

# A STUDY ON WORKPLACE HAPPINESS AMONG IT PROFESSIONALS

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## **Abstract**

*This study explores the effect of workplace factors on the happiness of IT professionals. With the increasing focus on employee well-being and organizational effectiveness, this research investigates how different elements – including Job Satisfaction, Work Autonomy, Work-Life Balance, Coworker Support, and Workload – influence the overall workplace happiness of individuals in the IT sector. The study adopts a structured questionnaire distributed to a sample of 100 respondents, primarily IT professionals, and data was analyzed using SPSS software through descriptive statistics, reliability testing, and multiple regression analysis. The study adds value to the field of human resource management and organizational behavior by identifying key factors that drive employee engagement and workplace happiness in the context of the IT industry.*

**Keywords:** Job satisfaction, Work autonomy, Work-life balance, Coworker support, Workload, Workplace happiness.

## **1. INTRODUCTION**

In today's fast-paced and competitive business environment, workplace happiness has emerged as a crucial component of organizational success and employee well-being. It extends beyond mere job satisfaction and encompasses a deeper sense of emotional fulfillment, engagement, and a positive perception of one's work and work environment. Particularly in the Information Technology (IT) sector, where professionals often face long working hours, stringent deadlines, and high-performance expectations, ensuring workplace happiness has become increasingly significant.

The IT industry is globally recognized for its innovation, rapid technological advancement, and pivotal role in economic growth. However, behind this progress lies a workforce that is frequently exposed to job-related stress, burnout, and emotional exhaustion. These factors can adversely affect employees' psychological well-being and, consequently, their overall happiness at work (Chaturvedi & Dubey, 2020). Given the demanding nature of IT jobs, the concept of workplace happiness has gained substantial scholarly attention as organizations strive to create positive work environments that promote productivity and employee retention.

Workplace happiness is influenced by a combination of intrinsic and extrinsic factors, including job satisfaction, autonomy, work-life balance, supportive leadership, team relationships, recognition, and manageable workloads. Research by Tiwari and Sharma (2019) indicates that job clarity, work autonomy, and supportive supervision significantly impact happiness levels among IT professionals. Moreover, organizations that invest in employee happiness tend to experience higher employee engagement, lower turnover rates, and stronger organizational commitment (Oswald, Proto, & Sgroi, 2015).

With the evolution of workplace dynamics—particularly in the post-COVID-19 era—employee expectations have undergone notable changes. Flexibility, remote working options, access to mental health resources, and inclusive work cultures have become essential in sustaining a happy and motivated workforce. A study by George and Zakkariya (2018) emphasizes that emotional well-being and a sense of belonging are critical determinants of workplace happiness among IT employees in India. This is especially relevant in the Indian context, where the IT sector forms a significant part of the service economy and employs millions of professionals.

Despite growing awareness, a comprehensive understanding of the factors that truly constitute workplace happiness remains limited, particularly within high-demand sectors such as IT. While many organizations attempt to implement employee-friendly policies, they often lack data-driven insights into the specific determinants of happiness within their unique organizational contexts. Therefore, the present study aims to examine the key determinants of workplace happiness among IT professionals, with a focus on variables such as job satisfaction, autonomy, work-life balance, coworker support, and workload.

By identifying these determinants, the study seeks to contribute to existing academic literature while offering practical insights for organizations. The findings are expected to assist HR professionals and managers in the IT sector in formulating effective strategies to enhance employee happiness, thereby improving overall organizational performance and sustainability.

## **2. STATEMENT OF THE PROBLEM**

The Information Technology (IT) sector operates within a fast-paced and highly demanding work environment, making employee

well-being a critical area of concern. Despite the industry's reputation for offering attractive career opportunities, flexible work arrangements, and continuous technological advancement, a significant number of IT professionals experience emotional exhaustion, diminished morale, and a lack of fulfillment in their work. These challenges raise serious concerns regarding workplace happiness and its consequences for individual performance, organizational productivity, and long-term sustainability. In recent years, rapid changes in workplace dynamics—including the adoption of remote and hybrid work models, intensified performance expectations, and constant technological upgrades—have altered the nature of work in the IT sector. While many organizations have introduced employee well-being and engagement initiatives, there remains a limited understanding of how IT professionals perceive their work environments and which factors meaningfully influence their happiness at work. The absence of clear, data-driven insights restricts organizations from effectively addressing employee dissatisfaction and disengagement.

