the effect of beneficial psychological health on worker civic conduct and job performance. The findings of (Chen et al., 2021) revealed that corporate psychological involvement correlates favorably with "Psychological Capital" (PsyCap), and both are entirely influenced by psychological capital. Positive psychological strengths assist employees in dealing with challenging work settings.

Human resources are crucial, and organizations must efficiently use human resources, focusing on positive psychology perspectives, to comprehend hope, self-efficacy, optimism, and resilience. Leadership approaches that identify positive “Psychological Capital” (PsyCap) help employees develop and participate at work.

**Happiness at Work Place**

Feel happiness at the workplace boosts the productivity of workers. Saenghiran (2014) explained that work balance and fulfilling work are necessary components of workplace happiness, along with having positive experiences, a sense of happiness, good feelings, and pleasure. In addition,
someone is said to be cheerful when they experience good feelings frequently. Positivity is a sign that one's life is going well and that there are no immediate dangers. 

(Edmunds & Pryce-Jones, 2008) explicated that problems can be sorted by carefully the resources at hand; addressing difficulties is seen as the definition of happiness at work. The performance of an individual could be enhanced more efficiently, and their potential could be realized via attentive admiration for the peaks and control of the lows. The contentment of an individual and other people can then be determined. Another study defined the idea of pleasure at work as enjoying good working relationships and career advancement, as well as enjoying the sense of worth and fair treatment. Moreover (Sals-Vallina et al., 2017) also explained that well-being and happiness from an extended literature on happiness are increasing among scholars.

Happiness depends on the nature of work, and individual acts accordingly. Field & Buitendah (2011) clarified that happiness is influenced by individuals' self-evaluation and perception of their lives. Understanding the role of employment and work is crucial for global happiness, influencing the job market, efficiency, and company performance.

The value of occupational quality of life has been cited as a critical factor in academic studies. According to this study, happiness is a fundamental condition that almost everyone may attain. Among the critical earlier research are those that look at how improving workplace management can make achieving happiness during daily work easier. Engaged individuals use their bodies, minds, and emotions to express themselves in assigned duties, forming attachments to organizational responsibilities.

Employee Engagement

Engaged individuals use their bodies, minds, and emotions to express themselves in assigned duties, forming attachments to organizational responsibilities (Abdallah et al., 2017). Work engagement is emphasized as a good, satisfying, and job-related mental state with three components: devotion, absorption, and vigor. Previous research on staff member engagement at work indicated that motivated people are more likely to produce favorable results for the organization, like lower intention to leave the company, happier clients, and higher levels of profit and efficiency (Joo & Lee, 2017). According to (Fisher, 2010), engagement implies or openly signifies a sense of vigor, attentiveness, tenacity, absorption, enthusiasm, and pride.

Employee Performance

Employee performance includes the results of the cognitive and emotional capacities. It can be defined as reactions or behaviors expressing what the employee has learned or the training they have received (Faiza & Nazir, 2015). Since worker productivity is essential for both the individual and the organization, it is a topic that business studies scholars are using more and more frequently. Performance among workers helps improve organizational processes overall, especially in terms of productivity and efficiency (Abualoush et al., 2018).

Employee performance measures their contributions to the business, including output quantity, work attendance, and accommodating attitude. It reflects their financial and non-financial results, directly impacting the firm's effectiveness and profitability (Anitha, 2014). Performance evaluation involves assessing a worker's actions and outcomes rather than fixed standards. It is the result of an employee's capacity multiplied by support and effort, and a decline in performance is due to a reduction in one element (Pawirosunamaro et al., 2017).
General Point of View

The most recent research shows that happy employees are more invested in their work and have better job satisfaction. Corporations accept the premise that keeping employees happy is crucial, and in reality, these corporations are increasing their efforts in this area, according to the American Psychology Association (2014). In the most recent annual survey of Taiwanese by Shared Wealth & Cheers magazines, making employees happy was also listed as the critical factor contributing to the classification of the top employer (Gupta, 2012). Practitioners and academics are most concerned about worker participation because engaged workers show up to be more motivated, show greater levels of dedication to their jobs and groups, and are more willing to go above and beyond expectations to support the continued success and development of the companies they work for (Joo & Lee, 2017).

