

Happiness among Knowledge Workers

Margaret Cullen^a

Andre P. Calitz^b

Zebbion Vermaak^c

^aMargaret Diane Munro Cullen, Nelson Mandela University Business School, Nelson Mandela University, South Africa

^bAndré Paul Calitz, Department of Computing Sciences, Nelson Mandela University, South Africa

^cZebbion Vermaak, Nelson Mandela University Business School, Nelson Mandela University, South Africa

Keywords

Happiness, Knowledge workers, Subjective well-being, Software development organisation.

Abstract

Purpose of the research: This research aims to determine the level of happiness among knowledge workers within a South African software development organisation. Knowledge workers are defined as workers who have high degrees of expertise, education and experience, which they use to acquire, create, share and apply their knowledge in the workplace.

Design/methodology: The research methodology is quantitative, with the primary data gathered via an Internet-based self-completion questionnaire.

Results/findings: This study established that the independent factors of Company pride, Workplace influence, Leisure, Work relationships, Job satisfaction and Work-life balance all exerted a significant positive effect on knowledge workers' happiness. The notion of happiness in the workplace is important, due to its potential to maximise employee performance and stimulate numerous benefits for both the employer organisation and the worker.

Practical implications and Conclusions: Promoting knowledge worker happiness within a software development organisation facilitates tangible benefits, such as enhanced development productivity, superior product quality, improved creativity/analytical thinking and improved company financial performance and employee retention.

Introduction

Knowledge workers are differentiated from manual workers because they think for a living and do not do manual tasks (CFI, nd). Peter Drucker (1959) defined knowledge workers as high-level workers who apply theoretical and analytical knowledge and noted that they would be the most valuable assets of a 21st-century organisation. Organisations depend on the value created by knowledge workers (Óskarsdóttir et al., 2022). Job titles that have emerged from the information age, such as computer programmers, software developers and Information Technology (IT) consultants are classified as knowledge workers (IBM Education, 2023). One of the challenges relating to knowledge workers is retention and it is therefore imperative that they are happy at work. Empowering them to stay productive is a challenge (IBM Education, 2023; Matson and Prusak, 2010). Software professionals are employees who work intensively in developing new IT products by using and adopting existing technologies (Fung, Hui and Yau, 2021).

Óskarsdóttir et al.'s (2022) systematic literature review on knowledge worker productivity revealed seventy-eight papers that touched on the following concepts: organisational commitment and engagement, communication and relationships, personal characteristics and development, personal knowledge management, well-being or happiness and job satisfaction and task approach. This study focused on the happiness of knowledge workers in a software development organisation in South Africa. Shelke and Shaike (2023) commented in their study on the role of workplace happiness of IT knowledge workers in India, that empirical studies on workplace happiness are still at dearth as several studies are commonly related to only job satisfaction and most studies do not clearly show how workplace happiness influences employee engagement levels. Mochón (2018) states that happiness can be measured despite the field being dominated by non-scientific traditions for many years.

The problem addressed in this study is that the factors that influence knowledge worker happiness in a software development organisation have not been established nor adequately explored. The research objective of this study was to determine the factors that influence knowledge worker happiness in a software development organisation.

Literature Review

Happiness and the pursuit thereof are preeminent throughout human culture. It is reflected in Art, in History, in Philosophy, in Literature and in Architecture. Importantly, the pursuit of happiness is one of the self-evident truths introduced within the American Declaration of Independence in 1776 (Robertson, 2016). The consideration of happiness and the search for 'the good life' are concepts that date back to humanity's earliest recorded history (Peterson, Park and Seligman, 2005). The benefits of happiness at work at the organisational level are manifold and can have a significant impact on the overall success of the organisation (Saritha and Mukherjee, 2024).

Happiness is a combination of hedonic (pleasure versus displeasure) and stimulation (active versus inactive) values (Graziotin et al., 2018). The 20th century saw a raised awareness of the beneficial elements of employee health and well-being or happiness. Pryce-Jones and Lindsay (2014, p. 131) define happiness at work as the "...mindset, which enables action to maximise performance and achieve potential". For most individuals, the activity of work consumes approximately half their lifetime, significantly influencing their lifestyles and contributing to their personal development (Mahadea and Ramroop, 2014). For this reason, the improvement of work-based happiness is a valued objective for organisations (Mahadea and Ramroop, 2014). Charles-Leija et al. (2023) note the value of the "happy-productive worker hypothesis", which presents the notion that happier workers exhibit greater levels of productivity.