Therefore, the core problem addressed in this study is the lack of comprehensive empirical understanding of the determinants of workplace happiness among IT professionals. This research seeks to examine the lived work experiences, perceptions, and challenges faced by employees in the IT sector to identify the key factors that contribute to or hinder workplace happiness. By addressing this gap, the study aims to generate actionable insights that can assist IT organizations in formulating targeted strategies to enhance employee happiness, satisfaction, and retention.

### 3. SIGNIFICANCE OF STUDY

In the rapidly evolving and high-pressure environment of the IT industry, understanding workplace happiness has become increasingly vital for both organizational success and employee well-being. This study provides valuable insights into the key factors—such as job satisfaction, work-life balance, autonomy, coworker support, and workload—that influence the overall happiness of IT professionals. As mental health and job engagement gain attention globally, the findings of this study can assist HR professionals, managers, and policymakers in designing strategies and interventions that foster a positive work environment. By promoting employee happiness, organizations can improve productivity, reduce turnover, and enhance innovation. Furthermore, this research contributes to the growing body of knowledge in organizational behavior, human resource management, and occupational psychology by highlighting the importance of emotional well-being in high-demand professional settings.

### 4. SCOPE OF STUDY

This study investigates the factors influencing workplace happiness among IT professionals, with a specific focus on variables such as job satisfaction, work-life balance, autonomy, coworker support, and workload. The study aims to explore how these organizational and psychological factors collectively impact the overall well-being and happiness of employees in the IT sector. The research is confined to IT professionals working in various firms, with an emphasis on their individual experiences and perceptions regarding their work environment. This employee-centric study seeks to provide insights that can help organizations create a more positive and supportive workplace culture tailored to the unique challenges faced by IT professionals.

### 5. OBJECTIVES OF STUDY

Objective 1: To explore and identify the genuine factors that determine workplace happiness among employees in organizations.  
Objective 2: To examine the relationship between the identified factors with workplace happiness

### 6. HYPOTHESES

H11: There is significant relationship between Job Satisfaction and Workplace Happiness

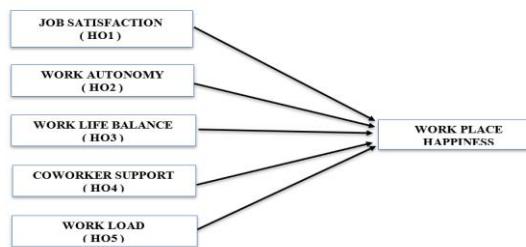
H12: There is significant relationship between Work Autonomy and Workplace Happiness

H13: There is significant relationship between Work life Balance and Workplace Happiness

H14: There is significant relationship between Coworker Support and Workplace Happiness

H15: There is significant relationship between Work Load and Workplace Happiness

Figure 1: Hypothesized Model



## 7. RESEARCH METHODOLOGY

The present study adopts a quantitative research approach to examine workplace happiness among IT professionals. Data were collected from both primary and secondary sources, with primary data obtained through a structured questionnaire administered via Google Forms and measured using a 5-point Likert scale, while secondary data were sourced from books, academic journals, official publications, and relevant websites. The study analyzes the influence of five independent variables—job satisfaction, work autonomy, work-life balance, coworker support, and workload—on the dependent variable, workplace happiness. A sample of 110 IT professionals working in various organizations was selected using the convenience sampling technique, considering accessibility and time constraints. The collected data were statistically coded, classified, tabulated, and analyzed using descriptive statistical tools such as mean, mode, and standard deviation with the assistance of the Statistical Package for the Social Sciences (SPSS).

