MBA Innovation, Digitalization & Entrepreneurship

ACADEMY FOR CONTINUING EDUCATION

A Literature Review Master Thesis on the Impact of Positive Emotions on Work Behaviour

A Master's Thesis submitted for the degree of
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Affidavit

I, **DARIUSH AGHA ALIGOL**, hereby declare

1. that I am the sole author of the present Master's Thesis, "A LITERATURE REVIEW MASTER THESIS ON THE IMPACT OF POSITIVE EMOTIONS ON WORK BEHAVIOUR", 100 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and
2. that I have not prior to this date submitted this Master's Thesis as an examination paper in any form in Austria or abroad.

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Abstract

In the era of rapidly evolving workplace dynamics, employee well-being has emerged as a cornerstone of organizational success. This thesis delves into the intricate relationship between positive emotions and work behavior, emphasizing their critical influence on engagement, motivation, innovation, satisfaction, overall well-being and performance. The research is grounded in Seligman's PERMA model and theories of positive psychology, which offer a robust framework for understanding the elements that contribute to human flourishing.

A systematic literature review serves as the methodological foundation for this study. Drawing on 29 peer-reviewed articles published since 2002, the research employs a thematic synthesis approach to uncover patterns, trends, and gaps in existing literature. Rigorous inclusion criteria ensured the relevance and quality of selected studies, focusing on contexts ranging from healthcare and education to manufacturing and service industries. Tools such as structured data extraction, narrative synthesis, and systematic analysis frameworks contributed to the depth and reliability of the findings.

The results of the review reveal compelling evidence that positive emotions are pivotal in shaping work behavior. Employees experiencing positive emotions exhibit higher levels of engagement, characterized by enthusiasm, dedication, and absorption in their tasks. Motivation, both intrinsic and extrinsic, is significantly enhanced by positive emotional states, which drive goal-oriented behavior and persistence. Positive emotions also foster innovative work behavior, encouraging employees to think creatively, adapt to challenges, and propose novel solutions. Furthermore, these emotions play a critical role in promoting mental and physical well-being, reducing stress and burnout, and enhancing overall job satisfaction. The findings highlight the mediating effect of positive emotions in key relationships, such as the influence of leadership styles, supervisory support, and job crafting on employee engagement and performance.

Future research should explore the longitudinal effects of positive emotions on work behavior and examine their impact across diverse cultural and industry-specific contexts as well as long-terms effects of positive emotions on work behavior. Additionally, integrating qualitative methodologies could provide richer insights into the lived experiences of employees, further illuminating the pathways through which positive emotions shape work behavior.

The conclusion underscores the necessity for organizations to cultivate a positive emotional climate. By integrating strategies that prioritize employee well-being such as fostering supportive leadership, encouraging collaborative environments, and implementing job crafting initiatives. This thesis offers actionable recommendations for practitioners, highlighting the transformative potential of positive emotions in achieving sustainable organizational success. By leveraging the power of positive emotions, organizations can foster environments where employees thrive, paving the way for innovation, resilience, and long-term prosperity.

Contents

1. Chapter 1: Introduction

1.1 Introduction and Motivation

In the current dynamic business environment, organizational leaders are progressively acknowledging the crucial significance of employee well-being in attaining sustained financial success. The conventional focus on productivity and efficiency is transitioning toward a comprehensive strategy that prioritizes the aggregate well-being and satisfaction of the employees. Empirical research has repeatedly shown a robust association between the well-being of employees and the results of an organization. High levels of physical and mental well-being among employees correlate with increased productivity, engagement, innovation, and motivation. An optimal work atmosphere cultivates a feeling of inclusion, drive, and contentment in one's work, resulting in increased rates of employee retention, decreased instances of absenteeism, and enhanced customer satisfaction.

The study of happiness and well-being in the workplace has gained significant attention in both academic and business settings over the last twenty years. Positive psychology closely links this topic, exploring the elements that foster engaging and motivating work environments. Despite its status as a field that significantly exposes employees to stress and burnout, education has received limited research, particularly from a solution-oriented standpoint (Kun and Gadanecz 2022).

Within both personal and professional spheres, individuals flourish when they experience positive emotions such as happiness, hope, joy, compassion, and gratitude. Furthermore, studies indicate that regularly experiencing positive emotions can also have a beneficial impact on mental well-being, alleviate stress, and strengthen resilience, teamwork, creativity, and problem-solving skills.

All the reasons mentioned above have motivated me to conduct a more detailed investigation into positive emotions and their correlation with work behavior indicators, such as innovation, work engagement, motivation, innovative work behavior, satisfaction, and other underlying factors.

1.2 Research Problem

Given the increasing recognition of the pivotal role that employee well-being and positive emotions play in shaping organizational success, I have undertaken a comprehensive investigation to assess the influence of positive emotions on key aspects of work performance, such as innovative work behavior, job engagement, creativity, and motivation. The growing body of evidence suggests that fostering a positive emotional climate can significantly enhance employee performance and overall organizational outcomes, motivating this research.

By exploring the intricate relationship between positive emotions and these critical work performance dimensions, this research aims to contribute to a deeper understanding of how organizations can cultivate a supportive and empowering environment that fosters employee engagement, innovation, and productivity. Through a rigorous analysis of existing literature and empirical data, this study seeks to provide valuable insights for organizations seeking to optimize employee performance and achieve long-term success.

1.3 Theoretical Framework

The Seligman PERMA model and positive emotion theories (Seligman 2011) serve as the primary theoretical framework. The PERMA theory provides a comprehensive framework that elucidates the five fundamental components contributing to human flourishing and well-being. Positive emotions, engagement, relationships, meaning, and accomplishment are among the elements encompassed. By fostering these elements in our lives, we can enhance our general well-being and satisfaction. Numerous disciplines, such as psychology, education, and business, have extensively embraced the PERMA model as a framework to facilitate constructive transformation and individual development. The research focuses on how positive emotions, a primary component of PERMA theory, influence employees' work behavior.

1.4 Hypothesis

Rather than evaluating an assumed hypothesis, this study utilizes research questions to enable a more comprehensive and investigative analysis. This approach enables a greater degree of adaptability and unrestricted exploration, which is in line with the exploratory essence of qualitative research methodologies. Through a focused investigation of research questions,

this study seeks to reveal patterns, themes, and insights regarding the influence of emotions on innovation and work behavior. This will contribute to a more comprehensive and sophisticated comprehension of these dynamics.

1.5 Research Questions

Is there a correlation between positive emotions and work behavior?

- What aspects of work behavior, including creativity, job engagement, performance and motivation are more influenced by positive emotion?
- How do positive emotions enhance employees' engagement and willingness to participate?
- What is the impact of increased levels of positive emotions on employee motivation?
- What is the impact of increased levels of positive emotions on employee innovation and innovative work behavior?
- How do positive emotions impact collaboration and employees' satisfaction?
- What is the impact of positive emotions on an employee's well-being?

What is the impact of higher levels of positive emotions, as defined by the PERMA model, on employees' innovative work behavior?

Can it be proved that there is a relationship between the extent of positive emotions at the workplace and the organization's overall productivity and performance.

1.6 Structure of the Thesis

Six chapters, each specifically crafted to enhance a thorough and detailed investigation of the research subject, organize this thesis. The following outlines the structure and content of each chapter:

The first chapter, Introduction, offers a concise summary of the research, encompassing the rationale, research issue, research questions, hypothesis, objectives, and structure of the thesis. By establishing the context and significance of the research, this chapter prepares the groundwork for the following chapters.

Chapter 2, the literature review, provides a thorough examination of the current literature on the subject. The chapter summarizes significant findings, pinpoints areas requiring additional research, and establishes the theoretical framework for the study. The present chapter establishes a robust basis for the research and showcases the researcher's expertise in the respective field.

Chapter 3 of the methodology outlines the research design, data collection procedures, and data analysis approaches employed in the study. The present chapter serves to establish the credibility and dependability of the research by delineating the methodological approach and furnishing rationale for the selected methodologies.

Chapter 4 presents the scholarly outcomes of the study. First, it provides a brief overview of the research's objectives and the procedures for data collection and analysis. This chapter provides a thorough examination of the key findings and how they relate to the research questions.

Chapter 5's discussion section examines the findings in light of the theoretical framework and research topics. This chapter categorizes and explains the significance of the findings, along with any limitations of the research and a comparison with the existing literature.

The sixth chapter, Conclusion, presents a concise overview of the main discoveries of the research, emphasizes the contributions of the study to the field, and offers suggestions for future research. This chapter presents a brief summary of the research and its resultant consequences.

The employed framework guarantees a systematic and cohesive exposition of the research, enabling readers to trace the development of the study and grasp the importance of the results.

2. Chapter 2: Background information

2.1 Seligman and PERMA

Positive psychology is a distinct branch of psychology that focuses on studying the favorable aspects of human behavior, including strengths, well-being, productivity, and self-fulfillment. Positive psychology recognized Seligman and Csikszentmihalyi as its pioneers. Martin Seligman has facilitated a shift in psychology's emphasis from solely addressing pathology and illness to assisting clients in recognizing and cultivating their strengths, as well as establishing objectives to guide purposeful actions (Umashankar and Charitra 2021).

American psychologist Martin Seligman is commonly regarded as the founder of positive psychology. In 1998, Martin Seligman and his colleagues, on their presidency of the American Psychological Association, initiated a novel area of study centered on augmenting the overall welfare of individuals. Seligman's initial research concentrated on learned helplessness, a psychological condition characterized by the belief that individuals lack control over their circumstances and hence lose motivation to attempt to alter them. Understanding depression and other mental health illnesses in humans was significantly impacted by his research on dogs, which demonstrated that acquired helplessness could be learned through training. They recognized that while alleviating suffering is a valuable endeavor in psychology, it differs from a pursuit that focuses on improving overall well-being. Alternatively stated, the genuineness and value of studying human strengths, performance excellence, and flourishing are equivalent to that of human suffering (Seligman 1972).

Building upon his research on learned helplessness, Seligman redirected his attention to the field of positive psychology. His contention was that psychology had become excessively fixated on the examination of negative emotions and disorders and that it was time to investigate the elements that contribute to human flourishing and well-being. Seligman introduced the term "positive psychology" in 1998 and actively advocated for its establishment as a novel area of scientific investigation. Having founded the positive psychology center at the university of Pennsylvania, he has

written several books on the subject, such as "Learned Optimism," "Authentic Happiness," and "Flourish."

Seligman's PERMA Theory is a comprehensive framework of well-being and a prominent figure in the realm of positive psychology. Seligman formulated this hypothesis to provide a more comprehensive understanding of happiness and well-being, surpassing the traditional notion of mere "happy." The PERMA Model comprises five fundamental components: positive emotion, engagement, relationships, meaning, and achievement. It is instrumental in Seligman's proposition that individuals can develop resilience by boosting optimism instead of pessimism (Seligman 2011).

2.1.1 P – Positive Emotion

The PERMA model argues that the path to total well-being is hedonic in nature. The model asserts that self-induced positive emotions or emotional experiences from enjoyable complex activities generate positive results. Positive emotion denotes the experience of happiness, joy, contentment, and other pleasurable sensations. Although the conventional perception of well-being often associates happiness with positive emotions, Seligman contended that positive emotions represent only a single aspect of well-being. Positive emotions facilitate individuals in deriving pleasure from the current moment and contribute to the development of resilience in meeting forthcoming obstacles (Fredrickson, 2001).