Seligman (2011) proposed the concept of flourishing, which he based on his work in happiness, stating that it is the golden standard for well-being or happiness. His PERMA model outlines five core elements of wellbeing or happiness, which include positive emotions, engagement, relationships, meaning and accomplishment (Seligman, 2011). Happiness refers to the experience of positive emotions combined with much deeper feelings, including purpose and meaning (Achor, 2014). In the work environment, happiness is relative to individual employees and how they feel about their jobs and their lives (Achor, 2014).

Research indicates that employees possessing an elevated degree of happiness tend to display desirable workplace qualities, such as increased productivity, enhanced workplace collaboration, greater earning potential, favourable workplace evaluations, improved social relationships and a greater sense of workplace community (Cullen and Calitz, 2018). Happiness leads to desirable outcomes in education, work performance and productivity, improved health and longevity and it promotes fulfilling social relationships (Graziotin et al., 2018).

Determinants of Happiness

De Neve and Ward (2017) propose that the factors which drive happiness include work-life balance, autonomy, variety, job security, social capital, health and safety. Cullen and Calitz (2018) further note that factors like workplace influence, workplace/social relationships, optimism, job satisfaction and employee value proposition all exhibit statistical and practical significance to employee happiness. Understanding what matters most to employees can create a competitive advantage (Holtom et al., 2020). The following factors were operationalised from the literature for this study.

Company pride

Company pride benefits organisations as commitment is increased and employee turnover costs are decreased (Pereira et al., 2021). Pride is an important source of motivation for both individuals who experience it and those who express it in organisations (Wu, Brosi and Shaw, 2023). The concept of pride is a complex, self-conscious, non-verbal, unique yet easily recognisable human emotion, which is naturally exhibited because of feeling satisfied through one's personal or work-based accomplishments, competencies or positive appraisals (Masterson, Liden and Kluemper, 2017). Pride results from goal attainment, task completion or skill mastery and reflects satisfaction with one's achievement and identity, particularly

within a team or group-based social interactions (Schilpzand et al., 2025). For employees to demonstrate workplace pride, their work must be meaningful and make a positive contribution to the company (Taylor, 2019).

Workplace influence

Knight (2018) suggests that influence at work can be stimulated by networking, listening to colleagues, strategising successful outcomes, addressing stakeholders' needs and providing clear benefits to the overall organisation. Employees are empowered and encouraged to pursue healthier behaviours when they have the freedom to make decisions and are permitted to participate and discuss their ideas (Hsu et al., 2019). Influence at work is one of the most important factors in psychosocial working conditions as employees find it important to influence their core tasks (Andersen et al., 2022).

Leisure

Leisure demonstrates benefits, such as improved overall health and well-being, greater happiness, enhanced life satisfaction and self-esteem, stimulates greater life purpose, personal growth, better relaxation, stress relief, improved mood, physical fitness, better time management, greater longevity, improved cognitive functioning, greater cultural harmony and social support, interaction and integration (Wang and Sunny Wong, 2014). Leisure enhances individual well-being and improves the overall quality of life. Leisure investment in the workplace positively affects organisational commitment (Kao, 2024).

Optimism

Optimistic workers are desirable for a host of reasons, such as increased self-confidence, enhanced task performance and the ability to maintain higher levels of happiness when encountering stressful tasks or activities (Seligman, 2002). Optimists display greater physical health, receive greater earnings and experience positive social interactions with their co-workers (Walsh et al., 2018). Optimists are more productive, creative, motivated and are generally happier in life and they are more flexible workers with a greater capacity for problem-solving (Sahai and Singh, 2017).

Purpose

For workers, purpose at work (sometimes referred to as meaningful work) represents the means through which they can attain a degree of personal fulfilment (Schuyler and Brennan, 2016). Meaningful work may be expressed as the significance of work-based goals in relation to one's own goals. (Grama and Ramona, 2017). Purpose at work helps to guide workers' efforts, especially when directed at making a difference in the lives of colleagues, customers and the community (Rey et al., 2019). Meaningful work is associated with positive mental well-being and is associated with the ideas of 'good work' and 'job pride', which are important aspects of fulfilling experiences (Seligman, 2002).

