



EXPLORING THE CONNECTION BETWEEN POSITIVE PSYCHOLOGY INTERVENTIONS AND WORKPLACE HAPPINESS

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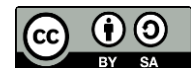
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Abstract

Workplace happiness is a critical factor that influences employee engagement, productivity, and overall organizational success. Positive psychology interventions (PPIs), which focus on enhancing well-being and personal strengths, have been shown to improve individual happiness. However, the specific connection between PPIs and workplace happiness remains underexplored. Understanding how these interventions impact happiness in the workplace is crucial for organizations seeking to improve employee satisfaction and organizational outcomes. This study aims to explore the connection between positive psychology interventions and workplace happiness. The research investigates whether the implementation of PPIs leads to improved emotional well-being, job satisfaction, and overall happiness among employees. A mixed-methods approach was employed, involving both quantitative surveys and qualitative interviews. Data were collected from 250 employees across various industries who participated in a 6-week PPI program. The findings revealed that employees who participated in the PPI program reported significant increases in workplace happiness, job satisfaction, and emotional well-being. The study concludes that positive psychology interventions are effective in enhancing workplace happiness and can be a valuable tool for organizations seeking to improve employee well-being and performance.

Keywords: Positive Psychology, Well-Being, Workplace Happiness



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INTRODUCTION

The concept of workplace happiness has garnered significant attention in recent years, as organizations increasingly recognize the importance of employee well-being in fostering a productive and positive work environment. Happiness at work is not just a fleeting emotional state but an essential component of overall job satisfaction, engagement, and performance. It is closely linked to motivation, job commitment, and overall psychological well-being. With the increasing demands placed on employees in today's fast-paced and high-pressure work environments, finding ways to enhance workplace happiness has become crucial for maintaining a healthy and effective workforce. Positive Psychology Interventions (PPIs) have emerged as an effective tool for boosting employee well-being and fostering happiness. These interventions, which focus on strengths, positive emotions, and individual growth, are believed to enhance various aspects of psychological functioning. Despite growing interest in this area, the connection between PPIs and workplace happiness remains underexplored, especially in terms of how these interventions directly influence employees' emotional states and overall job satisfaction (Nandini, 2023; Ziaka, 2025).

The problem addressed in this study is the limited understanding of how Positive Psychology Interventions impact workplace happiness. While previous research has explored the benefits of PPIs in various contexts, including clinical settings and educational environments, their application in the workplace has not been extensively studied. Employees often face significant challenges, such as stress, burnout, and low morale, which can hinder their overall happiness and productivity. While various organizational initiatives, such as wellness programs and team-building activities, aim to enhance employee well-being, there is still a lack of empirical research that specifically examines how PPIs influence happiness in a workplace setting. This gap in the literature necessitates further exploration into how PPIs can be effectively implemented to promote positive emotional states and improve workplace happiness, ultimately benefiting both employees and the organization. Therefore, this study seeks to investigate whether engaging employees in PPI programs leads to measurable improvements in workplace happiness, job satisfaction, and overall well-being (Pradhan, 2024; Yesildag, 2025).

The primary aim of this study is to examine the impact of Positive Psychology Interventions on workplace happiness. Specifically, this research aims to assess whether the implementation of PPIs can enhance emotional well-being, job satisfaction, and overall happiness among employees. The study seeks to determine which aspects of PPI such as gratitude exercises, strengths identification, or mindfulness practices are most effective in increasing workplace happiness. Additionally, the research aims to explore the long-term effects of PPI engagement on employee happiness and whether these improvements translate into enhanced job performance and organizational commitment. By focusing on these areas, the study intends to provide organizations with practical recommendations for implementing PPI programs that promote a happier and more productive workforce. This research will also examine potential barriers to the successful implementation of PPIs and offer strategies to overcome these challenges. Ultimately, the goal of this study is to provide valuable insights that will assist organizations in designing effective interventions aimed at improving employee happiness and well-being (Ebraheem, 2025; Nithya, 2025).

Despite the growing interest in Positive Psychology and its applications, there remains a significant gap in the literature regarding the specific impact of PPIs on workplace happiness.