Each individual has the capacity to enhance their levels of positive emotion within their own subjective boundaries and achieve greater productivity in both personal and professional spheres. Regarding the past, we can evoke positive emotions by expressing gratitude and practicing forgiveness. We can cultivate positive emotions in the present moment by focusing on its positive aspects. By cultivating a mindset of hope and optimism for the future, we can also evoke positive and constructive emotions. Engaging in activities such as expressing gratitude, appreciating small moments, practicing mindfulness, and reinterpreting negative past events can nurture positive emotions. The implementation of these techniques facilitates the expansion of an individual's immediate cognitive and behavioral options, generating positive cycles of emotional and social welfare (Fredrickson 2004).

Hence, adopting a sincere optimistic perspective can benefit us in our interpersonal connections, as well as our professional achievements, and motivate others in our vicinity to exhibit greater creativity, engagement, and innovation. A continuous succession of positive and negative experiences characterizes life. Excessive attention to negative aspects heightens our susceptibility to developing anxiety and depression. However, focusing attention on the positive aspects often elevates the experience of daily life to a more favorable state. Recent research has provided evidence for the beneficial impact of positive emotions on physical health, reduction of stress levels, and enhancement of overall life satisfaction (Diener and Seligman 2004). Seligman (2011) found that users with elevated levels of positive emotion not only experience greater happiness but also demonstrate enhancements in other aspects of life, including interpersonal relationships and job satisfaction. A study conducted by Diener and Seligman (2002) found that individuals who had more positive emotional experiences reported greater life satisfaction, indicating a significant correlation between emotion and general well-being.

Hence, maintaining a genuine optimistic perspective can benefit us in our interpersonal connections, as well as our professional achievements, and motivate others into greater creativity and innovation.

2.1.2 E – Engagement

Engagement is one of the five essential elements of Martin Seligman's PERMA model, which provides a framework for understanding human flourishing and well-being. The state of full absorption and involvement in activities that challenge and utilize one's strengths is known as engagement. Engaged individuals experience a sense of flow and enjoyment, leading to increased productivity, creativity, and job satisfaction. Engagement is often associated with a sense of purpose and meaning in our work or personal pursuits. Csikszentmihalyi (1990) originally developed the concept of flow, which refers to the state of complete immersion in an activity, the loss of time, and intense focus. Activities that produce flow tend to have clear goals, immediate feedback, and a balance between challenge and skill; diverse activities can encounter the concept of flow. It may encompass professional endeavors such as completing work assignments, finding solutions to problems, and collaborating in teams to

enhance business or company performance, as well as personal pursuits such as playing music, repairing cars, engaging in sports, or playing games.

Engagement is essential for well-being because it allows individuals to immerse themselves in activities that promote personal growth and fulfillment (Czikszentmihalyi 1990a). Engaging in meaningful activities also helps individuals develop resilience and cope with adversity. Research shows that people who experience high levels of engagement in their work tend to report lower stress levels and higher job satisfaction (Bakker and Demerouti 2007a). Further research indicates that persons who actively participate in activities that align with their strengths and interests experience increased levels of well-being and improved life satisfaction (Schaufeli et al. 2002). This is corroborated by the research conducted by Nakamura and Csikszentmihalyi (2009), which revealed that persons who regularly encounter states of flow exhibit higher levels of happiness and satisfaction in their lived experiences.

2.1.3 R – Relationships

Effective relationships are essential for overall well-being. Interpersonal connections often magnify the experiences that enhance our well-being, such as immense happiness, purpose, laughter, a sense of inclusion, and satisfaction in achieving goals. Biologically, humans are intrinsically social beings, and the caliber of their interpersonal connections is a highly reliable indicator of their level of happiness and overall satisfaction with life (Baumeister and Leary 2017). Interpersonal relationships can provide each life with direction and significance. Social support and interpersonal relationships are highly effective remedies for the challenges and setbacks of life, providing a solid means of recovery. West (2014) conducted an investigation to examine the impact of participating in acts of kindness on the general well-being of individuals. Over several weeks, the study instructed participants to engage in acts of benevolence, ranging from minor actions like assisting someone with a chore to more significant contributions like volunteering. The study revealed that persons who engaged in more frequent and intentional acts of kindness self-reported greater levels of happiness and well-being in comparison to those who did not. The authors reached the conclusion that engaging in prosocial behavior promotes positive emotions,

enhances social relationships, and offers a sense of purpose, all of which significantly contribute to increased life satisfaction and decreased stress levels.

Seligman contends that robust, nurturing, and affectionate social connections with family, friends, colleagues, and the broader community are essential for maintaining emotional and psychological welfare. Positive relationships foster a feeling of inclusion, enhance the ability to cope with stress, and provide both emotional and practical assistance during challenging periods (Lyubomirsky, 2008). Furthermore, Diener and Seligman (2002) emphasized the crucial function that social relationships have in augmenting life satisfaction and positive emotions, so affirming the indispensability of relationships for overall well-being.

Dutton and Heaphy (2003) argued that favorable relationships in the professional setting greatly improve job performance by cultivating a nurturing and cooperative atmosphere. Studies indicate that employees who cultivate robust and favorable relationships with their colleagues perceive greater levels of job satisfaction, reduced stress, and enhanced motivation. These relationships facilitate transparent communication, confidence, and collaboration, enabling employees to exchange ideas, offer valuable constructive criticism, and enhance their collective productivity. Furthermore, favorable relationships have the ability to mitigate the adverse consequences of work-related stress, resulting in increased resilience and decreased burnout. Employees in positive work environments typically demonstrate increased levels of engagement, creativity, and overall productivity, which in turn leads to improved organizational results.

2.1.4 M – Meaning

The experience of belonging to and serving something greater than oneself can provide a sense of meaning and purpose. It refers to the feeling of significance and value that people obtain from participating in activities that contribute to something bigger than themselves and for a purpose that surpasses personal gain. Seligman (2011) defines finding meaning as the process of aligning one's individual values and objectives with a wider framework, such as making beneficial contributions to society, attaining personal development, or satisfying a sense of obligation.

There are several sources from which one can derive meaning:

- Relationships: Strong bonds with family, friends, and community members may give you a feeling of belonging and purpose. (Baumeister&Leary, 1995)
- Work: Doing meaningful work that resonates with one's beliefs and passions can provide a significant source of meaning.
- Giving back to others via volunteer work or community service may create a feeling of meaning and connection.
- Spirituality or religion: For many people, spirituality or religion give a sense of purpose and connection to something greater than themselves.

Meaning has a substantial influence on individual well-being, as research has consistently proved. A sense of meaning may provide people a feeling of purpose and direction, allowing them to face life's obstacles and failures. Meaning may also be a strong motivator, inspiring people to pursue their objectives and overcome hurdles. According to Frankl's logotherapy and Devoe (2012), the main incentive for human conduct is the pursuit of meaning, not pleasure or power. He claimed that even in the most challenging situations, people can find meaning and purpose in their life. Frankl's experiences as a prisoner in Nazi concentration camps during World War II reinforced his conviction in the human spirit's ability to overcome hardship and find significance (Wong 2014).

Numerous studies have demonstrated a strong correlation between a sense of meaning in life and positive work outcomes, including enhanced performance and motivation. Individuals who find purpose and significance in their work are more likely to be engaged, productive, and satisfied with their jobs. Steger, Dik, and Duffy (2012) investigate the link between a feeling of purpose in life and job satisfaction and motivation. Employees who believe their work is meaningful are more likely to report greater levels of job satisfaction, work engagement, life satisfaction, and well-being. This beneficial association is partially mediated by job engagement, implying that meaningful work promotes a sense of participation and commitment, which adds to favorable results. The essay underlines the importance of meaningful work that corresponds with personal beliefs and contributes to a larger purpose in increasing employee motivation. Employees that feel their work important are more likely to be

engaged, enthusiastic about their responsibilities, and put in more effort in their jobs. Furthermore, the authors emphasize the distinct predictive potential of meaningful job qualities. Even after accounting for other job qualities like autonomy, feedback, and social support, meaningful work remains a strong predictor of employee well-being.

2.1.5 A – Accomplishment

Accomplishment, the last component of the PERMA model, is the pursuit and realization of one's own objectives and completing tasks. Seligman contends that setting and completing objectives promotes personal development and a sense of accomplishment (Seligman, 2011). In addition to success, accomplishment also refers to the sense of competence and mastery that comes from following one's goals and conquering obstacles. Well-being strongly correlated with the achievement of personal objectives and goals, especially when these objectives aligned with internal motivations. People who feel accomplished also have higher self-esteem and a higher quality of life.

Accomplishment can be derived from various sources, including:

- Achieving professional milestones, such as promotions, honors, or accomplishments, is known as career achievement.
- Reaching individual objectives: Getting to know a new skill, getting in shape, seeing a new location.
- Creative endeavors: pursuing artistic endeavors and pastimes in order to fulfill personal desires.
- Community Involvement: Giving back to the community or lending a helping hand to others might make individuals feel accomplished.

Achieving modest daily victories can also count as accomplishments, even if they include professional success, academic achievement, or personal milestones. Furthermore, studies have shown that setting and achieving reasonable goals increases motivation, boosts self-esteem, and improves overall well-being (Sheldon and Elliot 1999). Youssef and Luthans (2007) examine the expanding topic of positive organizational behavior, which focuses on how developing positive psychological

qualities, such as a sense of accomplishment, can improve employee performance. Workers are more engaged in their work, have a greater sense of personal success at work, and are more resilient when faced with obstacles. Additionally, it could result in heightened resilience, optimism, and self-efficacy, all of which are associated with improved work performance.

Success in achieving goals tends to make employees feel more accomplished, which raises performance levels. Individuals who consistently feel they are progressing and accomplishing goals are more likely to approach their work with a positive mindset, which fosters increased creativity, efficiency, and problem-solving skills. Empirical data demonstrates that people who have well-defined goals are more likely to be focused, dedicated, and persistent, which lends credence to this notion. Reaching goals positively correlates with enhanced task performance and higher job satisfaction, influencing long-term organizational success (Locke and Latham 2002).

2.2 Well-being and positive emotions

Employee wellbeing refers to the overall mental, physical, emotional, and economic health of your human resources. Employee well-being is a comprehensive framework that extends beyond mere physical health. This concept encompasses job satisfaction, mental and emotional well-being, the quality of workplace relationships, interpersonal relationships with colleagues, decision-making processes, and the availability of tools and resources. Recent years have seen increased attention to the correlation between employee well-being and performance within organizational and human resource management research. The concept of employee well-being includes the physical, psychological, and social aspects of health, impacting not only the individual but also the overall productivity and functioning of organizations. Organizations recognize that an employee's mental, emotional, and physical conditions can significantly impact their job performance, motivation, turnover, and engagement. A comprehensive grasp of the processes that connect well-being with performance is essential for organizations seeking to promote long-lasting development and a robust workforce.