## 8. REVIEW OF VARIABLES

### 8.1. Job satisfaction on Workplace happiness

Job satisfaction is widely recognized as a key determinant of workplace happiness, especially in high-pressure sectors like Information Technology. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences, while Judge et al. (2001) emphasized its strong link to life satisfaction and overall well-being. Herzberg et al. (1959) categorized motivators such as recognition and achievement as critical to job satisfaction, which directly enhances workplace happiness. Hackman and Oldham (1976) stressed the importance of job characteristics like autonomy and feedback in fostering satisfaction. Spector (1997) further identified multiple facets of job satisfaction, including supervision, coworkers, and the nature of the work, all of which impact happiness. Weiss (2002) suggested that job satisfaction influences employee attitudes and loyalty, while Robbins and Judge (2013) associated it with positive organizational behavior and reduced absenteeism. Fisher (2010) highlighted the role of personal values and supportive environments in promoting both satisfaction and happiness. Diener and Seligman (2004) found that meaningful work is a significant predictor of happiness, and Luthans (2002) noted that psychological capital—such as hope and optimism—enhances satisfaction and well-being. Together, these studies highlight the significant impact of job satisfaction on the overall workplace happiness of IT professionals.

**H1 : There is a significant relationship between job satisfaction and work place Happiness**

### 8.2. Work Autonomy on workplace happiness

Work autonomy has been widely acknowledged as a crucial factor influencing workplace happiness, particularly in knowledge-intensive sectors like information technology. Deci and Ryan (1985) proposed the Self-Determination Theory, which emphasizes autonomy as a basic psychological need that fosters intrinsic motivation and psychological well-being. Gagné and Deci (2005) further argue that autonomy-supportive environments enhance employee engagement and satisfaction. Morgeson and Humphrey (2006) found that job autonomy significantly contributes to positive affective states and is associated with higher job satisfaction. According to Hackman and Oldham's (1976) Job Characteristics Model, autonomy leads to increased responsibility and a sense of ownership over work, thereby enhancing motivation and happiness. Spector (1986) suggested that autonomy provides employees with the flexibility to manage their tasks and time, reducing stress and increasing job satisfaction. Ryan and Deci (2000) highlight that when individuals feel autonomous, they are more likely to experience vitality and emotional wellness at work. Empirical studies by Humphrey, Nahrgang, and Morgeson (2007) demonstrate that autonomy has one of the strongest relationships with job satisfaction among all job design characteristics. In a study by Langfred and Moye (2004), employees with higher autonomy reported significantly higher levels of job performance and affective well-being. Parker, Axtell, and Turner (2001) found that autonomy not only boosts motivation but also cultivates a sense of empowerment and meaningfulness in work. Finally, Breaugh (1985) concluded that perceived control over one's work contributes significantly to feelings of personal accomplishment and workplace happiness, reinforcing the idea that autonomy is a key driver of well-being in organizational settings.

**H1 : There is a significant relationship between Work autonomy and work place Happiness**

### 8.3. Work life Balance on workplace happiness

Work-life balance has increasingly been recognized as a significant determinant of workplace happiness, especially in high-demand sectors like Information Technology. According to Greenhaus and Allen (2011), work-life balance involves effectively managing the boundary between professional responsibilities and personal life, which contributes to overall employee well-being. Clark (2000) posits that when employees perceive harmony between their work and home roles, they experience greater satisfaction and reduced stress levels. Felstead et al. (2002) found that flexible working hours and remote work options positively impact work-life balance and, consequently, enhance employee morale and happiness. Frone (2003) emphasized that poor work-life balance is associated with higher levels of burnout and lower job satisfaction, making it crucial for organizational policies to support personal time. According to Beauregard and Henry (2009), companies that implement work-life balance initiatives see

increased organizational commitment and reduced turnover intentions. Haar et al. (2014) argued that a strong balance between work and life not only leads to greater psychological well-being but also improves productivity and engagement at the workplace. Allen et al. (2000) discovered that employees who perceive their organization as supportive of their family needs are more likely to report high job satisfaction and emotional attachment. Voydanoff (2005) noted that organizational resources such as supportive supervisors and manageable workloads directly influence employees' ability to balance life and work, thereby contributing to their workplace happiness. Kossek and Ozeki (1998) also found a positive correlation between job satisfaction and work-life balance, asserting that individuals who experience conflict between work and personal life are less likely to report happiness at work. Thus, the existing literature consistently supports that fostering work-life balance is essential to promoting workplace happiness among IT professionals.