Work relationships

People possess an intrinsic need to belong to a community (Saphire-Bernstein and Taylor, 2013). The cultivation of meaningful social relationships is achieved through shared experiences where the interaction is fun, productive or authentic (Leslie, Aaker and Schiffrin, 2012). Social relationships refer to a person possessing friends, family, work colleagues and being actively engaged within their local community (Saphire-Bernstein and Taylor, 2013). Understanding the impact of relationships in the workplace is crucial for organisations that want to create a positive work environment and enhance employee engagement and productivity. The workplace is a social ecosystem where interpersonal connections and interactions shape the work experience (Majini Jes Bella, 2023).

Job satisfaction

Work is an important component of optimal human functioning and if designed correctly, a source of subjective well-being (Gavin and Mason, 2004; Haworth and Veal, 2004). In addition, workplace happiness influences the level of productivity within organisations (Shelke and Shaihk, 2023). Consequently, it is important to understand the workplace's role and its effect on employee happiness (De Neve and Ward, 2017). Improving workplace happiness is a worthy objective as employed people favourably evaluate the

quality of their lives (De Neve and Ward, 2017). Happier workers are associated with greater workplace success, higher job engagement, better job satisfaction, superior workplace performance and productivity (Davis, 2017).

Job satisfaction describes a person's general work attitude, degree of career fulfilment and motivation towards their job (Krekel, Ward and de Neve, 2019). More specifically, job satisfaction may be defined as a pleasurable emotional condition, which emerges due to a worker's job and/or their work experiences (Yusuf, 2018). Job satisfaction improves employee productivity and client service quality, thereby enhancing customer satisfaction and driving the organisation towards greater profitability (Rey et al., 2019). Improved job satisfaction increases employee satisfaction, raises productivity, increases favourable attitudes towards work, raises employee engagement, promotes organisational citizenship, develops co-worker relations, grows staff morale, supports conflict resolution, enhances problem-solving, raises motivation, improves workplace mood, increases earnings potential, reduces work avoidance behaviour, lowers staff turnover and decreases absenteeism (Krekel, Ward and de Neve, 2019). Organisations with a high level of job satisfaction tend to have higher profitability and productivity and reduced knowledge worker turnover (Todericiu, Grama and Beca, 2023).

Work-life balance (WLB)

Work-life balance has emerged as a modern-day challenge as the quality of home/community life deteriorates because of life and work stresses (Campbell, 2018). Consequently, work-life balance has emerged as an influential predictor of an individual's subjective well-being in the workplace (De Neve and Ward, 2017). Workplace commitments consume much of an adult's time and effort, requiring the careful balancing of work and life/family responsibilities (Thilagavathy and Geetha, 2023). A person performs numerous roles during daily life, such as family member, employee, coach, volunteer, etc. Each role is complex, typically fulfilling a portion of an individual's needs and goals (Slocum and Hellriegel, 2011). Knowledge workers have high work flexibility through outsourcing and off-site client work, which leads to relatively more overlap between work and non-work life and they often suffer severely from prolonged working hours (Fung, Hui and Yay, 2021).

Hypotheses

The following hypotheses were tested in this study:

- H₁: Company pride exerts a positive effect on the happiness of knowledge workers
- H₂: Workplace influence exerts a positive effect on the happiness of knowledge workers
- H₃: Leisure exerts a positive effect on the happiness of knowledge workers
- H₄: Optimism exerts a positive effect on the happiness of knowledge workers
- H₅: Purpose exerts a positive effect on the happiness of knowledge workers
- H₆: Work relationships exert a positive effect on the happiness of knowledge workers
- H₇: Job satisfaction exerts a positive effect on the happiness of knowledge workers
- H₈: Work-life balance exerts a positive effect on the happiness of knowledge workers

Research Methodology

The research study had a descriptive and analytical design, which is classified as applied research. The research philosophy was positivistic and the research approach was deductive. The research methodology was quantitative, with the primary data gathered via an Internet-based self-completion survey. The survey instrument was a standardised questionnaire, which was operationalised from literature and previous studies on the happiness of professionals (Calitz, Cullen and Midgley, 2022). The population consisted of knowledge workers employed at a software development organisation in South Africa. The response rate was 89%, 116 responses out of a population of 130 staff members. The statistical analyses included inferential statistics and Exploratory Factor Analysis (EFA). The Nelson Mandela University Ethics Committee gave ethical clearance for the study.