Organizational awareness of the benefits of employee well-being (EW) initiatives has grown. For instance, the Chartered Institute for Personnel and Development (CIPD)

2010 absence management survey indicated that nearly 50% of surveyed organizations had implemented an absence management or EW strategy (Juniper 2011). Additional research suggests that employees who exhibit both physical and mental well-being demonstrate higher productivity levels, reduced absenteeism, and increased job engagement (Bakker and Demerouti 2007b); (Grant, Gino, and Hofmann 2011). Moreover, a supportive work environment that fosters social relationships and a sense of inclusion can substantially boost both morale and job satisfaction.

A critical determinant affecting employee well-being is the balance between job demands and available resources. High job demands, such as excessive workloads or challenging working conditions, can result in burnout and negatively impact performance (Bakker, Demerouti, and Schaufeli 2005). Conversely, sufficient job resources including support from colleagues, autonomy, and opportunities for professional development can enhance both engagement and well-being (Bakker and Demerouti 2007b). Additionally, research indicates that prosocial behavior, defined as actions intended to benefit others, can positively affect employee well-being and performance. Organizations can cultivate a healthier and more supportive work environment by fostering a culture that promotes prosocial behavior (Grant et al. 2011).

Individual factors, such as positive psychological capital, also influence employee well-being and performance. Studies have shown that positive psychological capital encompassing hope, efficacy, resilience, and optimism is associated with higher levels of job satisfaction, engagement, and performance (Luthans, Youssef, and Avolio 2007). Employees can also actively shape their work experiences through job crafting, where they make deliberate modifications to their tasks, relationships, or responsibilities to enhance meaning and satisfaction (Wrzesniewski and Dutton 2001). Implementing job crafting strategies can thus improve job satisfaction, engagement, and overall well-being.

Positive psychology, a distinct branch of psychology focusing on favorable aspects of human behavior such as strengths, well-being, productivity, and self-fulfillment, is relevant in this context. Recognized pioneers in positive psychology, including Martin Seligman and Mihaly Csikszentmihalyi, have shifted psychology's emphasis from

solely addressing pathology to helping individuals recognize and cultivate their strengths and pursue purposeful goals (Umashankar and Charitra 2021). Positive emotions play a crucial role in fostering employee well-being. Research consistently shows a strong link between positive emotions and various aspects of psychological health, such as job satisfaction, engagement, and stress reduction (Fredrickson 2001). Fredrickson's broaden-and-build theory posits that positive emotions expand individuals' cognitive frameworks, enabling them to engage in more innovative and adaptable thinking. This openness can aid in the acquisition of new skills, knowledge, and social networks. Over time, positive emotions help build resilience and optimism, which are essential to overall well-being. Lastly, a longitudinal study by Lyubomirsky, Sheldon, and Schkade (2005) examined the link between happiness and well-being. They observed that individuals reporting higher levels of happiness were more likely to experience positive outcomes, including improved physical health, stronger social relationships, and greater life satisfaction.

In sum, the relationship between employee well-being and organizational performance is complex and multi-faceted. By understanding the various factors influencing well-being, organizations can create increasingly supportive and productive environments. Providing adequate resources, fostering prosocial behavior, encouraging positive psychological capital, and facilitating job crafting are strategies that organizations can adopt to enhance employee well-being and, consequently, improve overall performance.

3. Chapter 3: Description of the Methodical Approach

3.1 Modeling

This thesis employs the theoretical foundation of Seligman's PERMA model to guide the exploration of the relationship between positive emotions and work behavior. The PERMA model, comprising Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment, serves as a structured framework to categorize and evaluate findings from the literature. The focus of this study is specifically on the relationship between positive emotions and key factors influencing work behavior and employee well-being, as outlined in the research questions. These factors include:

- Engagement: How positive emotions enhance employees' willingness to participate and remain immersed in their tasks.
- Motivation: The impact of positive emotions on driving intrinsic and extrinsic motivation.
- Innovative work behavior: The role of positive emotions in fostering creative and innovative behavior.
- Well-being: The contribution of positive emotions to employees' overall mental, physical, and emotional health and its impact on resilience, stress reduction, and well-being.
- Satisfaction: The impact of positive emotions on employee satisfaction.
- Performance: The correlation between positive emotions and improved task and organizational performance.

By modeling the analysis around these factors, the study ensures that the findings are directly relevant to the research questions and provide actionable insights into how positive emotions influence various dimensions of work behavior and employee well-being.

3.2 Literature Study

The literature review serves as the backbone of this thesis, systematically gathering, synthesizing, and analyzing research studies to address the research questions. The

scope was defined to explore the relationship between positive emotions and workplace outcomes such as engagement, motivation, innovation, performance, and well-being. To ensure the quality and relevance of the selected studies, a set of inclusion and exclusion criteria was applied. Only peer-reviewed articles published from 2002 onwards that directly addressed the research questions were considered for inclusion. Non-peer-reviewed articles, non-English publications, and studies outside the defined scope were excluded.

Through this systematic approach, 29 relevant articles were identified for in-depth analysis. These articles provided a robust foundation for the research, enabling a thorough understanding of the existing literature and informing the development of the research questions.

3.3 Tools and Techniques

To ensure a robust and systematic review, several tools and techniques were employed.

- The extracted data was cataloged and organized using Microsoft Excel, providing a structured and efficient approach to data management.
- A textual narrative synthesis method was adopted to conduct the thematic synthesis, enabling the identification of patterns, trends, and gaps across the studies.
- Additionally, the analytical process was guided by the framework proposed by Xiao and Watson (2019), which emphasizes transparency and replicability, ensuring methodological rigor throughout the systematic review.

4. Chapter 4: Description of Methodological Approach, Literature Review Design, Data Collection, Limitations.

4.1 Overview of the Methodological Approach

This thesis employs a stand-alone literature review methodology, which is a thorough analysis of existing research focusing on the association between positive emotions and work behavior indicators, including work engagement, innovative work behavior, motivation, well-being and performance. Literature reviews are a foundational approach in academic fields such as the humanities and social sciences, where research often centers on exploring theoretical frameworks and historical contexts. In line with the objectives of this thesis, the chosen approach provides a comprehensive understanding of how positive emotions influence work behavior, drawing from current research across relevant disciplines.

4.2 Literature Review Approach

This study structures the literature review around key concepts, theories, and methods, rather than specific authors or publications. This approach allows for an in-depth examination of the field's main theories, such as Seligman's PERMA model (Seligman 2011) which underpins the analysis of positive emotions in the workplace. The focus on concepts over individual publications ensures a robust thematic synthesis, thereby reinforcing a clear, structured understanding of the field's current state and its foundational theories. Following the typology outlined by Templier and Paré (2015), literature reviews generally take two forms: (1) background reviews which support an empirical study by providing theoretical context, identifying literature gaps, and informing research design; and (2) stand-alone reviews which synthesize and interpret existing research independently. Given the thesis objective to explore the correlation between positive emotions and work behavior without new empirical data collection, a stand-alone literature review is the most appropriate method. This approach enables a focused examination of the field and aggregates insights that reveal broader patterns and themes across the literature (Xiao and Watson 2019).

4.3 Systematic Literature Review Design

A systematic literature review is conducted, guided by Xiao and Watson's (2019) framework, to ensure rigor, reliability, and reproducibility. The review is designed to capture and evaluate peer-reviewed publications from 2012 onwards, emphasizing current findings on positive emotions and work behavior. Following the inclusion criteria, 29 studies were selected to maintain focus and relevance.

4.4 Typology of Literature Review

Xiao and Watson (2019) classify literature reviews into four categories according to their objectives: describe, test, extend, and critique. This thesis employs a descriptive review, a common and easily recognizable format, to scrutinize the existing literature pertinent to the study objectives. Descriptive reviews do not inherently expand the area but provide a thorough overview of the current literature at the time of the review. This review is optimal for comprehending the fundamental components and contemporary trends in literature, categorizing them by overarching topics such as job engagement, motivation, innovation, and performance.

4.4.1 Types of Descriptive Reviews

Within descriptive reviews, several subtypes offer flexibility in data extraction and analysis. The following approaches were considered:

- The narrative review gathers relevant information and builds a coherent narrative around the field's state.
- Textual narrative synthesis: Uses standardized extraction formats to compare similarities and differences across studies.
- Meta-summary and meta-narrative: Quantitatively summarize and organize thematic findings across studies.
- The scoping review provides a broad mapping of the literature landscape, making it suitable for emerging fields (Arksey and O'Malley 2005).

This thesis utilizes textual narrative synthesis to organize results related to positive emotions, enabling a systematic comparison of different facets of work behavior affected by positive emotions. It entails the systematic extraction and structuring of data utilizing standardized formats to emphasize similarities and differences among

investigations. The emphasis is on discerning patterns, themes, and relationships within the effects of positive emotions on different elements of work behavior.

4.5 Data Collection and Inclusion Criteria

To investigate the relationship between positive emotions and various workplace outcomes, a systematic search strategy was implemented using Google Scholar and the TU Wien Library. The objective was to identify studies relevant to the research questions within diverse work-related contexts. This search strategy involved the use of targeted keywords, including but not limited to: "positive emotions," "positive emotions and work engagement," "positive emotions and motivation," "positive emotions and innovation," "positive emotions and performance," "impact of positive emotions on work behavior," "positive emotions at work," "impact of positive emotions on motivation," "impact of positive emotions on work engagement," "PERMA model," and "innovative work behavior (IWB)."

To refine and optimize the search results, Boolean operators were employed to combine keywords effectively, ensuring the retrieval of studies that specifically addressed the relationship between positive emotions and workplace outcomes. Furthermore, advanced search techniques, such as the use of the "allintitle" operator, were applied to identify studies with exact matches in their titles, thereby enhancing the precision and relevance of the retrieved articles.

Specific inclusion criteria guided the selection of articles for the review, ensuring relevance, quality, and academic rigor:

- Publication Year: Only articles published from 2002 onwards were included to reflect recent developments in the field. The average publication year of the selected studies is 2018, with a median of 2019, indicating that most articles are state-of-the-art. Notably, only one article dates back to 2002 and another to 2008, while the remainder were published after 2012.
- Peer-Reviewed Journals: To maintain high academic standards, all selected studies were published in peer-reviewed journals and were written in English.
- Relevance to Research Questions: Articles were included based on their focus on positive emotions and their association with work-related behaviors such as

creativity, engagement, motivation, well-being, and innovation. This ensured alignment with the research objectives of the study.

This comprehensive search across various workplace outcomes underscores the breadth of research available on positive emotions, revealing a substantial body of literature examining how positive emotions impact motivation, work engagement, performance, well-being, and innovation in the workplace. After refining the search results by removing overlapping studies and excluding unrelated articles, a total of 29 relevant studies were identified. Each article was carefully reviewed to ensure its relevance to the research topic.

4.6 Limitations of the Approach

The review process included several limitations that should be acknowledged. First, a language restriction was applied, with only English-language articles considered, potentially excluding relevant studies published in other languages. Second, the exclusion of non-peer-reviewed studies, while ensuring academic rigor and quality, may have omitted valuable insights from non-peer-reviewed sources, such as industry reports or grey literature. Third, the study's reliance on secondary data means that the quality and scope of the findings depend on the methodologies and rigor of the original studies, which can vary.

Despite these limitations, the methodological framework employed provides a comprehensive and reliable synthesis of the current state of research on positive emotions, work behavior, and well-being, contributing to a deeper understanding of this important area.