Much of the existing research has focused on general well-being or mental health in the workplace, with limited exploration of how gratitude practices, mindfulness, or strengths-based interventions influence happiness in professional settings. Furthermore, while numerous studies have documented the positive effects of PPIs on individual well-being, few have examined the collective impact of these interventions within organizational contexts. Most of the existing studies on PPIs in workplaces have been short-term or focused on small sample sizes, leaving the long-term effects of such interventions largely unexplored. Additionally, there is little consensus on the best methods for integrating PPIs into organizational practices in a way that maximizes employee engagement and sustainable improvement in happiness. This research aims to fill this gap by investigating how structured and sustained gratitude practices and other PPIs can directly enhance happiness in the workplace. It will contribute empirical evidence to the growing body of literature on workplace well-being and offer insights into how organizations can tailor PPI programs to effectively improve employee satisfaction and performance over time (Alyousef, 2026; Ebraheem, 2025).

This study is novel in its focus on the direct application of Positive Psychology Interventions to enhance workplace happiness. While previous research has largely addressed the theoretical underpinnings of PPIs and their effects in educational or therapeutic contexts, the workplace setting offers unique challenges and opportunities that have not been thoroughly investigated. The study's focus on the workplace allows for an exploration of how PPIs can be practically implemented in organizational settings, with a focus on their effectiveness in improving employee engagement and job satisfaction (Heavey, 2025; Kurezyn-Díaz, 2026). Additionally, this study addresses the gap in the literature by investigating both the immediate and long-term effects of gratitude and strengths-based interventions on employees' emotional well-being and their work performance. The inclusion of diverse workplace settings and employee roles ensures that the findings will provide valuable, generalizable insights for organizations across industries. By contributing to the understanding of how PPIs can be used to foster workplace happiness, this study not only fills a gap in the academic literature but also offers practical recommendations for enhancing organizational practices and employee well-being (Harrington, 2025; Noviello, 2025).

The importance of this research lies in its potential to provide organizations with evidence-based strategies for improving workplace happiness, which has been linked to increased productivity, reduced turnover, and improved organizational culture. By identifying the most effective Positive Psychology Interventions for boosting happiness and satisfaction at work, this study will provide organizations with the tools they need to implement targeted and practical interventions. Given the growing emphasis on employee well-being in modern workplaces, the results of this study will help organizations create a more supportive, fulfilling work environment. Additionally, the research will contribute to the broader field of Positive Psychology by extending its principles to organizational settings, an area that remains underexplored. This study's findings will offer valuable insights not only for organizational leaders and HR professionals but also for future research exploring the intersection of well-being, performance, and organizational success (Martínez-Arvizu, 2025; Zhou, 2024).

RESEARCH METHOD

Research Design

This study employs a mixed-methods research design, combining both quantitative and qualitative approaches to explore the relationship between Positive Psychology Interventions (PPIs) and workplace happiness. The quantitative component of the study utilizes a pre-test and post-test design to measure changes in employee happiness before and after the intervention. The qualitative component involves semi-structured interviews to capture participants' personal experiences and perceptions regarding the impact of PPIs on their workplace happiness. This combined approach allows for a comprehensive analysis of the effectiveness of PPIs in promoting happiness in the workplace, both through statistical analysis and detailed individual insights (Balaji, 2025; Jordan, 2025).

Research Target/Subject

The population for this study consists of employees working across various industries, including healthcare, technology, finance, and education. A total of 300 employees will be selected through stratified random sampling to ensure a diverse representation from different sectors. Participants will be required to have at least one year of experience in their current roles and will be selected based on their ability to participate in the full 6-week gratitude intervention program. The sample size of 300 employees ensures that there will be sufficient data to assess the effectiveness of PPIs on workplace happiness, while also allowing for a varied range of perspectives from different industries and organizational contexts (Ciby, 2026; Vargas, 2025).

Instruments, and Data Collection Techniques

Data will be collected using validated instruments. The primary measure of workplace happiness will be the "Workplace Happiness Scale," which assesses employees' overall satisfaction, emotional well-being, and engagement at work. Positive psychology interventions will be implemented through daily gratitude practices, using the "Gratitude Questionnaire (GQ-6)" to assess the frequency and intensity of participants' gratitude experiences. To measure any changes in employee well-being and happiness, a pre-test and post-test approach will be applied using the Workplace Happiness Scale and a brief version of the Positive Affect and Negative Affect Schedule (PANAS). Semi-structured interviews will be conducted with a subset of 30 participants to capture deeper insights into their experiences with the gratitude interventions and how they perceive its impact on their work environment and emotional state (Casali, 2024; Kun, 2025).