Results

The demographics of the sample are presented in Figure 1. Most of the respondents were male (86%), which aligns with national figures of 21% females employed in the IT industry in South Africa (IITPSA, 2025). Most respondents were under 36 (75%) and had worked for less than 6 years in the IT industry. Sixty-eight percent (n=79) had a degree or a post-graduate degree and 98% lived in Port Elizabeth, South Africa. Thirty-nine percent (n = 45) are employed as software developers, followed by fifteen percent (n = 17) of the respondents employed within the manufacturing PLC department. The remaining 46% of respondents (n = 54) are split across different departments, including systems analysis and design, software testing, quality assurance and IT project Management.

Figure 1. Demographics

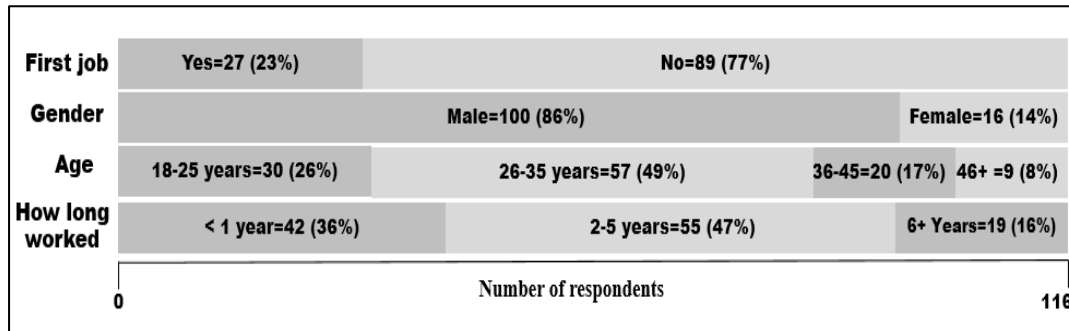


Table 1 indicates the six remaining factors, after the exploratory factor analysis was conducted, with selected items being included for each factor. The Cronbach's alphas were all above 0.80, indicating Good (0.80-0.89) or Excellent (0.90+) reliability. The factor loading and percentage of total variance explained for each factor are also included in Table 1.

Item	Factor	Eigen Values	% Total Variance Explained	Cronbach's α
IF1: Company Pride		3.812	54.5	0.86
I am proud to work here	0.782			
This company has symbols I identify with	0.763			
This is a good organisation to work for	0.757			
The company has a great culture	0.681			
IF2: Workplace influence		3.794	63.2	0.88
I have influence over decisions that affect my work	0.836			
My effort to take initiative is recognised	0.801			
I have influence over my work environment	0.797			
I have influence over how I do my tasks	0.749			
IF3: Leisure		4.342	72.4	0.91
Leisure activities relieve stress	0.904			
Leisure activities help me stay healthy	0.902			
Leisure activities are important to me	0.829			
Leisure activities enhance my relationships	0.636			
IF4: Work relationships		4.437	55.5	0.88
I like the people I work with	0.839			
I have good friends at work	0.810			
It is easy for me to ask for help	0.788			
The business has a real interest in my welfare	0.787			
IF5: Job satisfaction		5.419	54.2	0.90
I am happy at work	0.811			
I am motivated to do my best	0.745			
I can learn new skills at work	0.739			

I feel respected at work	0.523			
IF6: Work-life balance		3.480	58	0.85
My life is balanced	0.806			
I am satisfied with my life	0.798			
I have attained the most important things I want in life	0.757			
The conditions of my life are excellent	0.746			
In most ways, my life is close to ideal	0.662			
DF Happiness		4.764	68.1	0.92
I am happy	0.860			
I consider myself a happy person	0.854			
I am generally happy and enjoy life	0.848			
Life is good	0.836			