4.7 Summary of the Expected Results

Positive emotions, such as happiness, enthusiasm, and satisfaction, are anticipated to have a strong correlation with improved job performance. Employees who experience positive emotional states are more likely to engage actively in decision-making, demonstrate effective teamwork, and exhibit higher levels of innovation in their work. These emotions are also expected to enhance motivation and job satisfaction, fostering greater dedication and engagement with assigned tasks.

The expected findings of this study include a clear and positive relationship between positive emotions and work behavior. Positive emotions are projected to significantly influence key workplace success factors by encouraging positive thinking, enhancing creativity, increasing engagement, boosting motivation, promoting well-being, and fostering a collaborative spirit among employees. This relationship underscores the critical role of emotional states in driving workplace outcomes and overall organizational success.

5. Chapter 5: Presentation of the Studies

The following chapter presents a synthesis of 29 articles reviewed in this thesis, providing an integrated analysis of the relationship between positive emotions and various dimensions of work behavior. This chapter identifies recurring themes, trends, and findings across the studies to demonstrate insights and their practical implications. The synthesis is structured around the research questions and key topics derived from the literature review.

5.1 Synthesis of Literature on Positive Emotions and Engagement

Silverman et al. (2021) conducted a study titled *"Growth in Motivation, Performance, and Positive Emotions: Experiential Learning in Macro Social Work"* to explore the connection between experiential learning and students' emotional, motivational, and performance-related outcomes. The study examined the relevance of Control Value Theory, which posits that students' emotions, motivation, and performance are influenced by their perceived control over learning tasks and the value attributed to those tasks. Nineteen students participated by writing reflection papers at different points during the course, discussing their experiences in work groups, interactions with peers, and instructor involvement. These reflections served as qualitative data to analyze students' perceived control over tasks, the significance they attributed to assignments, and the subsequent effects on their motivation and emotions. The findings revealed that students who experienced greater autonomy and found their tasks meaningful reported increased enthusiasm and confidence, leading to enhanced engagement. The study concluded that autonomy-supportive environments promote emotional empowerment and sustain engagement in both academic and professional settings.

Similarly, Costantini and Sartori (2018) explored the relationship between job crafting, work-related positive emotions, and work engagement. Their study, *"The Intertwined Relationship Between Job Crafting, Work-Related Positive Emotions, and Work Engagement: Evidence from a Positive Psychology Intervention Study"*, aimed to assess the impact of job crafting activities on positive emotions and their subsequent effect on work engagement. The researchers provided solid empirical evidence supporting the notion that mentally healthy individuals exhibit greater productivity

than their less healthy counterparts. The study involved 43 office employees from a public administration organization in Northern Italy and followed a semi-experimental design with pre- and post-intervention measurements. A simple random selection procedure was used to choose participants, who were then involved in an intervention designed to enhance workplace well-being. Participants completed a survey before the intervention (T1) and two weeks afterward (T2). The intervention was conducted in two groups of 20 and 23 participants, respectively, to promote active engagement. To test the hypotheses, a bootstrap estimation approach with 1,000 samples was employed, along with paired sample t-tests, to examine the effects of the intervention. The study further used bootstrapping, following the Process procedure recommended by Hayes, to determine whether a reciprocal relationship between job crafting and work engagement existed and whether this relationship was strengthened by the positive intervention. The results revealed that employees who actively engaged in job crafting experienced heightened positive emotions such as joy and optimism, which significantly improved their work engagement. The study highlighted that proactive job design strategies not only enhance emotional well-being but also sustain long-term engagement.

Building upon the significance of positive emotions in workplace dynamics, Lapalme et al. (2023) conducted research titled *"Emotion Regulation Can Build Resources: How Amplifying Positive Emotions Is Beneficial for Employees and Organizations."* Their study investigated whether amplifying positive emotions serves as a resource-building strategy rather than a resource-depleting one, as traditionally suggested by the limited strength model of emotion regulation. The research included 455 healthcare professionals, such as nurses, doctors, and technicians, in a Chilean hospital, along with a longitudinal study involving 119 employees in the United States. Data were gathered through surveys measuring burnout levels, emotion regulation techniques, and workplace outcomes, including absenteeism and engagement. The findings demonstrated that enhancing positive emotions increased the likelihood of employee engagement and had an indirect positive impact on it. However, there was a slight direct negative effect of amplification on participation, most likely due to the emotional effort required. Despite this, the overall effect remained insignificant. The study reinforced the notion that positive emotions improve motivation, engagement,

and performance. Employees who successfully regulate their emotions are more likely to be productive and innovative.

Likewise, Avey, Wernsing, and Luthans (2008) examined the impact of employees' psychological capital (PsyCap), which consists of hope, efficacy, optimism, and resilience, on their attitudes and behaviors during organizational change. Their study, titled *"Can Positive Employees Help Positive Organizational Change?"*, involved 132 working adults from various U.S. organizations who participated in a leadership and motivation study conducted by a Midwestern university. Participants ranged in age from 18 to 65, with an average age of 30.4 years, and had been employed at their current company for an average of six years, with 10.8 years of overall work experience. The Psychological Capital Questionnaire (PCQ) was used to assess participants' levels of PsyCap, while the Positive and Negative Affect Schedule (PANAS) measured their positive emotions, such as enthusiasm, pride, and excitement. Additionally, emotional engagement was assessed using a standardized scale, and organizational citizenship behavior (OCB) was evaluated based on activities that enhance workplace collaboration. The study found that employees with higher PsyCap exhibited stronger positive emotions and engagement, especially during periods of organizational change. The findings emphasized that developing psychological resources such as hope and resilience enhances adaptability and engagement in dynamic work environments.

In a similar vein, Wang, Zhang, and Shi (2024) explored the impact of work-leisure facilitation (WLF) on employees' turnover intentions from the perspective of positive emotions. Their study, *"The Impact of Work-Leisure Facilitation on Employees' Turnover Intentions: The Perspective of Positive Emotions,"* investigated how WLF defined as the positive spillover of work-related resources into leisure activities affects employees' inclination to leave their jobs. The study further examined the role of supervisor support in enhancing this effect. Using a multipoint data collection strategy, data were gathered from 180 full-time employees in China, working primarily in healthcare, education, manufacturing, and services sectors. Participants completed daily surveys over five consecutive workdays, yielding 900 valid questionnaires, with an effective recovery rate of 94.74%. Multilevel structural equation modeling (SEM) was performed using Mplus 8.3 to examine the relationships at both the intraindividual

and interindividual levels. Confirmatory factor analysis (CFA) was conducted to validate variables, including turnover intention, positive emotions, and WLF. The study confirmed that positive emotions are significantly correlated with work behaviors, particularly in reducing employees' desire to leave their jobs. Employees experiencing higher levels of positive emotions felt more connected to their work environment and were more likely to remain engaged. Consequently, positive emotions were found to be positively associated with job engagement and organizational citizenship behavior.

Tan and Meng (2022) extended this discussion by examining the mediating role of psychological capital in the relationship between positive emotions and work engagement among academicians in Malaysian higher education institutions. The study, *"A Conceptual Study of Psychological Capital Mediates the Relationship Between Positive Emotions and Work Engagement: Pathways to Achieving SDGs in Academic Organizations,"* sought to understand how job-related positive emotions influence work engagement through the elements of efficacy, hope, optimism, and resilience. Using a quantitative research design and a simple random sampling technique, the study collected data from 103 Malaysian academicians. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to analyze the proposed model. The findings revealed that both positive emotions and psychological capital significantly contributed to enhancing work engagement, with psychological capital playing a crucial mediating role in this relationship. The study linked its findings to the Sustainable Development Goals (SDGs), specifically SDG 3 (good health and well-being) and SDG 4 (quality education), highlighting the importance of fostering positive emotions and psychological capital in academic environments to achieve long-term sustainable engagement.

Choi et al. (2019) conducted a study titled *"Korean Translation and Validation of the Workplace Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment (PERMA)-Profiler"* to examine the translation and validation of the PERMA-profiler tool in the Korean workplace context. The PERMA-profiler is an assessment tool designed to measure five key aspects of workplace well-being: positive emotions, engagement, relationships, meaning, and accomplishment. The study utilized a web-based survey to collect data from 316 Korean workers,

incorporating several validated scales, including the Workplace PERMA-Profiler, Mental Health Continuum-Short Form, Utrecht Work Engagement Scale, Maslach Burnout Inventory-General Survey, Psychosocial Well-being Index-Short Form, and Korean Occupational Stress Scale-Short Form. To assess the reliability and validity of these measures, the researchers conducted Cronbach's alpha calculations, correlational analyses, and confirmatory factor analyses. The results confirmed a favorable correlation between positive emotions and various elements of work behavior, particularly engagement and well-being. Additionally, the five PERMA factors demonstrated moderate to strong positive correlations with mental well-being in life ($0.39 \leq r \leq 0.67$ in MHC-SF), work engagement ($0.52 \leq r \leq 0.81$ in UWES), and the professional efficacy subscale of burnout ($0.47 \leq r \leq 0.64$).

Similarly, Gloria and Steinhardt (2017) explored the role of positive emotions in work engagement in their study titled *"The Direct and Mediating Roles of Positive Emotions on Work Engagement Among Postdoctoral Fellows."* The research focused on how supervisory support enhances engagement through the influence of positive emotions. The study involved 200 postdoctoral researchers in Texas who completed surveys measuring supervisory support, positive emotions (using the PANAS scale), and engagement (using the Utrecht Work Engagement Scale). Structural equation modeling was used to analyze the data, revealing that positive emotions mediated the relationship between supervisory support and engagement. The study concluded that emotionally supportive leadership practices foster employee well-being and increase engagement.

Clark et al. (2014) examined the interplay between workaholism, work engagement, and work-home outcomes in their research titled *"Workaholism, Work Engagement, and Work–Home Outcomes: Exploring the Mediating Role of Positive and Negative Emotions."* The study sought to understand how workaholism defined as an intense and compulsive obsession with work and work engagement, a fulfilling state of mind related to work, influenced employees' work-home balance. Data were collected from 340 employees across various industries through self-reported surveys measuring workaholism, work engagement, work-home enrichment, and positive emotions. Structural equation modeling was used to test the relationships among these variables. The findings indicated that positive emotions significantly mediated the link between

work-home enrichment and work engagement. Employees who experienced positive emotions from balancing work and personal life were more engaged and productive. The study emphasized the importance of maintaining a healthy work-life balance to foster positive emotional experiences and enhance engagement.

Dubreuil et al. (2021) investigated the relationship between strengths use at work, emotions, and job performance in their study titled *"Strengths Use at Work: Positive and Negative Emotions as Key Processes Explaining Work Performance."* The research examined how utilizing one's strengths in the workplace affects emotional states and, consequently, job outcomes. The study enlisted 424 French-speaking individuals from a human resources professional association in Quebec, Canada. The Strengths Use Scale (SUS) was used to measure how individuals utilized their strengths at work, while the PANAS assessed positive and negative affect. The study employed performance measures specific to human resources professionals, such as employee satisfaction ratings and productivity metrics. Confirmatory factor analysis (CFA) was conducted to evaluate different model structures, and structural equation modeling (SEM) was used to analyze the relationships among strengths use, emotions, and work performance. Bootstrapping was employed to compute indirect effects, allowing for a more rigorous examination of the mediating role of emotions. The results highlighted that positive emotions significantly influenced creativity and job engagement. The study suggested that when employees feel positive and apply their strengths, they are more engaged and creative in their work. Furthermore, the findings connected positive emotions to enhanced cognitive flexibility, making employees more receptive to innovative problem-solving.