#### **8.4. Coworker Support on workplace happiness**

Co-worker support plays a pivotal role in enhancing workplace happiness by fostering a sense of belonging, collaboration, and emotional well-being among employees. According to Chiaburu and Harrison (2008), support from peers can directly impact job attitudes and lead to increased organizational citizenship behaviors. Beehr et al. (2000) emphasized that co-worker support helps in buffering the effects of workplace stress, contributing to greater psychological well-being. Halbesleben (2006) found that emotional and instrumental support from colleagues positively influences job engagement and reduces burnout. Kram and Isabella (1985) highlighted that peer relationships provide both career-related and psychosocial support, which enhances work satisfaction. Luthans (2002) noted that a supportive work environment cultivates positive emotions and resilience among employees. Rhoades and Eisenberger (2002) argued that perceived organizational support, which includes co-worker interactions, enhances affective commitment and job satisfaction. Heaney et al. (1993) reported that strong social ties among employees act as a protective factor against job stress and increase overall happiness. Schaufeli and Bakker (2004) linked co-worker support with higher levels of work engagement and intrinsic motivation. Van Dierendonck et al. (2004) observed that employees who feel supported by their peers experience greater trust and cooperation, contributing to a positive organizational climate. Finally, Eisenberger et al. (1986) concluded that supportive peer networks not only improve performance but also contribute to a culture of mutual respect and happiness at the workplace.

#### **H1 : There is a significant relationship coworker support and work place Happiness**

#### **8.5 Work load on workplace happiness**

Workload has been widely recognized as a critical factor influencing workplace happiness, especially in high-pressure sectors like the IT industry. Heavy workloads are often associated with job stress, burnout, and reduced employee well-being (Sonnentag et al., 2010). According to Bakker and Demerouti (2007), excessive workload is one of the core job demands that can lead to exhaustion, thus decreasing overall job satisfaction and workplace happiness. Schaufeli and Taris (2014) emphasize that prolonged exposure to high workloads diminishes the emotional energy of employees, making it harder to remain engaged and positive at work. In contrast, manageable workloads contribute to greater job satisfaction and positive affective states (Karasek, 1979). Ilies et al. (2007) found that daily workload levels significantly affect an employee's mood, which in turn affects their overall sense of workplace happiness. Furthermore, high workload has been linked with work-life conflict, as employees struggle to balance professional and personal responsibilities (Greenhaus & Beutell, 1985). This conflict can lead to dissatisfaction and lower perceived happiness in the workplace. Research by Spector and Jex (1998) also confirms that when workload is perceived as unreasonable, it negatively impacts job attitudes and emotional well-being. According to Podsakoff et al. (2007), job stressors like workload not only reduce job satisfaction but also increase turnover intentions. A study by Kalliath and Morris (2002) concludes that organizations need to actively manage workload distribution to support employee well-being and happiness. Overall, literature suggests that high workload, if not managed effectively, acts as a major deterrent to workplace happiness among employees, particularly in demanding fields like information technology.

#### **H1: There is a significant relationship between Work load and work place Happiness**

#### **8.6 Workplace Happiness**

Workplace happiness has emerged as a vital factor influencing both employee well-being and overall organizational performance. Diener and Seligman (2004) linked happiness to increased productivity and resilience, while Lyubomirsky, King, and Diener (2005) emphasized that happiness not only results from success but also fosters it. Fredrickson's (2001) broaden-and-build theory highlights how positive emotions enhance cognitive flexibility and build personal resources. Helliwell and Huang (2010) stressed the role of social trust and workplace relationships in promoting job satisfaction. Warr (2007) proposed the Vitamin Model, identifying autonomy, task variety, and feedback as crucial for happiness at work. Judge et al. (2005) found that core self-evaluations significantly affect how individuals perceive their work environment, influencing their happiness. Fisher (2010) differentiated between momentary moods and enduring attitudes, suggesting that both contribute to workplace well-being. Saks (2006) argued that employee engagement, driven by meaningful work, is a major predictor of happiness. Kossek et al. (2011)

showed that work-life balance and supportive organizational policies enhance psychological wellness. Robertson and Cooper (2010) concluded that organizations focusing on employee well-being benefit from higher morale, lower absenteeism, and improved performance.