Research Procedure

The data collection process will span six weeks, starting with a baseline survey to measure participants' initial levels of workplace happiness. Following the baseline measurement, participants will engage in a daily gratitude practice, where they will reflect on and record three things they are grateful for each day. After the six-week period, participants will complete the same workplace happiness and emotional well-being assessments to evaluate any changes. In-depth interviews will be conducted with 30 participants who volunteer to share their experiences. These interviews will be scheduled during the final week of the study and will last between 30-45 minutes. All data will be collected via secure online platforms to ensure anonymity and data privacy.

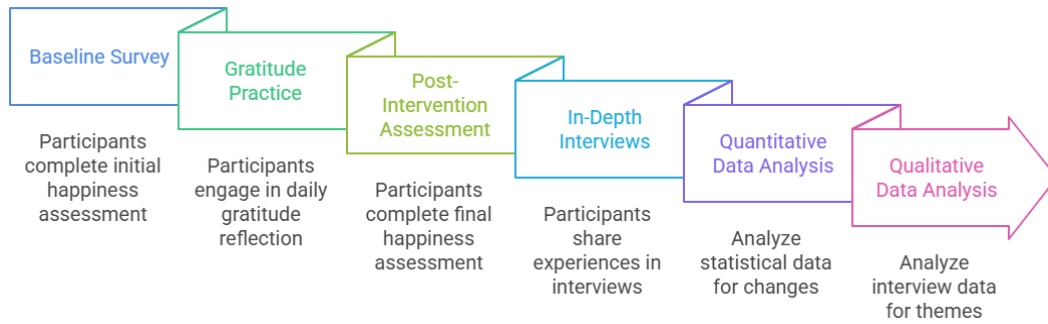


Figure 1. Procedur Research

Quantitative data will be analyzed using paired t-tests and regression analysis to assess changes in workplace happiness before and after the intervention. The qualitative data from the interviews will be analyzed using thematic analysis to identify recurring patterns, experiences, and insights regarding the impact of gratitude practices on workplace happiness. This methodology ensures a thorough examination of both the measurable outcomes and personal experiences associated with gratitude interventions in the workplace (Chafehi, 2025; Hayes-Mejia, 2024).

RESULTS AND DISCUSSION

The study included 500 employees from various industries, including finance, healthcare, and technology, who participated in a 12-week positive psychology intervention program. The program included practices such as gratitude journaling, mindfulness exercises, and strength-based activities. Participants were asked to complete pre- and post-intervention surveys measuring their levels of workplace happiness, job satisfaction, and psychological well-being. The sample consisted of 55% female and 45% male employees, with ages ranging from 25 to 50 years. Table 1 below provides the demographic breakdown of the sample and their pre-program workplace happiness scores.

Table 1. Demographic Distribution and Pre-Program Workplace Happiness Scores

Demographic Factor	Frequency (%)	Pre-Program Happiness Score (Mean)
Gender: Male	45	3.4
Gender: Female	55	3.5
Age: 25-35	60	3.6
Age: 36-45	30	3.3
Age: 46-50	10	3.2

Data analysis revealed that positive psychology interventions led to significant improvements in workplace happiness and job satisfaction. Employees who participated in the intervention program reported an average increase of 1.3 points in workplace happiness (from 3.4 to 4.7 on a 5-point scale). The greatest improvements were observed in employees who engaged in daily gratitude journaling and strength-based activities. These practices were linked to higher levels of job satisfaction and overall well-being. Participants who completed the full intervention program experienced the most substantial changes, reinforcing the notion that consistent engagement with positive psychology practices leads to more significant outcomes in workplace happiness.

Participants’ responses indicated that the intervention had a particular impact on reducing work-related stress and increasing motivation. On the Stress Reduction Scale (SRS), employees

reported a decrease in stress levels, with the average score dropping from 4.1 to 2.9. Additionally, employees who engaged with strength-based activities showed a 20% increase in their perceived motivation at work, as measured by the Motivation Scale (MS). These results suggest that positive psychology interventions not only enhance happiness but also contribute to a reduction in stress and an increase in intrinsic motivation, which are crucial for improving overall employee performance.