Literature Gap

Alam (2022) posits that positive psychology research findings offer valuable insights into psychosomatic factors that contribute to work-life balance and enhance employees' personal lives. To expand on these insights, there is a need for further exploration specifically pertaining to the physically built work environment and its relationship with positive psychology. Grant et al. (2019) introduce the concept of a "Positive Built Workplace Environment" (PBWE) and delve into the application of positive psychology in workplaces and buildings. Their research establishes connections between sustainable workplace physical features and organizational performance, emphasizing the integral role of constructive organizational enterprise. Amidst the challenges faced by organizations in both private and public sectors, staying competitive in the market becomes imperative (Manuti et al., 2020). Organizations strategically leverage their resources, especially human resources, to enhance their competitive edge and foster organizational growth (Barney, 2021). Recognizing the unique and distinctive nature of an organization's resources, particularly its human capital, is crucial for long-term viability (Yong et al., 2021). The significance of coaching for executives in influencing leadership abilities is empirically supported, but research on the impact of mentoring, particularly outside the CEO realm, is still in its early stages. Recent studies focus on the strengths-based mentoring approach in non-executive roles, assessing its effectiveness in promoting well-being, such as work involvement, and overall job performance (Peláez et al., 2020; Mackie, 2014; Grant, 2013).

Conceptual Frame Work

According to a theory of strengths proposed by (Linley, 2008), a person's ability to think, feel, and act in ways that permit complete and optimal functioning while pursuing desirable and beneficial objectives constitutes a strength (Linley & Harrington, 2006). Employees who intentionally apply their abilities to their everyday work are more successful and happy in the workplace. (Miglianico et al., 2020). Happiness offers several advantages to both the happy person and the people with whom they come into contact. (Wright & Cropanzano, 2004). Additionally, research has shown that contented workers perform better and significantly contribute to the organization's overall success. Bataineh (2019) explored the connections between worker efficiency, satisfaction, and a healthy balance between work and life. The findings showed that happiness and work-life balance favorably and significantly impact employee performance. However, employee performance is unaffected by work satisfaction. The results have significant implications for Jordan's pharmaceutical industry.
3.0 DATA AND METHODOLOGY

Research Design and Philosophy

A qualitative research design was used for this study, and a questionnaire with some critical questions was used to collect the data from the respondents. A different item scale was used to measure happiness, well-being, and the worker’s productivity. The qualitative research design was used because it helps to understand experiences, opinions, and concepts with deep understanding. Bhandari (2020) also applied this research design to create new concepts and ideas. Constructive research philosophy was used for the study. Because a reasonable sample size was required for the in-depth analysis of the positive psychology and well-being at the workplace. Williamson (2006) explained that in constructivist philosophy, the research seeks the answer of research participants, and it could be the subjective truth or perception of respondents.

Sampling Technique and Sample Size

Simple random sampling was an essential requirement to complete the data of the questionnaire from respondents. Because from employees of an organization, anybody can respond, and simple random is known for representing the specific portion of a population equally having a chance for selection. Singh & Masuku (2014) focused on some combinations for selectable populations with equal chance. One hundred employees were selected for data collection to know their perception and knowledge of organizational implementation for positive psychology and happiness at the workplace of 20 different international companies online. Respondents were different position holders in organizations.

Data Collection

A semi-structured questionnaire was used to collect the data. A 5-point Likert scale was used to collect information on respondents from strongly agree to disagree strongly. Data included age, gender, and questions about well-being, happiness, and optimistic emotional strategies. Data was
processed in SPSS and analyzed through frequencies and cross tabulation by making column graph and tables.