## 9. CONSOLIDATED DEMOGRAPHIC PROFILE OF RESPONDENTS (N = 110)

Demographic Variable	Category	Frequency	Percentage
Gender	Male	41	37.3
	Female	69	62.7
Age (Years)	Less than 25	70	63.6
	26 – 35	31	28.2
	36 – 45	5	4.5
	More than 45	4	3.6
Job Role	Software Development & Engineering	20	18.2
	IT Support & Administration	27	24.5
	Project & Product Management	14	12.7
	Data Science & Analytics	6	5.5
	Other	43	39.1
Experience (Years)	Less than 5	92	83.6
	6 – 10	9	8.2
	11 – 15	6	5.5
	More than 15	3	2.7
Level of Employment	Top Level	19	17.3
	Middle Level	64	58.2
	Lower Level	27	24.5
Employment Type	Full Time	97	88.2
	Part Time	13	11.8
Working Hours (per week)	Less than 30 hours	22	20
	30 – 40 hours	36	32.7
	41 – 50 hours	29	26.4
	51 – 60 hours	19	17.3
	More than 60 hours	4	3.6

Source: Primary data

The demographic profile of the respondents indicates a higher representation of female employees compared to males. The majority of respondents are young professionals, with most of them being below 25 years of age. The respondents belong to diverse job roles within the IT sector, with a significant proportion engaged in IT support, administration, and other functional areas.

Most of the respondents are early-career professionals with less than five years of work experience. The workforce is largely composed of middle-level employees, followed by lower- and top-level employees. Full-time employment is the predominant form of work among the respondents. In terms of working hours, most respondents work moderate hours per week, generally between 30 and 40 hours.

Overall, the demographic profile reflects a young, early-career, full-time IT workforce with a higher participation of women.

## 10. RELIABILITY ANALYSIS

A Reliability Test was conducted using Cronbach's Alpha to assess the internal consistency of the research constructs. The Alpha values for all nine factors exceed the recommended threshold of 0.70, as suggested by Nunnally (1978). This indicates that the scale demonstrates strong internal consistency and reliability. In other words, the items used effectively measure the intended constructs

### 10.1 Reliability Analysis Cronbach alpha

Construct / dimension	Number of Items	Cronbach's Alpha
Job Satisfaction	6	.848
Work Autonomy	9	.899
Work Life Balance	4	.838
Co Worker Support	3	.835

Work Load	5	.879
Work Place Happiness	5	.862

Source : authors calculation

The above presents the reliability of the scales employed to assess various dimensions in the study. All the scales exhibit high reliability, with Cronbach's alpha values for the six factors ranging from 0.835 to 0.899, which are all above the recommended threshold of 0.7 suggested by Nunnally (1978). This demonstrates the validity of the measurement instruments for Job Satisfaction, Work Autonomy, Work Life Balance, Co-Worker Support, Work Load, and Workplace Happiness.

## 11. OVERALL DESCRIPTIVE STATISTICS

### Overall Descriptive statistics

Construct/ Dimension	Item Acronym	Mean	SD
Job satisfaction	JSA	3.7150	.9483
Work autonomy	WAU	3.6511	.8469
Work life balance	WLBA	3.4525	1.058
Coworker support	CWSU	4.0167	.8350
Work load	WLO	3.7680	.9114
Workplace happiness	WHA	3.8452	.6914

The mean and standard deviation of the constructs and their respective items are presented in the table. The highest mean is observed for coworker support (CWSU) with a value of 4.0167, followed by workplace happiness (WHA) with a mean of 3.8452. The lowest mean is for work-life balance (WLBA) at 3.4525. In terms of standard deviation, work-life balance (WLBA) has the highest value of 1.058, indicating greater variability in responses, while coworker support (CWSU) has the lowest standard deviation of 0.8350, reflecting higher consistency in responses

## 12. REGRESSION ANALYSIS, MODEL VALIDATION AND HYPOTHESES TESTING

### A. Correlation analysis

Correlation analysis is conducted prior to regression analysis to quantify the strength and direction of the linear relationship between variables. In the correlation matrix, each correlation value is displayed twice—above and below the main diagonal. The values on the main diagonal represent the correlation of each variable with itself, which is always equal to 1.