Table 1. Factors and selected items after EFA

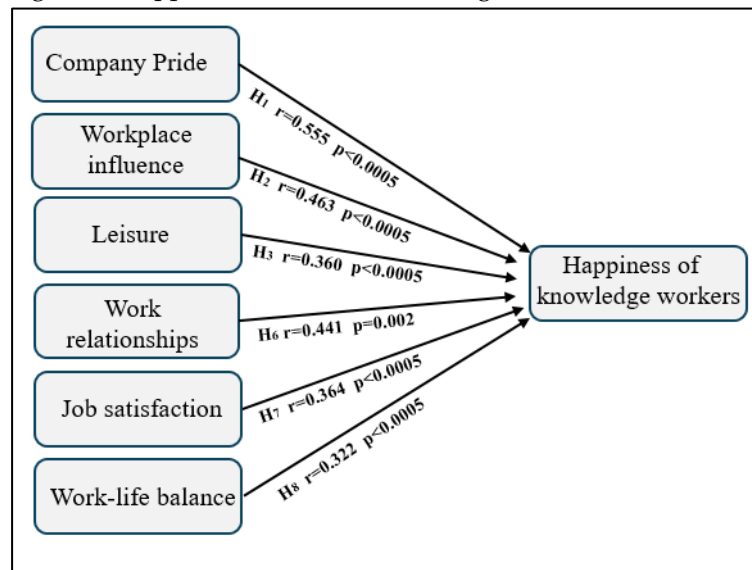
Table 2 illustrates the Pearson correlations and p-values for the hypotheses. The correlations are statistically significant at the 0.05 level for $n=116$ if $[r] \geq 0.182$ and are practically significant if $[r] \geq 0.0300$, thus both practically and statistically significant if $[r] \geq 0.300$. All correlations were statistically and practically significant, as indicated by Cohen's d. Six hypotheses were accepted, as the p-values were less than 0.0005 and the correlations greater than 0.300, as indicated in Table 2.

Factor	Mean	Std. Dev.	r-value	p-value	Cohen's d	Accept/Reject
H ₁ : Company pride exerts a positive effect on the happiness of knowledge workers	3.85	0.64	0.555	<0.0005	0.71 Medium	Accept
H ₂ : Workplace influence exerts a positive effect on the happiness of knowledge workers	4.05	0.70	0.463	<0.0005	0.93 Large	Accept
H ₃ : Leisure exerts a positive effect on the happiness of knowledge workers	4.17	0.65	0.360	<0.0005	1.19 Large	Accept
H ₄ : Optimism exerts a positive effect on the happiness of knowledge workers	3.43	0.71	0.367	0.641	n/a	Reject
H ₅ : Purpose exerts a positive effect on the happiness of knowledge workers	3.46	0.71	0.489	0.371	n/a	Reject
H ₆ : Work relationships exert a positive effect on the happiness of knowledge workers	3.99	0.57	0.441	0.002	0.30 Small	Accept
H ₇ : Job satisfaction exerts a positive effect on the happiness of knowledge workers	3.76	0.69	0.364	<0.0005	0.52 Medium	Accept
H ₈ : Work-life balance exerts a positive effect on the happiness of knowledge workers	3.99	0.64	0.322	<0.0005	1.03 Large	Accept

Table 2. Hypotheses and statistics

Figure 2 illustrates the six independent factors with the six accepted hypotheses from Table 2 and their relationship to the dependent factor, happiness of knowledge workers.

Figure 2. Happiness model for knowledge workers after EFA



Discussion and Conclusions

The statistically relevant independent factors, which influence employee happiness are Company pride, Workplace influence, Leisure, Work relationships, Job satisfaction and Work-life balance as indicated in Figure 2. Based on the statistical analysis, each of these factors exhibits a significant and positive effect on employee happiness at the software organisation under review. A notable independent factor is that of Company pride, which possessed the highest correlation with Happiness, with a Pearson's correlation value of $r=0.555$. These findings are supported by research detailing the happiness of IT workers in India (Thiagarajan and Jayasingh, 2018). The study found a significant association between 'organisational culture and alignment' with employee happiness, including a moderate positive correlation between the two (Thiagarajan and Jayasingh, 2018).

For software organisations, there are tangible benefits to promoting employee happiness within the organisation. Happier knowledge workers exhibit creative problem-solving and enhanced analytical abilities (Graziotin et al., 2014). Happier knowledge workers demonstrate higher productivity, enhance organisation reputation and lower staff turnover (Thiagarajan and Jayasingh, 2018). Employee happiness positively impacts software development productivity and quality, including enhanced performance and creativity, simultaneously lowering the adverse effects of stress, anxiety and burnout (Graziotin et al., 2018).