**Data Analysis**

**Demographics**

Table 1 presents a concise overview of the demographic information about the organization's employees. In order to explore the relationship between positive psychology, workplace happiness, and organizational performance, it is advantageous to understand better the workforce's demographic characteristics, specifically in terms of age and gender.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
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<tr>
<td>Male</td>
<td>65</td>
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<tr>
<td>Female</td>
<td>35</td>
</tr>
<tr>
<td>Age</td>
<td></td>
</tr>
<tr>
<td>18-30</td>
<td>21</td>
</tr>
<tr>
<td>31-45</td>
<td>51</td>
</tr>
<tr>
<td>46-60</td>
<td>28</td>
</tr>
<tr>
<td>Above 60</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 1 presents a categorization of employees based on their age groups. The age category "18-30" encompasses the lower end of the working population, incorporating individuals as young as twenty-one years old. Older generations possess distinct perspectives and needs in contrast to younger generations. Currently, the workforce consists of 51 individuals, with a predominant age group falling from 31 to 45. Individuals within this particular age group are commonly perceived to have undergone professional maturation and assumed significant responsibilities. The organization has a workforce of 28 individuals who have been employed between 46 and 60. These people are frequently considered to be among the most experienced and knowledgeable individuals within the firm.

**Discussion**

The composition of the company's workforce exhibits a notable gender disparity, with a predominant male representation of 65% as opposed to a comparatively lower female representation of 35%. The depicted gender breakdown demonstrates the potential impact of gender disparities within a professional setting on organizational dynamics and employee happiness. Table 1 presents a categorization of employees based on their age groups. The age category "18-30" encompasses the lower end of the working population, incorporating individuals as young as twenty-one years old. Older generations possess distinct perspectives and needs in contrast to younger generations. Currently, the workforce consists of 51 individuals, with a predominant age group falling from 31 to 45. Individuals within this particular age group are commonly perceived to have undergone professional maturation and assumed significant responsibilities. The organization has a workforce of 28 individuals who have been employed between 46 and 60. These people are frequently considered to be among the most experienced and knowledgeable individuals within the firm.

The distribution of ages is intriguing, as there is a notable overrepresentation of individuals within the prime working-age range (31-45 years). To optimize positive psychology and enhance overall job satisfaction, it is advantageous to customize employee engagement initiatives to cater to various age cohorts' distinct requirements and inclinations.
Potential issues can occur about employee retention, retirement regulations, and recruitment strategies when there is a need for more workers aged 60 and above. A workforce characterized by more diversity and includes individuals from many generations has the potential to enhance the culture and performance of an organization. Therefore, it is worthwhile to investigate strategies to retain experienced workers or attract older staff members.

**Organizational Commitment**

Organizational commitment was recorded on different questions for a 5-Likert scale of agree and disagree types. The response was added on an average scale for better weightage. For this purpose, an index scale was used, and the interpretation was explained thoroughly.

**Workplace Happiness**

Workplace happiness is essential for every organization, and as an organizational commitment to get better outcomes, they provide a better workplace environment with different strategies for employees. By considering this, our question was about workplace happiness, and we recorded the responses with a 5-item Likert scale. This response verifies whether workers agree with job place happiness or not.

![Figure 2: Relationship of Organizational Commitment with Work Place Happiness](image)

**Description of Relationship of Organizational Commitment with Work Place Happiness**

Based on the results of Figure 2 most participants strongly concur with the notion that an individual's degree of dedication to their company is positively associated with their level of job satisfaction. Furthermore, it is worth noting that 15% of individuals express concurrence, whereas 10% remain indecisive. A substantial proportion (35%) of individuals neither express agreement nor strongly endorse this correlation.

**Discussion**

The findings align with the ideas of positive psychology and suggest that many employees understood the correlation between commitment to their organization and job satisfaction. Nevertheless, many individuals raise inquiries or express dissent, highlighting the necessity to
further investigate the underlying factors contributing to these perspectives. In order to enhance organizational performance, it could be necessary to implement targeted interventions and engage employees through various activities. These initiatives aim to resolve problems and foster a stronger connection between employee dedication and enjoyment.

**Willingness to Employ Effort**

Willingness to employ effort is strongly related to organizational commitment. Whenever an organization fulfills its commitment and provides a balanced and healthy work schedule to the employees, they feel motivated and apply their total effort with dedication to the company, and the organization's performance is enhanced by this strategy and vision.