Ouweneel et al. (2012) explored the daily relationship between positive emotions, hope, and work engagement in their article *"Good Morning, Good Day: A Diary Study on Positive Emotions, Hope, and Work Engagement."* The study investigated whether employees' positive emotions at the end of a workday influenced their level of hope the following morning and how this hope subsequently affected their work engagement throughout the day. Fifty-nine participants were instructed to complete a diary twice daily—once before beginning work in the morning and once after ending their workday. Over five days, data were collected from 59 employees, resulting in 295 measurements. Positive emotions were assessed post-work using factors from the

Job-related Affective Well-being Scale (JAWS), while hope was measured before starting work using two items from the State Hope Scale (SHS). Work engagement was evaluated using the Utrecht Work Engagement Scale (UWES), which assesses vigor, dedication, and absorption. The data were analyzed using hierarchical linear modeling (HLM), which allowed researchers to differentiate between intra-individual and inter-individual variations in positive emotions, hope, and engagement. The findings indicated that positive emotions experienced at the end of a workday fostered hope, which, in turn, increased engagement the following day. The study highlighted the reciprocal and dynamic nature of emotions and engagement, suggesting that cultivating positive daily emotional experiences contributes to sustained workplace motivation.

In the same line with previous studies Goswami et al. (2016) examined how leaders' humor affects employees' positive emotions and work engagement in their study titled *"The Relationship of Leaders' Humor and Employees' Work Engagement Mediated by Positive Emotions: Moderating Effect of Leaders' Transformational Leadership Style."* The research applied affective events theory (AET) to investigate how leaders' humor influences employees' emotions, which, in turn, impact job performance, work engagement, and organizational citizenship behaviors (OCBs). A sample of 235 full-time employees from a business consultancy and IT company participated in the study. Researchers conducted moderated mediation analysis using Hayes' (2013) technique to test the hypotheses. Confirmatory factor analysis (CFA) was also performed to evaluate the validity of variables, including leaders' humor, transformational leadership, positive emotions, and work engagement. The findings demonstrated that leaders' humor significantly enhanced employees' positive emotions, which, in turn, improved work engagement. However, while humor contributed to a more enjoyable work environment, it did not directly influence job performance or OCBs. The study emphasized that humor is a powerful tool for fostering positive emotional climates, ultimately enhancing employee engagement.

Ouweneel, Le Blanc, and Schaufeli (2013) examined the effectiveness of an online positive psychology intervention in promoting positive emotions, self-efficacy, and engagement at work in their study *"Do It Yourself: An Online Positive Psychology Intervention to Promote Positive Emotions, Self-Efficacy, and Engagement at Work."*

Initially, 1,330 individuals participated, though the study experienced an 82% dropout rate in the self-enhancement group, leaving 158 participants, and an 83% dropout rate in the self-monitoring group, leaving 225 participants. Independent samples t-tests were used to assess differences in positive emotions, self-efficacy, and engagement between groups, while repeated measures analysis of variance (RM-ANOVA) examined temporal changes. The results showed that employees who completed the intervention experienced significant increases in positive emotions, self-efficacy, and job engagement.

Hu and Kaplan (2015) explored the differences between various forms of positive emotions and their impact on workplace behaviors in their study *"Is 'Feeling Good' Sufficient? Differentiating Discrete Positive Emotions at Work."* The study examined how emotions such as pride, interest, and gratitude uniquely affected job attitudes, performance, and interpersonal relationships. Using survey-based data collection across multiple workplace settings, the findings indicated that pride was particularly associated with higher job engagement and commitment, as employees who felt competent and accomplished were more motivated to perform well.

Diener, Thapa, and Tay (2020) conducted a study titled *"Positive Emotions at Work"* to investigate the multiple ways in which positive emotions influence work outcomes. The research provides an in-depth exploration of the broaden-and-build theory, emphasizing how positive emotions can lead to enhanced creativity, a greater willingness to take risks, improved health outcomes, and stronger teamwork. The study employs a combination of experience sampling methods (ESM), daily diaries, and ecological momentary assessments to capture real-time data on positive emotions in the workplace and their effects. Additionally, experimental designs and longitudinal research are used to track changes in behavior and performance resulting from induced positive emotions. This multi-method approach allows for a detailed analysis of intra-individual emotional variability and its direct impact on job-related outcomes, including creativity, collaboration, and overall performance. The study's findings highlight several key insights regarding the role of positive emotions in workplace engagement. Positive emotions enhance engagement by fostering enthusiasm and resilience. The data indicate that positive emotions contribute to different types of

work engagement and are associated with increased collaboration, trust, and prosocial behavior within teams.

Similarly, Wall, Russell, and Moore (2017) explored the impact of positive emotions in their study titled *"Positive Emotion in Workplace Impact: The Case of a Work-Based Learning Project Utilizing Appreciative Inquiry."* The research examines how positive emotions influence workplace outcomes, particularly through the application of appreciative inquiry in a work-based learning initiative. The study utilized data from a work-based learning project to assess how appreciative inquiry fosters a positive emotional climate. The findings demonstrated that positive emotions, such as optimism and hope cultivated through appreciative inquiry, significantly enhanced staff engagement and motivation. The study also highlighted that the persuasive vision generated by the appreciative inquiry approach encouraged individuals to work toward shared objectives, leading to increased satisfaction with their work.

Expanding on the role of positive emotions in professional settings, Ibrahim et al. (2024) conducted research titled *"A Framework of Well-being and Innovative Work Behavior Among Educators."* This study examines how positive emotions and workplace relationships influence innovative work behavior among educators. Using a pilot approach, the study involved 35 educators and employed structural equation modeling (SEM) with SmartPLS to analyze the data. The research primarily focuses on identifying the factors that enhance educators' creativity and innovation in teaching, ultimately improving educational practices and outcomes. The findings indicate that work engagement has the potential to mediate the relationship between positive emotions and innovative behavior. Educators who experience positive emotions are more likely to engage deeply in their work and demonstrate a higher inclination toward innovation in their teaching methods.

The study *"Don't Leave Your Heart at Home: Gain Cycles of Positive Emotions, Resources, and Engagement at Work"* by Ouweneel, Le Blanc, and Schaufeli (2012) explores how positive emotions contribute to resource-building and work engagement over time. The research examines whether positive emotions, personal and professional resources, and engagement influence one another in a cyclical manner. A total of 200 employees from a Dutch university were invited to participate in an online

survey for the study. The response rate was 46% for the initial survey (T1) and 59% for the follow-up survey (T2), conducted six months later. The sample consisted of 64.5% women, with an average age of 39 years. Participants held diverse job roles, including administration (25.1%), PhD candidates (24.1%), assistant professors (21.1%), junior teachers (9.5%), and other scientific positions (20.2%). The study employed several validated scales to measure key variables. Positive emotions were assessed using the Job-related Affective Well-being Scale (JAWS), while personal resources were measured through the Hope Scale, the Optimism Scale, and the Self-Efficacy Scale. Work engagement was evaluated using the Utrecht Work Engagement Scale (UWES). These tools were used to examine the relationships between positive emotions, personal resources, and work engagement. The researchers integrated both quantitative and qualitative analyses, including descriptive statistics, confirmatory factor analysis, structural equation modeling, interviews, and thematic analysis, to provide a comprehensive understanding of these complex relationships. The findings suggest that positive emotions build personal resources over time, and personal resources, in turn, reinforce positive emotions. Hope, optimism, and self-efficacy were identified as key personal resources that correlate positively with positive emotions. Furthermore, the study confirmed that personal resources have a favorable impact on work engagement. Employees with higher levels of personal resources exhibited greater workplace engagement, supporting the idea that these resources contribute to overall well-being and sustained motivation in the workplace.

On the contrary, while numerous studies emphasize the strong positive relationship between positive emotions and work engagement, some research presents counter-evidence, suggesting that this relationship is not always significant or may be subject to certain limitations. Lapalme et al. (2023) found that although enhancing positive emotions increased the likelihood of employee engagement and had an indirect positive impact, there was a slight direct negative effect of amplification on participation. This negative effect was likely due to the emotional effort required to sustain positive emotions. Althought the overall effect of amplified positive emotions on engagement was deemed insignificant.

Similarly, Ouweneel, Le Blanc, and Schaufeli (2012) reported that no substantial correlations were observed between job resources such as supervisory coaching,

autonomy, and opportunities for advancement and work engagement, positive emotions, and personal resources. Their findings suggest that personal resources play a more critical role than environmental factors in predicting work engagement. The idea that merely fostering positive workplace conditions is enough to enhance engagement, underscoring the complex and sometimes inconsistent relationship between positive emotions and work engagement.

Overall, these studies illustrate the crucial role of positive emotions in shaping engagement, and workplace behavior. Whether through experiential learning, job crafting, work-leisure facilitation, or psychological capital, positive emotions emerge as a driving force behind sustained engagement, resilience, and job satisfaction. The research consistently underscores that fostering emotional well-being within organizations not only benefits individual employees but also contributes to overall productivity and engagement.

5.2 Synthesis of Literature on Positive Emotions and Motivation

Silverman et al. (2021) highlighted a strong correlation between positive emotions and Motivation. Their study found that students who experienced autonomy in their learning process and perceived their activities as meaningful demonstrated increased motivation and enhanced performance.

In the same line, Singh and Shejwal (2016) explored the connection between positive emotions, mental imagery, and job motivation among security professionals. Their study, "Role of Mental Image and Positive Emotions in Work Motivation of Security Professionals," employed a quantitative research design to examine these relationships. By surveying 120 male security specialists from industrial enterprises in and around Pune city, they found that mental imagery particularly visual and auditory images significantly influenced job motivation. The research indicated that positive emotions and mental images significantly enhance work motivation among security professionals, resulting in enhanced job performance and satisfaction.

Furthermore, Lapalme et al. (2023) supported the notion that positive emotions enhance motivation, engagement, and overall performance. This idea is echoed by Ouweneel et al. (2012), who found that employees who ended their workday with

positive emotions experienced an increased sense of hope for the following day. This sense of hope, fueled their motivation, reinforcing the idea that motivation is not a fixed trait but rather a dynamic state shaped by daily emotional experiences. In workplaces where positive emotions are cultivated, employees can experience a cycle of sustained motivation and productivity, underscoring the long-term benefits of fostering emotional well-being in professional settings.

Similarly, Ouweneel, Le Blanc, and Schaufeli (2013) extended this perspective by demonstrating that individuals who engaged in positive psychology exercises reported significantly higher motivation levels. Moreover, they also experienced improvements in self-efficacy and positive emotions, suggesting that self-directed interventions can effectively enhance motivation. This finding implies that fostering a sense of purpose, confidence, and optimism through positive psychological practices can lead to sustained motivation and better overall well-being.