Limitations and directions for future research

The findings of the study show the important factors affecting the happiness of knowledge workers in a software development organisation. One of the limitations of this study is that it focuses on a large single software organisation in South Africa. Past studies have focused on the happiness of professionals, such as Physiotherapists, Engineers and Veterinarians (Calitz, et al., 2022). Future research will be conducted in the Legal profession and the Office of the Premier in local government in South Africa.

References

- Achor, S. (2014). The happiness dividend. Available at: <https://hbr.org/2011/06/the-happiness-dividend>. [Accessed 16 April, 2025]
- Andersen, M. F., Svendsen, P. A., Nielsen, K., Brinkmann, S., Rugulies, R. and Madsen, I. E. H. (2022). Influence at work is a key factor for mental health – but what do contemporary employees in knowledge and relational work mean by “influence at work”? *International Journal of Qualitative Studies on Health and Well-Being*, 17(1). <https://doi.org/10.1080/17482631.2022.2054513>
- Calitz, A.P., Cullen, M. and Midgley, C. (2022). Exploring the Factors that Affect the Happiness of South African Veterinarians. *Journal Veterinary Education Research*, 49(1), pp. 90-101. <https://doi.org/10.3138/jvme-2020-0033>

- Campbell, M. (2018). Work-Life Balance: A Pharmacist Prescription to Wellness in Education and Social Services. Available at: <https://www.phoenix.gov/humanservicessite/Documents/Work%20Life%20Balance%20A%20Pharmacists%20Prescription%20to%20Wellness%20in%20Social%20Services%20PowerPoint.pdf>. [Accessed 15 April, 2025]
- CFI (nd). Knowledge Workers. Available at: <https://corporatefinanceinstitute.com/resources/valuation/knowledge-workers/> [Accessed 14 April, 2025]
- Charles-Leija, H., Castro, C. G., Toledo, M. and Ballesteros-Valdés, R. (2023). Meaningful Work, Happiness at Work, and Turnover Intentions. *International Journal of Environmental Research and Public Health*, 20, p. 3565. <https://doi.org/10.3390/ijerph20043565>
- Cullen, M. D. M. and Calitz, A. P. (2018). Happiness - A Business Strategy. Available at: <https://www.researchgate.net/publication/328273571> [Accessed 17 April 2025]
- Davis, S. (2017). Increasing Happiness in the Workplace. *The Kabod*, 3(3), pp. 1-10. <http://digitalcommons.liberty.edu/kabod/vol3/iss3/3>.
- De Neve, J. and Ward, G. (2017). Happiness at Work. In J. Helliwell, R. Layard and J. Sachs (Eds.), *World Happiness Report 2017*. (pp. 144-174). Available at: <https://s3.amazonaws.com/happiness-report/2017/HR17.pdf>.
- Drucker, P. (1959). *The Landmarks of Tomorrow*, Harper, New York.
- Fung, L. K., Hui, R. T. and Yau, W.C. (2021). Work life balance of Chinese knowledge workers under flextime arrangement: the relationship of work life balance supportive culture and work-life spill over. *Asian Journal of Business Ethics*, 10, pp. 1-17. <https://doi.org/10.1007/s13520-020-00114-7>
- Gavin, J. H. and Mason, R. O. (2004). The Virtuous Organization: The Value of Happiness in the Workplace. *Organizational Dynamics*, 33(4), pp. 379-392. <https://dx.doi.org/10.1016/j.orgdyn.2004.09.005>
- Grama, B. and Ramona, T. (2017). What Makes Work Meaningful? *Studies in Business and Economics*, 12(2), pp. 46-52. <https://dx.doi.org/10.1515/sbe-2017-0020>