![Figure 3: Willingness to Employ Effort](image)

**Description of Willingness to Employ Effort**

According to Figure 3 a significant majority of participants, precisely 75%, agreed that employees' willingness to exert additional effort is positively associated with their commitment to the organization. More precisely, 55% of respondents exhibit a high level of agreement, whereas 20% express agreement. A sheer 8% of participants provided a comment that was either favorable or negative, whereas 17% expressed disagreement or strong disagreement.

**Discussion**

The findings in this figure align with the principles of positive psychology and its impact on workplace well-being. Specifically, the results indicate a positive correlation between the incentive to invest effort and the level of commitment individuals have towards their business. Most participants demonstrate an understanding of this association, indicating that initiatives to foster employee engagement can potentially enhance the probability of employees exerting additional effort. Nevertheless, considering the considerable proportion of those who did not respond affirmatively or negatively, it is evident that a focused endeavor is required to establish more profound connections between the two factions. Organizations may contemplate enhancing employee engagement initiatives and cultivating a congenial work environment to enhance commitment and efficiency.
Feel Pride with Organizational Affiliation

Many psychological studies elucidated that positive motivation creates employee self-esteem, and (Kim, 2019) verified this argument. Organizations are committed to working with objectives, achieving their goals, and fulfilling missions. This mechanism forced them to work according to rules and goals while balancing employees' work. Thus, they are motivations for workers with good growth and performance. Workers feel proud to be affiliated with that organization and show their willingness to work for maximum time.

Figure 4: Feeling Pride with Organizational Affiliation

Description of Feeling Pride with Organizational Affiliation

The survey question aims to determine the extent to which respondents derive satisfaction from their work and are highly committed to the organization. In Figure 4 a majority of the workers, namely sixty individuals comprising 60% of the total, expressed a positive response, signifying their experience of pride and their willingness to dedicate their efforts to the organization wholeheartedly. Nevertheless, a notable % of employees, namely 10%, express a lack of pride or enthusiasm when representing the organization. Additionally, a more significant segment, including 30% of workers, indicates a state of ambivalence or a lack of strong emotions towards this matter.

Discussion

The principles of positive psychology and the endeavor to seek joy in the workplace are evident in the research results of Figure 4 which indicate that a significant majority of employees take pride in their affiliation with the organization. Employees with a profound sense of pride in their profession are inclined to exhibit active engagement and heightened motivation, striving to achieve their utmost potential. It is imperative to acknowledge that a subset of the workforce, including approximately ten percent, may exhibit a lack of pride in their profession and a diminished motivation to deliver optimal performance. Given the potential ramifications on employee morale and overall productivity, it becomes crucial to address these sentiments. Strategies aimed at enhancing pride and dedication among workers, such as publicly acknowledging staff efforts and
providing monetary remuneration, have the potential to positively impact both organizational success and worker happiness. The seeming apathy exhibited by this collective implies that the leadership could enhance their effectiveness in communicating the organization's principles and fostering a sense of commitment among individuals towards their tasks.

**Psychological Well-being**

Different dimensions of well-being were measured and used the same 5-item scale. Psychological well-being includes many categories, but here, two central and relevant psychological well-being-related categories were discussed after collecting the data from employees. Triado et al. (2007) developed the psychological well-being 6 item aspects. The author described it as a good environment, autonomy, personal growth, positive relationships, self-esteem, and purpose in life.

**Psychological Well-being and Positive Relationship with Employees**

Employees work well when the administration approaches them with an excellent psychological approach and is willing to improve their well-being. A good relationship is established when management approach and engage well in policies, plan, relaxation work hours, and vacations for urgency. Timely approach to employees resolves their issues, and organizational operations work smoothly.