Hu and Kaplan (2015) approached the relationship between positive emotions and motivation from a different angle, focusing on psychological empowerment. Their research indicated that employees who take pride in their work perceive themselves as more competent and valuable, which in turn enhances their sense of psychological empowerment. This empowerment allows them to take greater responsibility for their roles, ultimately boosting both motivation and performance.

Additionally, Diener, Thapa, and Tay (2020) reinforced this idea by asserting that positive emotions foster enthusiasm and resilience, two essential elements for maintaining motivation at work. When employees feel emotionally supported and valued, they are more likely to remain engaged and driven in their roles. In the same vein, Wall, Russell, and Moore (2017) demonstrated that emotions such as optimism and hope—particularly when nurtured through artificial intelligence applications—can enhance employee engagement and motivation.

These studies illustrates that positive emotions play a fundamental role in shaping motivation. Whether through autonomy in learning, mental imagery, daily emotional experiences, psychological empowerment, or structured interventions, fostering positive emotions consistently leads to greater motivation. While positive emotions alone may not be sufficient to drive motivation in every context, they consistently

emerge as an important factor in goal persistence, task engagement, and overall workplace productivity.

5.3 Synthesis of Literature on Positive Emotions and Performance

Silverman et al. (2021) highlighted a robust correlation between positive emotions and overall performance. Their study demonstrated that students exhibited increased motivation and enhanced performance when they had autonomy in their learning process and perceived their activities as meaningful. Furthermore, the research concluded that positive emotions enhance cognitive functioning and task efficiency, making them critical for achieving better performance outcomes.

In the same line, Singh and Shejwal (2016) explored the influence of mental imagery on work motivation. Their study revealed that mental images, particularly visual and auditory ones, strongly predict job motivation among male security professionals. The research indicated that positive emotions, combined with vivid mental imagery, significantly enhance work motivation, ultimately leading to improved job performance.

Extending this discussion, Ashkanasy and Dorris's (2017) in *"Emotions in the Workplace"* delved into the intricate role of emotions within organizations. This comprehensive review synthesized key theoretical models, such as Affective Events Theory (AET), with empirical research on emotional intelligence, emotional labor, and workplace emotional climate. The authors examined the impact of emotions on individual behavior, interpersonal relationships, group dynamics, and organizational culture. Their findings emphasized the importance of effective emotional regulation and communication in workplace interactions. While emotional labor can be demanding, managing emotions authentically within a supportive environment fosters positive outcomes. Additionally, leaders play a crucial role in shaping group emotions through emotional contagion, thereby influencing team cohesion and performance. At the organizational level, a positive emotional climate promotes innovation, creativity, and employee well-being, whereas a negative one can leads to stress, insecurity, and diminished performance.

Lapalme et al. (2023) research showed that amplifying positive emotions indirectly improved performance by enhancing problem-solving abilities, resilience, and interpersonal effectiveness. However, the study noted a slight negative effect on participation due to the emotional effort required to sustain positive emotions. The study concluded that emotion regulation practices can be leveraged to enhance workplace performance, but they must be balanced to avoid emotional strain.

Cho, Kim, and Lee (2021) performed a study, "*Sport Coaches' Positive Emotions, Task Performance, and Well-being: The Mediating Role of Work Satisfaction*," that focuses on understanding the impact of positive emotions on work satisfaction, task performance, and well-being among sport coaches, with an emphasis on how work satisfaction mediates these relationships. The study collected data from sport coaches in Singapore using an online survey. Prior to developing the survey, researchers obtained approval from Sport Singapore (Sport SG). A total of 1172 responses were received, but 653 were excluded due to incompleteness, leaving 519 usable responses. The sample consisted primarily of male participants (78%) with an average age of 49 years old. The researchers used structural equation modeling, confirmatory factor analysis, normality testing, and data screening to examine the data. To evaluate the distribution of the data, normality tests were performed. To assess the measuring scales' validity and reliability, confirmatory factor analysis was used. Positive emotions assessed by task performance and the Positive and Negative Affect Schedule (PANAS). Task execution Evaluated utilizing a task performance subscale from the questionnaire. Structural equation modeling (SEM) was utilized to examine the interrelationships among variables. The model fit indices were satisfactory, with reliability and validity shown by confirmatory factor analysis (CFA). The findings revealed that positive emotions significantly enhanced task performance, with work satisfaction acting as a mediator. Coaches who experienced positive emotions were more satisfied with their roles, which in turn improved their performance on the field. The study concluded that fostering positive emotional experiences is critical for achieving higher performance and well-being in coaching professions.

Dubreuil et al. (2021) findings demonstrated that employees who actively utilized their personal strengths experienced increased positive emotions, which directly contributed to improved task performance. The study highlighted that strengths-based workplace

strategies not only enhance emotional well-being but also lead to greater productivity and creativity in the workplace.

Hu and Kaplan (2015) findings revealed that employees who take pride in their work perceive themselves as more competent and valuable, leading to an increase in psychological empowerment. Their capacity to assume responsibility for their jobs is a reflection of this empowerment, which boosts their motivation and performance.

Diener, Thapa, and Tay (2020) had conducted a theoretical review. The authors synthesized findings from prior research, highlighting positive emotions correlated with improved job performance and career advancement. Meta-analyses demonstrated moderate effect sizes, indicating that positive emotions enhance productivity by influencing personal and social resources in an indirect pattern.

Building on this, Ibrahim et al. (2021) examined the connection between well-being and innovative work behavior (IWB) in their conceptual paper, "Relationship Between Well-being and Innovative Work Behavior in Public Educational Institutions." The study explored how educator well-being affects their capacity for innovation within public schools, utilizing the PERMA model (positive emotion, engagement, relationships, meaning, and achievement) alongside the concept of IWB. The research reviewed relevant literature and built a theoretical framework grounded in Social Exchange Theory and the PERMA model. The findings suggested that improving well-being across the five PERMA dimensions enhances teachers' performance, creativity, and innovation. Educators' innovative work behavior was shown to be closely tied to their well-being, reinforcing the importance of fostering a supportive and emotionally enriching work environment.

While many studies demonstrate a strong connection between positive emotions and workplace performance Goswami et al. (2016) suggested that positive emotions do not always translate into higher task performance or organizational citizenship behaviors (OCBs). The study claims that humor raised positive emotions and engagement but had no direct effect on job performance or OCBs. In other words, humor did not mitigate the relationship between leaders' humor and these particular work outcomes.

Collectively, these studies highlight the profound impact of positive emotions on motivation, performance, and well-being across various professional domains. While the research underscores the benefits of fostering positive emotions, it also acknowledges potential challenges, such as emotional strain and the need for balanced emotion regulation. The growing body of evidence suggests that organizations and educational institutions must integrate emotional well-being strategies to maximize performance.

5.4 Synthesis of Literature on Positive Emotions and Innovative Work Behavior

Ashkanasy and Dorris's (2017) explored the intricate role of emotions in the workplace, emphasizing their influence on individuals, teams, and organizations. Their study integrated theoretical models, such as Affective Events Theory (AET), with empirical research on emotional intelligence, emotional labor, and emotional climate. They argued that positive emotions contribute to workplace creativity by fostering effective communication, emotional regulation, and leadership that promotes innovation. Furthermore, they highlighted those leaders who cultivate a positive emotional climate encourage risk-taking and idea generation, both of which are essential for fostering an innovative work environment.

In the same vein, Lapalme et al. (2023) examined the relationship between positive emotions and workplace performance, with a particular focus on innovation. Their findings showed that amplifying positive emotions indirectly enhanced problem-solving abilities, resilience, and interpersonal effectiveness, all of which contribute to creative thinking and innovation. However, they also noted that sustaining high levels of positive emotions required emotional effort, which could lead to a slight decline in participation. Despite this, the study concluded that emotion regulation strategies can be effectively utilized to maintain a balance between positivity and innovation in workplace settings.

Similarly, Hu and Kaplan (2015) investigated the specific positive emotions that drive workplace creativity and innovation. Their study found that emotions such as pride and interest play a crucial role in enhancing employees' sense of competence and psychological empowerment. Employees who take pride in their work are more likely

to take initiative, which increases their motivation to engage in innovative work behavior. Additionally, interest was identified as a key driver of curiosity and exploration, further stimulating creative problem-solving and innovation.

Building on these perspectives, Diener, Thapa, and Tay (2020) reinforced the connection between positive emotions and creativity by applying the broaden-and-build theory. Their research demonstrated that positive emotions expand cognitive flexibility, enabling employees to approach problem-solving more creatively and develop novel ideas. Moreover, their findings suggested that positive emotions contribute to workplace resilience, allowing employees to remain engaged in innovative tasks even in challenging work environments.

Further contributing to this discourse, Karavasilis (2019) examined the role of work satisfaction in fostering innovation among Greek teachers in their study *"Work Satisfaction or Burnout and Their Impact on Innovative Work Behavior of Greek Teachers."* The study defined work satisfaction as a positive emotional response to fulfilling professional values, highlighting a direct link between positive emotions and job satisfaction. The findings indicated a strong correlation between work engagement and innovative work behavior, suggesting that teachers who are more engaged in their work tend to be more innovative. This creates a reinforcing cycle where engagement fuels innovation, leading to more effective and creative teaching methods.

Deng et al. (2022) also explored the role of positive emotions in fostering workplace innovation in their study *"Behavioral and Economic Impacts of End-User Computing Satisfaction: Innovative Work Behavior and Job Performance of Employees."* The study investigated how End-User Computing Satisfaction (EUCS) influences employees' innovative work behavior and job performance, specifically examining the link between employee satisfaction with information systems, the resulting positive emotions, and how these factors promote innovation. EUCS refers to the emotional and cognitive satisfaction experienced by users who interact directly with an information system or computer application. Higher EUCS correlates with greater user experience, leading to increased productivity, positive emotional reactions, and improved work performance. Data were collected through 632 questionnaires, though after screening for inconsistencies and incomplete responses, 110 were excluded,

yielding 522 valid responses and an effective response rate of 82.6%. The questionnaire assessed four primary variables: end-user computing satisfaction, high-activated positive emotions, innovative behavior, and job performance. The findings demonstrated that high-activated positive emotions significantly contribute to innovative work behavior by fostering motivation and creativity.

Finally, Ibrahim et al. (2023) conducted a systematic review focusing on the PERMA model's impact on innovative work behavior. Their research demonstrated that positive emotions, including happiness and job satisfaction, significantly contribute to employees' creative engagement and willingness to experiment with new ideas. Furthermore, they emphasized the importance of positive workplace relationships in fostering an innovative culture, reinforcing the notion that emotional well-being is a key driver of creativity and innovation.

On the contrary, not all research supports the notion that positive emotions consistently enhance innovative work behavior. Ibrahim et al. (2024) examined the impact of positive emotions on innovative work behavior among educators but found unexpected results. Contrary to widely held assumptions, their study revealed that positive emotions did not significantly influence the innovative work behavior of educators. This finding suggests that other factors, such as workplace relationships and contextual influences, may play a more crucial role in driving creativity and innovation within educational settings.

Furthermore, Lapalme et al. (2023) provided additional counter-evidence, demonstrating that while positive emotions can enhance problem-solving abilities and resilience, the sustained effort required to maintain them may also lead to emotional exhaustion. Their study found that amplifying positive emotions had an indirect positive impact on innovation but also showed a slight negative effect on participation, highlighting the complex nature of emotion regulation in workplace innovation.