- Graziotin, D., Fagerholm, F., Wang, X. and Abrahamsson, P. (2018). What happens when software developers are (un)happy. *The Journal of Systems and Software*, 140, pp. 32-47. <https://dx.doi.org/10.1016/j.jss.2018.02.041>
- Haworth, J. T. and Veal, A. J. (2004). Introduction. In J. T. Haworth and A. J. Veal (Eds.), *Work and Leisure*. pp. 1-12. https://www.researchgate.net/profile/John_Haworth/publication/27400198_Work_Leisure_and_Well-Being/links/573b2e6608aea45ee8405a67/Work-Leisure-and-Well-Being.pdf#page=183.
- Holtom, B., Kiazad, K. and Dandu, Y. (2020). Organizational practices that promote job embeddedness and retention. *Organisational Dynamics*, 49(4). <https://doi.org/10.1016/j.orgdyn.2019.08.003>
- Hsu, Y., Bai, C., Yang, C., Huang, Y., Lin, T. and Lin, C. (2019). Long Hours' Effects on Work-Life Balance and Satisfaction. *BioMed Research International*, pp. 1 - 8. <https://doi.org/10.1155/2019/5046934>
- IBM Education. (2023). What is a knowledge worker and what do they do? Available at: <https://www.ibm.com/think/topics/knowledge-worker> [Accessed 16 April, 2025]
- IITPSA. (2025). Institute for IT Professionals of South Africa. Available at: <https://www.iitpsa.org.za/ict-skills-survey/>. [Accessed 12 April 2025]
- Kao, F. H. (2024). Does leisure time improve your job and life satisfaction? The mediating effect of work-life conflict and the moderating effects of organizational support, *World Leisure Journal*, 67(3), pp. 1-21. <https://doi.org/10.1080/16078055.2024.2359403>
- Knight, R. (2018). How to Increase Your Influence at Work. Available at: <https://hbr.org/2018/02/how-to-increase-your-influence-at-work>. [Accessed 10 April, 2025]
- Krekel, C., Ward, G. and de Neve, J. (2019). Employee Well-being, Productivity, and Firm Performance: Evidence and Case Studies. In Global Council for Happiness and Wellbeing. (Ed.), *Global Happiness and Wellbeing Policy Report 2019*, pp. 73-94. Available at: <http://www.happinesscouncil.org/report/2019/>. [Accessed 15 April, 2025]
- Leslie, S. G., Aaker, J. and Schiffrin, D. (2012). M345: The Business Case for Happiness. Available at: https://stanford.edu/class/gsbgen542/cgi-bin/files/M345_BusinessCaseHappiness.pdf. [Accessed 8 April 2025]
- Mahadea, D. and Ramroop, S. (2014). Influences on happiness and subjective well-being of entrepreneurs and labour: Kwa Zulu-Natal case study. *South African Journal of Economic & Management Sciences*, 18(2), pp. 245-259. <http://doi.org/10.17159/2222-3436/2015/v18n2a8>
- Majini Jes Bella, K. (2023). Exploring the Impact of Workplace Relationships and Employee Job Satisfaction. *International Journal of Scientific Research in Modern Science and Technology*, 2(8). <https://doi.org/10.59828/ijrmst.v2i8.136>
- Masterson, C. R., Liden, R. C. and Kluemper, D. H. (2017). Peeling Back the Layers: A Multi-Method Investigation of Organizational Pride. *Academy of Management Proceedings*, 1, pp. 1-6. <https://doi.org/10.5465/AMBPP.2017.189>
- Matson, E. and Prusak, L. (2010). Boosting productivity of knowledge workers. *McKinsey Quarterly*.
- Mochón, F. (2018). Happiness and Technology: Special Consideration of Digital Technology and Internet. *International Journal of Interactive Multimedia and Artificial Intelligence*, 5(3), pp. 162-168.