![Figure 5: Psychological Well-Being and Positive Relationship](image)

**Description of Psychological Well-Being and Positive Relationship**

Figure 5 shows how employees perceive the company's efforts in promoting their emotional well-being and fostering interpersonal relationships. Only eight percent of employees express unanimous concurrence with their company's active endeavors to foster emotional well-being and cultivate positive working relationships among staff members. 12% of the surveyed workforce agreed with the abovementioned assumption, and 15% of the respondents indicated a lack of view on the matter. In contrast, a significant proportion of workers, precisely 45%, express severe disagreement with the company's endeavors in this domain, while 20% of workers hold a complete lack of agreement.
Discussion

The results of Figure 5 indicate a concerning pattern, as a significant proportion of employees express disagreement or severe disagreement with their organization's efforts in promoting psychological well-being and fostering positive relationships. This may hinder the organization's endeavors to enhance employee morale and productivity within the work environment. The prevalence of discord and scarcity of consensus underscores the pressing necessity for attention and support. The cultivation of a work environment that is characterized by positivity and support can be attained through the introduction and execution of various initiatives that are specifically designed to promote employee well-being, foster team growth, and facilitate effective dispute resolution. These measures can enhance an organization's morale, production, and interpersonal dynamics. The pursuit of positive psychology and workplace happiness can be facilitated by conducting further studies and seeking employee input to gain insight into specific areas that require improvement.

Autonomy and Good Environment for Employees

Positive psychology affects human nature, and its application in organizations plays an important role and depicts implementing a good environment. Autonomous working the job plays a play an important role in working and provides relief from pressure. Positive Psychology is fundamentally necessary for autonomy and a pleasant working environment. In addition, this also allows control of the behavior of others and promotes autonomy and respect for the behavior of others.

Autonomy and Good Environment for Employees

In Figure 6 the primary aim was to ascertain the participants’ perspectives regarding their perceived degree of accountability and contentment with the work environment. A total of 35% of the sample workers said that they perceive the organization as fostering autonomy and possessing a positive organizational culture. Moreover, a notable proportion of the workforce, precisely twenty individuals (equivalent to 20% of the total), affirm the veracity of this statement. At the same time, a larger contingent of thirty percent of workers remain neutral and express no definitive stance on the matter. However, a portion of the workforce, precisely 11% of workers, expresses a dissenting
viewpoint regarding the level of autonomy and overall quality of their workplace environment inside the business. This dissenting group constitutes a small but vociferous minority of 4% of workers.

**Discussion**

Figure 6 findings direct that a significant majority of participants expressed gratitude towards the company's endeavors in fostering employee autonomy and cultivating a positive work atmosphere. A significant majority of respondents either express or strongly agree, suggesting that the organization is progressing in fostering positive psychology and workplace satisfaction. Nevertheless, the substantial presence of a considerable number of workers falling within the intermediate category underscores the significance of persistently striving to enhance these domains. Addressing the concerns of those with dissenting or strongly dissenting views is paramount due to the potential impact of their negative impressions on morale and productivity. Organizations have the potential to enhance optimistic responses by implementing rules that afford employees greater autonomy, cultivate a more collaborative work environment, and offer increased opportunities for skill development. In the pursuit of cultivating a more congenial and empowering workplace milieu, soliciting the perspective of an unbiased external entity can prove advantageous.

**Implementation**

This is the outcome of policies or strategies by merging the responses in a single table. The explanation was visual, with graphs and tables.

**Table 2: Cumulative Evaluation of Strategies**

<table>
<thead>
<tr>
<th>Strategies</th>
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<th>N</th>
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<th>SDA</th>
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<td>10</td>
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<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>215</td>
<td>95</td>
<td>93</td>
<td>60</td>
<td>37</td>
</tr>
</tbody>
</table>
Figure 7: Cumulative Evaluation of Strategies

Description

Table 2 and figure 7 presents a succinct and easily comprehensible summary of all responses. Out of 500 replies, 215 respondents expressed strong agreement, while 95 people agreed. Furthermore, it is noteworthy to acknowledge that a collective sum of 93 individuals provided responses that exhibited passivity or positivity, whereas 60 individuals expressed disagreement and 37 strongly disagreed with the remark mentioned earlier. Upon conducting a comprehensive analysis of the data, it was determined that 500 replies were gathered, with an overwhelming majority of participants agreeing with the proposed measures. This implies that the personnel diligently ensured the validation of all therapies and employed strategies that were highly congruent with various forms of positive psychological intervention. Implementing positive psychology in the workplace can cultivate a buoyant and hopeful perspective, enhance productivity, enhance well-being, and mitigate stress.