### Correlation between independent and dependent variable

	JSA	WAU	WLBA	CWSU	WLO	WH
JSA	1					
WAU	.732** .000	1				
WLBA	.462** .000	.548** .000	1			
CWSU	.656** .000	.547** .000	.368** .000	1		
WLO	.679** .000	.649** .000	.433** .000	.495** .000	1	
WHA	.472** .000	.747 .000	.632** .000	.391** .000	.472** .000	1

Source: compiled by the researcher

\*\* Correlation is significant at the 0.01 level (2 - tailed).

The table presents the correlation coefficients among the variables JSA, WAU, WLBA, CWSU, WLO, and WHA. All correlations are statistically significant at the 0.01 level (2-tailed), indicating strong and positive relationships between the variables. For instance, the highest correlation is observed between WHA (Workplace Happiness) and WAU (Work Autonomy), with a coefficient of .747\*\*, followed by WHA and WLBA (Work-Life Balance) at .632\*\*. This suggests that workplace happiness is strongly associated with higher work autonomy and better work-life balance. Similarly, JSA (Job Satisfaction) shows

significant positive correlations with all variables, particularly with WAU (.732\*\*) and WLO (Work-Load ) (.679\*\*), highlighting that these factors are important contributors to work place happiness.

#### B. REGRESSION ANALYSIS

Regression analysis was performed to examine the impact of JSA, WAU, WLBA, CWSU, and WLO on WHA. In this model, WHA serves as the dependent variable, while JSA, WAU, WLBA, CWSU, and WLO are the independent variables. The primary goal of regression analysis is to explain the variation in the dependent variable based on changes in the independent variables. When multiple independent variables are involved, the method is referred to as multiple regression. The results from the multiple regression analysis were utilized to test the proposed hypotheses.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.820 <sup>a</sup>	.672	.660	.41799	1.783

a. Predictors: (Constant), JSA, WLO, WLBA, CWSU, WAU

b. Dependent Variable: WHA

R Square represents the percentage of variance in the dependent variable that is uniquely or jointly explained by the independent variables. When only a few independent variables are involved, the R Square and Adjusted R Square values tend to be similar. In this study, as shown in Table 3.4.2, the values of R Square and Adjusted R Square are nearly identical; therefore, the Adjusted R Square is used for interpretation.

The table indicates that 67.2% of the variation in Workplace Happiness (WHA) is explained by the independent variables—Job Satisfaction (JSA), Work-Life Options (WLO), Work-Life Balance Assistance (WLBA), Co-worker Support (CWSU), and Work Autonomy (WAU). The Adjusted R Square value of 0.660 demonstrates strong explanatory power of the model. Additionally, the Durbin-Watson statistic is 1.783, which lies within the acceptable range of 1.5 to 2.5, suggesting no autocorrelation and confirming the independence of observations.

#### ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.662	4	9.416	53.890	.000 <sup>b</sup>
	Residual	18.345	105	.175		
	Total	56.007	109			

a. Dependent Variable: WHA  
b. Predictors: (Constant), JSA, WLO, WLBA, CWSU, WAU

The ANOVA table presenting the regression model fit, as shown in the table, indicates that the model is statistically significant at the 1% significance level, with an F-value of 53.890. This confirms that the overall regression model is a good fit for the data.

#### Coefficients of Regression Analysis

Factors(Constructs)	Item Acronym	Standardized Beta coefficient( $\beta$ )	Sig. ( p value )
Job Satisfaction	JSA	.281	.000**
Work Autonomy	WAU	.372	.000**
Work-life Balance	WLBA	.298	.001**
Coworker Support	CWSU	.308	.000**
Work Load	WLO	.275	.000**