Taken together, these studies illustrate the profound impact of positive emotions on workplace creativity and innovation. Whether through cognitive flexibility, psychological empowerment, job satisfaction, technological adaptation, or workplace relationships, positive emotions consistently emerge as a crucial factor in fostering an innovative and dynamic work environment.

5.5 Synthesis of Literature on Positive Emotions and Well-Being

Costantini and Sartori (2018) examined the intertwined relationship between job crafting, work-related positive emotions, and well-being. Their study demonstrated that job crafting activities significantly enhanced positive emotions such as joy, happiness, and optimism, which in turn contributed to increased work engagement. Importantly, their mediation analysis revealed that positive emotions play a crucial role in sustaining work engagement, suggesting that these factors collectively improve overall well-being in the workplace.

Similarly, Ashkanasy and Dorris's (2017) explored the broader role of emotions in organizational settings, particularly focusing on how emotional climates impact well-being. Their research highlighted that a positive emotional climate within an organization fosters psychological well-being by reducing stress and promoting emotional resilience. Moreover, their findings suggested that effective communication and emotional regulation are essential components of a well-functioning workplace, reinforcing the idea that emotional intelligence can contribute to employee well-being .

Cho, Kim, and Lee (2021) investigated the role of positive emotions in the well-being of sports coaches. Their study emphasized that coaches who experienced positive emotions reported higher levels of job satisfaction and overall well-being. The research demonstrated that work satisfaction mediated the relationship between positive emotions and well-being, reinforcing the idea that fostering positive emotional experiences in professional environments enhances employees' overall psychological health. The model explained 36.3% of the variance in work satisfaction, 36.4% in task performance, and 42.5% in well-being

Choi et al. (2019) validated the Workplace PERMA-Profiler for the Korean context, a tool used to measure well-being factors such as positive emotions, engagement, relationships, meaning, and accomplishment. Their findings indicated a strong correlation between positive emotions and various dimensions of well-being, including reduced stress, faster recovery from adverse conditions, and improved resilience. These results reinforced the idea that workplaces prioritizing positive emotional experiences can enhance employees' mental health and life satisfaction.

Alexander et al. (2021) provided neuroscientific insights into the connection between positive emotions and well-being. Their study emphasized that positive emotions reduce stress levels, facilitate faster recovery from adverse physiological states, and build long-term psychological resilience. By highlighting the neurophysiological mechanisms underlying these effects, their research demonstrated how cultivating positive emotions in workplace environments can lead to sustained improvements in employee well-being.

Diener, Thapa, and Tay (2020) extended these findings by applying the broaden-and-build theory to explain how positive emotions contribute to well-being. Their study revealed that positive emotions expand cognitive flexibility, improve health outcomes, and enhance psychological resilience. By fostering enthusiasm and reducing stress, positive emotions were found to be critical in maintaining overall well-being, ultimately benefiting both employees and organizations.

Finally, Ibrahim et al. (2021) examined the relationship between well-being and innovative work behavior in public educational institutions. Their research highlighted that enhancing well-being through the five PERMA factors, positive emotion, engagement, relationships, meaning, and accomplishment leads to improvements in creativity, innovation, and job performance. According to the study, enhancing well-being in five PERMA factors can improve teachers' performance, creativity, and innovation in their jobs at public schools. Therefore, educators' innovative work behavior closely correlates with their well-being

5.6 Synthesis of Literature on Positive Emotions and Satisfaction

Several studies have underscored a strong positive correlation between positive emotions and employee satisfaction. Singh and Shejwal (2016) study demonstrated that vivid mental images, particularly those associated with positive emotions, significantly enhanced job satisfaction. Security professionals who experienced higher levels of positive emotions were more likely to feel fulfilled in their roles, reinforcing the idea that emotional states play a crucial role in shaping workplace satisfaction. In the same vein, Cho, Kim, and Lee (2021) findings revealed that positive emotions significantly increased work satisfaction, as coaches who experienced greater positivity in their roles exhibited higher levels of motivation and commitment.

Furthermore, the study highlighted that work satisfaction served as a mediator between positive emotions and performance, reinforcing the notion that emotionally positive environments contribute to workplace fulfillment.

Similarly, Wang, Zhang, and Shi (2024) explored the role of positive emotions in employee turnover intentions and job satisfaction. Their study confirmed that positive emotions are crucial in shaping employees' perceptions of job security and workplace engagement. Employees who experienced frequent positive emotions reported lower turnover intentions and greater job satisfaction, indicating that emotional well-being is a key driver of organizational stability.

Expanding on the relationship between emotions and workplace satisfaction, Zapf (2002) examined the effects of emotional labor on psychological well-being in their study *"Emotion Work and Psychological Well-Being: A Review of the Literature and Some Conceptual Considerations."* The research focused on how the need to regulate and express emotions at work impacts employees' mental health. Moreover, the study explored how factors such as job satisfaction, burnout, and social support influence workers' psychological well-being. The findings suggested that emotion work, while demanding, can yield positive outcomes, particularly in helping professions. When individuals engage in deep acting—genuinely expressing emotions to connect with others—they may experience increased job satisfaction and a greater sense of personal accomplishment. These meaningful interactions foster emotional engagement, which contributes to a stronger sense of purpose and fulfillment in the workplace. However, the study also indicated that emotional dissonance, wherein employees must display emotions that contradict their true feelings, can lead to adverse effects such as burnout, emotional fatigue, and job dissatisfaction. This emotional strain is particularly prevalent in occupations requiring frequent face-to-face or voice-to-voice interactions, such as those in the service sector, resulting in depersonalization and psychosomatic symptoms.

Further reinforcing the role of workplace conditions in employee satisfaction, Deng et al. (2022) explored the impact of End-User Computing Satisfaction (EUCS) on positive emotions, job satisfaction, and job performance. Their study revealed that employees who were satisfied with their work-related technological resources reported

higher levels of positive emotions, which in turn enhanced their job satisfaction and performance. The findings highlighted that workplace satisfaction is influenced not only by interpersonal factors but also by structural elements such as the usability and efficiency of workplace technology.

Together, these studies highlight the intricate relationship between positive emotions and employee satisfaction. Whether through mental imagery, workplace engagement, emotional labor, or technological resources, positive emotions play a fundamental role in shaping job satisfaction, motivation, and overall well-being.

5.7 The research findings relating to the research questions

This section organizes the reviewed articles based on their relevance to the research questions. The findings are systematically categorized to highlight the relationships between positive emotions and various workplace outcomes and behaviors, including engagement, motivation, innovative work behavior, performance, and well-being. Additionally, the review revealed that a few articles identified a connection between positive emotions and job satisfaction, which has been incorporated into the results.

The methodology involved summarizing the findings from the selected articles in an Excel file. Subsequently, a systematic analysis was conducted by utilizing keywords that aligned with the research questions to address them effectively. All statements relevant to each research question were organized into separate tables. Finally, the results of the research were synthesized and consolidated within this section

5.7.1 Research Question 1: Is there a correlation between positive emotions and employee's engagement?

The broader theme of engagement encompasses the keywords "work engagement", "job engagement", 'employee engagement", "willingness to participate", and "work involvement". The evidence from 18 articles suggests that positive emotions are essential for fostering and maintaining work engagement across various organizational settings. By encouraging positive emotional experiences, organizations can significantly enhance employees' engagement levels. There are 18 out of 29 articles, including 1, 3, 6, 7, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 21, 22, 25, and 29, that support

the relationship between positive emotions and engagement. The summary of the effects of positive emotions on engagement, based on the provided thesis content and studies, is as follows:

- Article 1: Positive emotions among students, such as enthusiasm and confidence, have a strong correlation with their engagement and performance.
- Article 3: Fostering positive emotions such as joy and optimism through job crafting has increased work engagement.
- Article 6: Enhancing positive emotions increased the likelihood of employee engagement and had an indirect positive impact on it. However, there was a slight direct negative effect of amplification on participation.
- Article 7: Positive Psychological Capital (PsyCap) was associated with higher engagement through positive emotions, fostering adaptability, support for organizational change, and engagement in the workplace.
- Article 9: Job engagement and organizational citizenship behavior significantly positively correlate with positive emotions.
- Article 10: Positive emotions and psychological capital together significantly contributed to work engagement among academic staff, with PsyCap acting as a mediator.
- Article 11: The PERMA model showed a strong positive correlation between positive emotions and engagement, with positive emotions bolstering aspects of well-being and efficacy within engagement.
- Article 12: The study demonstrates a positive association between positive emotions and work engagement. Positive emotions substantially enhanced work engagement, affirming a correlation between positive emotions and work-related conduct.
- Article 13: Positive emotions facilitate both work-home enrichment and engagement, showing that emotions play a critical role in the work-home interface and job engagement.
- Article 14: Research has linked positive emotions to job engagement and creativity, with employees demonstrating increased engagement and innovative thinking when experiencing positive emotions.

- Article 15: Positive emotions experienced at workday's end elevated hope, which subsequently increased engagement in terms of vigor, dedication, and absorption throughout the following day.
- Article 16: Leaders' use of humor led to positive emotions in employees, which mediated the relationship between humor and engagement, reinforcing the importance of positive emotions for engagement.
- Article 17: Positive emotions significantly enhance engagement and motivation by contributing to increased self-efficacy, a key factor in workplace well-being.
- Article 18: Positive emotions in employees led to increased engagement, empowerment, and task ownership.
- Article 21: The study found a positive correlation between positive emotions and engagement, teamwork, creativity, and well-being, indicating that emotions enhance various workplace performance metrics.
- Article 22: Positive emotions fostered through appreciative inquiry (AI) methods improved engagement, motivation, and collaboration, reinforcing a supportive workplace atmosphere.
- Article 25: Work engagement has the potential to mediate the relationship between educators' positive emotions.
- Article 29: Work engagement and positive emotions: Work involvement positively influences the enhancement of positive emotions.

5.7.1.1 Counter Evidence

- Article 6: Enhancing positive emotions increased the likelihood of employee engagement and had an indirect positive impact on it. However, there was a slight direct negative effect of amplification on participation, most likely due to the emotional effort required. The overall effect was insignificant.
- Article 30 stated that work engagement, positive emotions, and personal resources did not significantly correlate with job resources (supervisory coaching, autonomy, and opportunities for advancement).

5.7.2 Research Question 2: Is there a correlation between positive emotions and employees' motivation?

Focusing solely on motivation, several articles in the document specifically confirm a direct relationship between positive emotions and motivation. The relationship between positive emotions and motivation is supported by 8 out of 29 publications, including 1, 2, 6, 15, 17, 18, 21, and 22. The keywords “motivation”, “enthusiasm”, and “empowerment” were used to summarize the result.