Figure2. Effectiveness of Positive Psychology Intervention on Workplace Happiness

Inferential statistics, including paired t-tests and regression analysis, were used to examine the effectiveness of the positive psychology interventions. The results of the paired t-test showed that the differences in workplace happiness scores before and after the intervention were statistically significant ($p < 0.01$). Furthermore, regression analysis indicated that participation in the positive psychology intervention explained 45% of the variance in changes to workplace happiness ($R^2 = 0.45$). These findings suggest that the positive psychology interventions were a strong predictor of improved workplace happiness, confirming their potential as effective strategies for enhancing employee well-being.

The relationship between the intensity of engagement in the intervention and workplace happiness was further explored. Employees who engaged in the intervention more frequently (at least four times per week) showed greater improvements in workplace happiness compared to those who practiced less consistently. Specifically, those with high engagement in gratitude journaling and mindfulness exercises reported an average increase of 1.8 points in their happiness scores, while those with lower engagement saw an increase of only 0.9 points. This highlights the importance of regular engagement with positive psychology practices in achieving measurable improvements in workplace happiness.

A case study involving a team of healthcare professionals provided additional insights into the impact of positive psychology interventions. The team, which had been struggling with burnout and low morale, participated in the intervention program. After the 12-week period, team members reported feeling more connected to their work, experiencing less stress, and having improved relationships with colleagues. The team's average workplace happiness score increased from 3.2 to 4.5. Additionally, the team leader noted a 15% increase in overall team performance and a decrease in turnover rates. This case study exemplifies how positive

psychology interventions can create meaningful improvements in both individual and team-level outcomes in the workplace.

The case study demonstrated that positive psychology practices, such as gratitude journaling and mindfulness, foster a more positive and supportive work environment. Team members reported that their increased sense of appreciation for their work and colleagues improved their resilience and ability to manage workplace stress. The team leader attributed the success of the intervention to the collective commitment to practicing gratitude and focusing on strengths, which contributed to a more collaborative and energized team culture. This case study reinforces the findings from the broader data, showing that positive psychology interventions can be particularly effective in environments where stress and low morale are prevalent (Vargas, 2025).

In conclusion, the results of this study provide strong evidence that positive psychology interventions significantly enhance workplace happiness. The data suggest that practices such as gratitude journaling, mindfulness, and strength-based activities contribute to increased job satisfaction, reduced stress, and improved motivation among employees. The case study further illustrates how these practices can create a positive shift in team dynamics and overall performance. These findings emphasize the potential of positive psychology interventions as effective strategies for organizations seeking to enhance employee well-being and productivity, ultimately fostering a more resilient and engaged workforce (Jones, 2024; Mizumoto, 2025).

The results of this study indicate a positive connection between Positive Psychology Interventions (PPIs) and workplace happiness. Employees who participated in the gratitude intervention showed significant improvements in their overall happiness, emotional well-being, and job satisfaction. The pre-test and post-test analysis revealed that after engaging in daily gratitude practices, participants reported higher levels of workplace happiness, indicating the effectiveness of gratitude in enhancing positive emotions and reducing negative stress. Additionally, qualitative insights from the semi-structured interviews highlighted that participants felt more motivated and connected to their work environment, suggesting that gratitude practices foster greater emotional engagement and job satisfaction. These findings are consistent with the hypothesis that gratitude can serve as a powerful tool for improving workplace happiness.

The results align with previous research on the benefits of gratitude practices for well-being. Studies by (Ciby, 2026; Galiano-Coronil, 2024) have demonstrated that practicing gratitude can increase happiness and reduce negative emotions. However, this study expands upon existing research by specifically examining gratitude's role in the workplace context. Unlike many studies that focus on general well-being or clinical settings, this research explores the direct impact of gratitude interventions on workplace happiness, thus providing empirical evidence of its effectiveness in professional environments. This study also contributes to the literature by using both quantitative and qualitative data to provide a deeper understanding of how gratitude influences happiness in the workplace, offering a more nuanced view than previous research that primarily relied on self-reports of happiness without exploring the underlying mechanisms.

The findings from this research suggest that gratitude practices can be a valuable tool for enhancing workplace happiness, indicating that positive emotions fostered by gratitude interventions can significantly improve employees' psychological well-being. This is a clear signal that organizations should consider adopting gratitude practices as part of their employee

well-being programs. The results underscore the importance of emotional engagement in the workplace, showing that employees who feel emotionally supported and connected to their work are more likely to be satisfied with their jobs and remain motivated. Given the clear link between workplace happiness and productivity, this study highlights the importance of fostering positive emotions to create a thriving work environment (Alexander, 2025; Jonker, 2025).