Source: Compiled by the Researcher

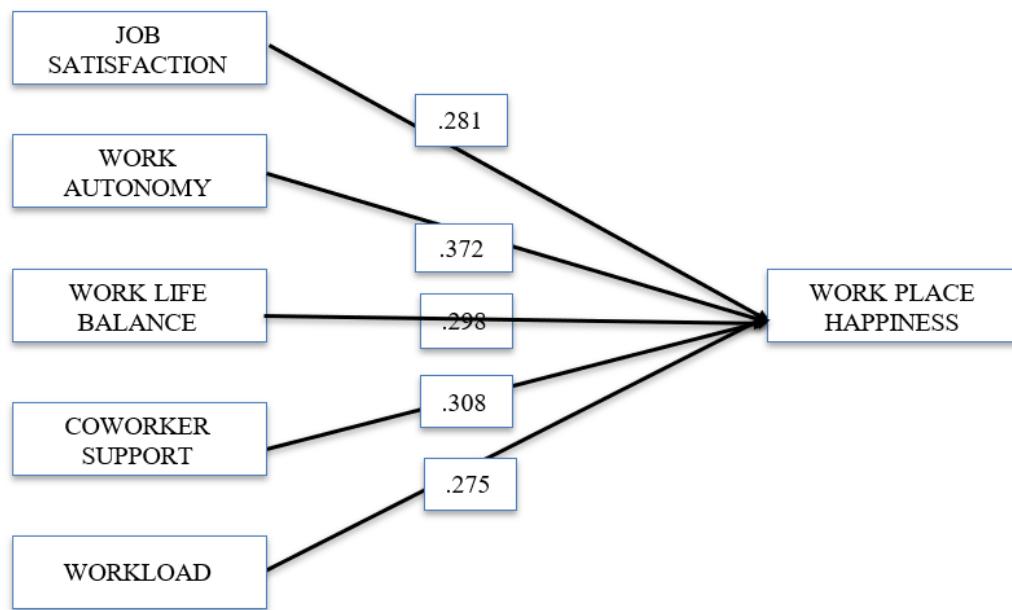
\*\* Denotes significance at 1 per cent level

The above table presents the Standardized Beta coefficients and significance values for the independent variables—Job Satisfaction (JSA), Work Autonomy (WAU), Work-Life Balance Assistance (WLBA), Co-worker Support (CWSU), and Work Load (WLO). All five variables are statistically significant at the 1% level, indicating a strong positive influence on Workplace Happiness (WHA). As a result, the null hypotheses H01, H02, H03, H04, and H05 are rejected.

The Beta coefficients indicate the relative contribution of each independent variable to the model, with higher values reflecting a greater impact on the dependent variable. Among the predictors, Work Autonomy (WAU) has the strongest influence on Workplace Happiness, followed by Co-worker Support (CWSU), Job Satisfaction (JSA), Work Load (WLO), and Work-Life Balance Assistance (WLBA).

**Validated Model Figure**

**Validated Model**



Source: Compiled by the Researcher based on Hypothesis tested

The empirically validated model is illustrated and the independent variables, Work Autonomy ( $\beta = 0.372$ ) exhibits the highest standardized beta coefficient, indicating the strongest influence on Workplace Happiness. This is followed by Co-worker Support ( $\beta = 0.308$ ), Work-Life Balance ( $\beta = 0.298$ ), Job Satisfaction ( $\beta = 0.281$ ), and Work Load ( $\beta = 0.275$ ). All these beta coefficients are statistically significant at the 1% significance level ( $p < 0.01$ ), confirming that each variable has a meaningful and positive impact on Workplace Happiness.

## 13. CONCLUSION

Workplace happiness is a crucial determinant of organizational effectiveness, particularly in the IT sector, where employee well-being strongly influences productivity, engagement, and retention. This study examined the key factors affecting workplace happiness among IT professionals, namely job satisfaction, work autonomy, work-life balance, coworker support, and workload. The findings reveal that all selected factors have a significant positive impact on workplace happiness, with work autonomy emerging as the most influential determinant.

The results highlight the importance of creating supportive and empowering work environments that encourage autonomy, collaboration, balanced workloads, and healthy work-life integration. By addressing these factors, organizations can enhance employee satisfaction and foster a positive workplace culture. The study contributes to existing literature by providing empirical

evidence on workplace happiness in the IT sector and offers practical insights for managers and HR professionals to design effective employee-centric policies. Overall, improving workplace happiness is not only beneficial for employees but also essential for long-term organizational success in the competitive IT industry.

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