- Óskarsdóttir, H. G., Guðmundur V. O., Þór Sturluson, J. and Sæmundsson, R. J. (2022). Towards a Holistic Framework of Knowledge Worker Productivity. *Administrative Sciences*, 12(50). <https://doi.org/10.3390/admsci12020050>
- Peterson, C., Park, N. and Seligman, M. E. P. (2005). Orientations to happiness and life satisfaction: The full life versus the empty life. *Journal of Happiness Studies*, 6, pp. 25–41. <https://dx.doi.org/10.1007/s10902-004-1278-z>.
- Pereira, L., Patrício, V., Sempiterno, M., Lopes da Costa, R., Dias, A. and António, N. (2021). How to Build Pride in the Workplace? *Social Sciences* 10, p. 104. <https://doi.org/10.3390/socsci10030104>
- Pryce-Jones, J. and Lindsay, J. (2014). What happiness at work is and how to use it. *Industrial and Commercial Training*, 46(3), pp. 130-134. <https://dx.doi.org/10.1108/ICT-10-2013-0072>
- Rey, C., Almandoz, J. and Montaner, A. (2019). Nurturing Personal Purpose at Work. In: C. Rey, M. Bastons M. and P. Sotok (Eds.). *Purpose-driven Organizations*, pp. 97-106. https://doi.org/10.1007/978-3-030-17674-7_8
- Robertson, R.W. (2016). The relationships between leisure and happiness, *World Leisure Journal*, 58(4), pp. 242-244, <https://dx.doi.org/10.1080/16078055.2016.1225880>
- Saphire-Bernstein, S. and Taylor, S. (2013). Close Relationships and Happiness. In I. Boniwell, S.A. David and A. C. Ayers (Eds.), *Oxford Handbook of Happiness*. (pp. 821-833). Available at: <https://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199557257.001.0001/oxfordhb-9780199557257-e-060>. [Accessed 10 April, 2025]
- Sahai, A. and Singh, A. (2017). A correlation study: The relationship between optimism and subjective well-being of education sector employees. *Indian Journal of Positive Psychology*, 8(3), pp. 347-350. <https://doi.org/10.13140/RG.2.2.26813.31200>
- Saritha, S.R. and Mukherjee, U. (2024). Happiness at Workplace- A Systematic Literature Review. *International Journal of Research in Engineering, Science and Management*, 7(5), pp. 38-44. <https://www.ijresm.com>
- Schilpzand, P., Hamrick, A. B., Gooty, J. and Huang, L. (2025). Pride in the Workplace: An Integrative Review, Synthesis and Future Research Agenda, *Journal of Organisational Behaviour*. <https://doi.org/10.1002/job.2869>
- Schuyler, S. and Brennan, A. (2016). Putting Purpose to Work: A study of purpose in the workplace. Available at: <https://floridacommunity.com/wp-content/uploads/2016/06/Putting-Purpose-to-Work-Purpose-Survey-Report.pdf>. [Accessed 15 April, 2025]
- Seligman, M. E. P. (2002). *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfilment*. New York, NY: The Free Press.
- Seligman, M. (2011). *Flourish: A visionary new understanding of happiness and well-being*. New York, NY: Simon and Schuster.
- Shelke, A. U. and Shaikh, N. (2023). Mediating role of workplace happiness in enhancing work engagement. *Rajagiri Management Journal*, 17(3), 238-253. <https://doi.org/10.1108/RAMJ-07-2022-0110>
- Slocum, J. W. and Hellriegel, D. (2011). *Principles of Organisational Behaviour* (13th ed.). China: South-Western Cengage Learning.
- Taylor, B. (2019). Do You Give Employees a Reason to Feel Proud of What They Do? Available at: <https://hbr.org/2019/11/do-you-give-employees-a-reason-to-feel-proud-of-what-they-do>. [Accessed 18 April, 2025]
- Thiagarajan, T. and Jayasingh, S. (2018). Determinants of employee happiness in an information technology company in India. *International Journal of Engineering & Technology*, 7.
- Thilagavathy, S. and Geetha, S. N. (2023). Work-life balance- a systematic review. *Vilakshan-XIMB Journal of Management*, 20(2), pp. 258-276. <https://doi.org/10.1108/XJM-10-2020-0186>
- Todericiu, R., Grama, B. and Beca, D. (2023). Job satisfaction of knowledge Workers. *Studies in Business and Economics*, 17(3), pp. 241-250. <https://doi.org/10.2478/sbe-2022-0058>
- Walsh, L.C., Boehm, J. K. and Lyubomirsky, S. (2018). Does Happiness Promote Career Success? Revisiting the Evidence. *Journal of Career Assessment*, 26(2), pp. 199–219. <https://doi.org/10.1177/1069072717751441>
- Wang, M. and Sunny Wong, M.C. (2014). Leisure and Happiness: Evidence from International Survey Data. *Journal of Happiness Studies*, 15(1), pp. 85-118. <https://doi.org/10.1007/s10902-013-9417-z>
- Wu, Y.L., Brosi, P. and Shaw, J.D. (2023). Pride in Organisations. *Business and Management*. <https://doi.org/10.1093/acrefore/9780190224851.013.390>
- Yusuf, S. (2018). A Comparative Study of Work-Life Balance and Job Satisfaction of the Employees Working in Business Process Outsourcing Sector. *IRA-International Journal of Management & Social Sciences*, 10(2), pp. 87-93. <https://doi.org/10.21013/jmss.v10.n2.p3>