Description of Cumulative Responses

Table 2 and figure 7 presents a concise overview of employee input about five crucial domains: job satisfaction, willingness to exert effort, organizational affiliation, psychological well-being, and employment autonomy and surrounds. Based on the data provided, it is evident that Workplace Happiness and Willingness to Effort are the most esteemed attributes within the work environment, as indicated by their respective answer rates of 55% and 75% in the categories of S.A. (Strongly Agree) and A (Agree). Based on the findings presented, it is evident that many employees comprehend the importance of these characteristics in fostering positive psychological well-being and job satisfaction. With this knowledge, organizations can develop and execute strategies to enhance employee satisfaction and motivation, potentially increasing overall productivity.

The findings exhibit greater complexity when examining psychological well-being, autonomy, and environment, as indicated by higher proportions of responses categorized as Neutral (15% and 30%, respectively). The results of this study indicate a dearth of the need for more or conflicting
perceptions of the organization's initiatives since a significant proportion of employees neither strongly endorse nor oppose the notion that certain aspects require enhancement.

**Discussion**

The proportion of individuals who responded with a neutral stance regarding their organizational membership was notably more remarkable than any other response category. If a substantial proportion of employees exhibit ambivalence towards their loyalty, the organization should clarify its values and organizational ethos further. The significance of analyzing these responses through the lens of positive psychology and employee happiness in the organizational setting must be considered. Organizations can employ this information to focus on areas of concern and implement corrective actions to enhance them. An inclusive approach that considers the range of positive and neutral sentiments expressed by employees can lead to a workplace environment that is more harmonious and conducive to productivity.

**Procedure**

Ethical consideration was important during the research process, and all participants were briefed during the interviews and were ensured of the confidential data process. The data was collected within the premises, and the process started after the respondents agreed.

**4.0 CONCLUSION AND RECOMMENDATIONS**

**Conclusion**

Positive psychology plays an essential role in organizational performance. Because it provides detailed insights into the daily workplace operations and workers' happiness, it also increases positive psychology to enhance happiness and overall organizational performance. This practice is good for well-managed companies and organizations for smooth working and better outcomes. When they set priorities according to their goals and missions, employees' happiness, autonomy, and a sound and pleasant environment are a priority. Then, employees work with more dedication and happiness to put in extra effort and feel pride in being affiliated with organizations.

The study aimed to determine the satisfaction and commitment of employees towards their organization. The main objective was to explore positive psychology and its implications for workplace contentment and efficiency. Other objectives discussed the relationship between outcome and psychological interventions and measured well-being, happiness, and engagement. A majority of employees, 60%, responded positively, indicating their pride in their affiliation with the organization. However, 10% expressed a lack of need for moralism or ambivalence towards representing the organization. The research results show that most employees take pride in their affiliation with the organization, which can lead to active engagement and motivation. On the other hand, only 8% of employees agreed with the company's efforts to foster emotional well-being and positive working relationships. This may hinder the organization's efforts to enhance employee morale and productivity.

The survey also examined the perception of accountability and contentment with the work environment. 35% of the sample perceived the organization as fostering autonomy and a positive organizational culture. A significant proportion of workers, 20%, affirm this statement, while 30% remain neutral. However, a small minority, 11%, expressed a dissenting viewpoint regarding the level of autonomy and overall quality of their workplace environment. The findings show greater
complexity in examining psychological well-being, autonomy, and environment, with higher proportions of responses categorized as neutral. This suggests a need for more clarity or conflicting perceptions of the organization's initiatives, as a significant proportion of employees neither strongly endorse nor oppose the notion of certain aspects requiring enhancement.

Conclusively, all these results show good positive psychology practices at international companies, and employees were clearly responding to the questions. The data validated that these results positively supported positive Psychology. Good signs of positive interventions of motivational strategies are reflected in the data visualization in graphs.

**Recommendations**

- International companies need to work more on happiness at the workplace for better results.
- As a result, autonomy and environment need to be reassessed because the majority were reflecting their neutrality on these two strategies.
- We must implement and revise the PPI (Positive Performance Indicators) for a healthier and more supportive workplace environment for companies.
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