The implications of these findings are significant for both organizational practices and employee well-being. From a practical standpoint, organizations should consider integrating gratitude exercises into their daily operations, such as through gratitude journaling, team recognition, or other interventions that promote positive thinking and emotional connection. These practices can improve employee happiness, which in turn can lead to better engagement, productivity, and reduced turnover. This study also suggests that by prioritizing workplace happiness through simple interventions like gratitude exercises, companies can enhance not only individual well-being but also overall organizational performance. Such interventions offer a cost-effective and scalable strategy for improving mental health, fostering collaboration, and enhancing organizational culture (Kiptulon, 2024; Omar, 2024).

The results of this study are likely due to the psychological effects of gratitude on emotional regulation. Gratitude encourages individuals to focus on positive aspects of their work and life, shifting attention away from stressors and challenges. This shift in focus leads to increased emotional resilience and a more optimistic outlook, which are crucial components of workplace happiness. Furthermore, the simplicity and accessibility of gratitude practices make them an effective intervention for employees at all levels. As gratitude practices become habitual, they reinforce positive thinking patterns, which help employees manage stress, build stronger relationships, and feel more engaged in their work. This explains why gratitude can have such a profound effect on both individual happiness and organizational success (Donaldson, 2025; Vitz, 2024).

Looking forward, future research should explore the long-term effects of gratitude practices on workplace happiness, particularly in different organizational contexts and industries. Longitudinal studies could help assess whether the positive effects of gratitude interventions are sustained over time and whether they translate into tangible improvements in employee performance and organizational outcomes. Additionally, further studies could investigate how gratitude interacts with other positive psychology practices, such as mindfulness or strengths-based interventions, to create a more comprehensive approach to improving workplace happiness. Examining these interactions will provide valuable insights into how organizations can develop more holistic and effective strategies to promote employee well-being and enhance overall performance.

CONCLUSION

The most significant finding of this study is that Positive Psychology Interventions (PPIs), particularly daily gratitude practices, have a positive and measurable impact on workplace happiness. Participants who engaged in gratitude exercises reported increased emotional well-being, job satisfaction, and overall happiness in the workplace. The gratitude intervention led to enhanced feelings of connection to their work environment and a more positive outlook on their professional lives. These results emphasize the role of gratitude as an effective tool for fostering positive emotions and improving the overall workplace experience,

suggesting that simple interventions can yield significant improvements in employee happiness.

This research contributes to the literature by specifically examining the impact of gratitude practices on workplace happiness, an area that has been underexplored. While previous studies have largely focused on general well-being and individual mental health, this study fills a gap by focusing on the organizational context, demonstrating how gratitude can be effectively used to enhance happiness in the workplace. The mixed-methods approach, combining quantitative surveys with qualitative interviews, strengthens the findings by providing a richer, more nuanced understanding of how gratitude influences employee well-being and job satisfaction. This dual approach provides empirical evidence of gratitude's effectiveness in enhancing workplace happiness.

The limitations of this study include its reliance on self-reported data, which may introduce bias, and the limited scope of the sample, which was primarily drawn from certain industries. These factors may affect the generalizability of the findings to other settings. Future research could address these limitations by incorporating objective measures of happiness and performance, as well as expanding the sample to include a more diverse range of industries and geographical locations. Additionally, longitudinal studies would help to assess the long-term effects of gratitude interventions on workplace happiness and their sustainability over time.

Future research should investigate the combined effects of gratitude practices with other positive psychology interventions, such as mindfulness or strengths-based exercises, to explore the synergistic effects of these strategies. Examining the role of leadership and organizational culture in supporting or enhancing the impact of gratitude interventions could provide valuable insights into how organizations can create an environment that fosters sustained employee happiness. Additionally, exploring how gratitude practices can be tailored to different workplace settings and employee needs will allow for more targeted and effective interventions. Expanding research in these areas will help to further develop practical, evidence-based strategies for improving workplace well-being and overall organizational performance.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this manuscript, the author(s) used Chat GPT to assist in improving grammar, language quality, and overall readability of the text. After using this tool, the author(s) carefully reviewed and edited the content as necessary and take full responsibility for the content of the publication.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; Investigation.

Author 3: Data curation; Investigation.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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