- Article 1: Allowing students to contribute to assignments and connect them to their personal and professional lives and interests increases their sense of interest, enthusiasm, and empowerment.
- Article 2: The mental image, particularly the visual and auditory image, strongly influences the prediction of job motivation among male security professionals.
- Article 6: Amplification of positive emotions as strategies that can influence workplace outcomes like employee engagement, reduced absenteeism, and increased motivation
- Article 15: Positive emotions like hope at the beginning of the day contribute to employees’ motivation, vigor, and dedication; this shows a direct link between positive emotions and daily motivation.
- Article 17: Positive emotional states and work engagement are associated with motivation. It states that interventions designed to promote positive emotions and self-efficacy can lead to increased work engagement. High energy and enthusiasm in engaged employees motivate them to invest effort in their work, establishing a cycle where positive emotions bolster motivation and task involvement.
- Article 18: Pride in one's work (a positive emotion) directly boosts motivation and performance, emphasizing the role of intrinsic motivation.
- Article 21: Positive emotions promote enthusiasm and resilience, both of which are fundamental to maintaining motivation at work.
- Article 22: Positive emotions, such as optimism and hope fostered by AI, enhanced staff engagement and motivation.

5.7.3 Research Question 3: Is there a correlation between positive emotions and employee's performance?

This section contains a collection of articles that discuss the relationship between positive emotions and performance, effectiveness, and productivity. 9 out of 29 publications, including 1,2, 4, 6, 8, 14, 18, 21, and 26, support the relationship between positive emotions and performance. The keywords "performance", "productive work environment", "overall effectiveness", "task effectiveness" , and " productivity" were used to summarize the result.

- Article 1: There is a strong correlation between improved performance and positive emotions like enthusiasm, confidence, and enjoyment.
- Article 2: Positive emotions and mental imagery can significantly enhance work motivation among security professionals, leading to better job performance.
- Article 4: Effective communication and emotional regulation are crucial interpersonal skills. While emotional labor can be demanding, managing it well within an authentic emotional environment can lead to positive outcomes. Also, effective leaders manage emotions to create a positive and productive work environment, and positive organizational climates and cultures are essential for overall effectiveness.
- Article 6: Positive emotions can boost performance. Emotionally intelligent employees tend to be more productive and innovative.
- Article 8: Positive emotions can improve task effectiveness. Coaches who experience positive emotions tend to perform better.
- Article 14: Positive emotions can significantly impact job performance. Employees who actively use their strengths at work tend to experience positive emotions, which in turn boosts their overall productivity.
- Article 18: Pride in one's work can lead to increased feelings of competence and value, which can enhance psychological empowerment and ultimately boost performance.

- Article 21: Research links positive emotions to enhanced job performance and career advancement. Research suggests that positive emotions indirectly enhance productivity by influencing personal and social resources.
- Article 26: According to the study, enhancing well-being in five PERMA factors can improve teachers' performance.

5.7.3.1 Counter Evidence

Article 16: There is no mediation for performance or organizational citizenship behaviors (OCBs). Humor raised positive emotions and engagement but had no direct effect on job performance or OCBs.

5.7.4 Research Question 4: Is there a correlation between positive emotions and employee's Innovative work behavior?

This section contains a collection of articles that discuss the relationship between positive emotions and innovative work behavior, innovation, problem solving, and creativity. 7 out of 29 publications, including 4, 6, 18, 21, 23, 27, and 28, support the relationship between positive emotions and innovative work behavior. Keywords such as "innovation," innovative work behavior," "creativity," and "problem-solving ability were used.

- Article 4: Positive emotions like joy can boost creativity and flexible thinking. While negative emotions can hinder performance, positive emotions can also enhance persistence and problem-solving abilities in certain situations.
- Article 6: Emotionally intelligent employees, capable of managing their emotions effectively, are more likely to be productive and innovative.
- Article 18: Interest is a key emotion that fuels creativity and innovative work behavior. Employees who are genuinely interested in their work are more likely to pursue novel ideas, take risks, and produce creative outputs. Interest is a primary driver of intrinsic motivation, leading to greater job satisfaction and fulfillment.

- Article 21: Positive emotions widen cognitive repertoires, enabling individuals to engage in more expansive and novel behaviors. This is tied to enhanced creativity and innovative behavior.
- Article 23: The study highlighted a positive correlation between work engagement and innovative work behavior, suggesting that teachers who are more engaged in their work tend to be more innovative, creating a cycle where engagement fuels innovation. However, it does not directly relate innovation and positive emotions; it can be assumed that positive emotion increases engagement and accordingly, a higher level of engagement increases innovative work behavior.
- Article 27: Positive emotions, such as enthusiasm, inspiration, and excitement, are associated with higher levels of employee satisfaction and engagement. Satisfied employees are more likely to be proactive and innovative. High-energy positive emotions, in particular, can boost motivation and creativity, leading to innovative work behaviors.
- Article 28: Positive Emotion: The research indicates that positive emotions, including happiness and satisfaction, strongly boost employees' creativity and their capacity to engage in innovative work behaviors (IWB). Also, IWB is greatly influenced by positive relationships at work, such as encouraging coworkers and leadership.

5.7.4.1 Counter Evidence

Article 25. Positive Emotion: Unexpectedly, positive emotions did not significantly affect the innovative work behavior of educators. The finding is contrary to general assumptions that positive emotions typically enhance creativity and innovation in work settings. The study suggests that other factors might play a more critical role in driving innovation among educators.

5.7.5 Research Question 5: Is there a correlation between positive emotions and employees' well-being?

Six out of 29 studies highlighted a strong positive correlation between positive emotions and employee well-being, a critical factor in boosting employee performance

across various dimensions. Articles including 3, 4, 8, 11, 19, 21, and 26 support the positive impact of positive emotions on employees' well-being.

- Article 3: The mediation analysis revealed that positive emotions, enhanced through job crafting behaviors.
- Article 4: A positive emotional climate can significantly boost innovation, creativity, and overall employee well-being within an organization.
- Article 8: The study emphasizes the crucial role of supporting positive emotions among sports coaches to improve their well-being.
- Article 11: A strong correlation exists between positive emotions and various aspects of work behavior, including engagement and overall well-being. Additionally, the five PERMA factors (positive emotions, engagement, relationships, meaning, and accomplishment) are significantly linked to mental well-being. Positive emotions are associated with reduced stress, faster recovery from adverse conditions, and improved resilience, ultimately contributing to overall health and life satisfaction.
- Article 19: The findings highlight the significant impact of positive emotions on both psychological and physical well-being. Positive emotions play a crucial role in influencing and sustaining overall well-being.
- Article 21: Positive emotions are correlated with improved physical health, reduced stress levels, and accelerated recovery from adverse physiological conditions.
- Article 26: Enhancing well-being in the five PERMA factors can significantly improve teachers' performance, creativity, and innovation in public schools. This suggests a strong correlation between educators' innovative work behavior and their overall well-being.

5.7.6 Additional Findings: Is There a correlation between positive emotions and employees' satisfaction?

Five out of the 29 studies highlighted a strong positive correlation between positive emotions and employee satisfaction, including Articles 2, 8, 9, 20, and 27. However, Article 24 presented a counterargument.

- Article 2: The research indicated that positive emotions and mental images significantly enhance work motivation among security professionals, resulting in enhanced job performance and satisfaction.
- Article 8: Positive Emotions increases work satisfaction: coaches who feel happier on the job are probably happier in their roles.
- Article 9: The study showed that positive emotions mediate the relationship between WLF and turnover intention, implying that increased positive emotions lead to greater job satisfaction, stronger job identity, and lower turnover intentions, reflecting higher employee engagement.
- Article 20: When individuals in helping professions engage in deep acting, genuinely expressing emotions to connect with others, they may experience increased job satisfaction and a sense of personal accomplishment.
- Article 27: Higher EUCS is highly related to high levels of positive emotions among employees, such as enthusiasm, inspiration, and excitement. Satisfied employees are more likely to engage in proactive and innovative work behaviors

5.7.6.1 Counter Evidence:

Article 24: While happiness and PERMA factors are often used in human resources management (HRM) to assess employee well-being, the study points out that these measures are time-specific and may not be as effective in promoting sustained career satisfaction.

5.7.7 Other Counter Evidence:

- Article 20 states that emotional dissonance, wherein employees must demonstrate emotions that contradict their real emotions, results in adverse effects, including burnout and emotional tiredness.
- Article 24: The study asserts that work-related flow is a more critical factor in employee satisfaction than traditional measures like happiness or PERMA (positive emotion, engagement, relationships, meaning, and accomplishment). While happiness and PERMA are commonly used in HR to gauge employee well-being, the study suggests that these measures are fleeting and may not

effectively promote long-term career satisfaction. Flow, on the other hand, provides a more fulfilling and challenging work experience.

- Article 12: The greatest predictor of worker engagement was determined to be work meaningfulness.

6. Chapter 6: Conclusion (Critical Discussion, Outlook)

This chapter details the analysis of findings derived from a systematic review of the literature. The review examined the relationship between positive emotions and six key dimensions of work behavior: engagement, motivation, performance, innovative work behavior, well-being, and satisfaction. These dimensions are considered collectively as representative of the broader construct of work behavior, and their relationship with positive emotions is the subject of this analysis.

6.1 Positive Emotions and Work Behavior

The results demonstrate a distinct and constant correlation between positive emotions and the six dimensions of work behavior, confirming the relationship of positive emotions on work behavior.

6.1.1 Engagement

Positive emotions significantly correspond with employee engagement by augmenting energy, concentration, and commitment. Employees that experience feelings such as excitement, enthusiasm, and optimism are more inclined to demonstrate engagement and interest in their work. Numerous research have demonstrated that cultivating happy emotional experiences substantially enhances engagement. Leadership tactics, including humor and supportive interactions, enhance this impact; nonetheless, meticulous monitoring is necessary to prevent emotional weariness. Job engagement has been identified as the most significantly affected element by happy emotions, with 18 out of 29 publications supporting this positive correlation, representing around 65.5% of the total articles.

However, Article 6 claims that there was a slight direct negative effect of amplification on participation, most likely due to the emotional effort required. The overall effect was insignificant.

6.1.2 Motivation

Positive emotions play a critical role in sustaining both intrinsic and extrinsic motivation. They empower employees to approach tasks with enthusiasm and resilience. Research indicates that interventions promoting hope and optimism can

further enhance motivation, fostering a productive and goal-oriented work environment. 8 out of 29 papers endorse an association between positive emotions and employee motivation, or about 27.5 percent of the total articles.

6.1.3 Performance

Positive emotions are associated with improved task effectiveness, creativity, and overall productivity. They enable cognitive flexibility and enhance psychological empowerment, which contribute to better job performance. The findings suggest that positive emotions not only improve individual performance but also contribute to broader organizational outcomes, including career advancement. 9 out of 29 papers endorse an association between positive emotions and performance, which is about 31 percent of the total articles.

Nevertheless, according to article 16, there is no mediation for performance or organizational citizenship behaviors (OCBs). Humor raised positive emotions and engagement but had no direct effect on job performance or OCBs.

6.1.4 Innovative Work Behavior

Positive emotions stimulate creativity and problem-solving by broadening cognitive repertoires. Employees experiencing emotions such as interest and excitement are more likely to engage in innovative behaviors and explore new ideas. While the relationship holds across various settings, certain contexts, such as education, may exhibit less pronounced effects, emphasizing the role of external factors. With a total of 24% of the study, 6 out of 29 publications—including 4, 6, 18, 21, 23, 27, and 28, support the link between innovative work behavior and positive emotions.

However, Article 26 shows that educators' innovative work behavior were not substantially impacted by positive emotions. The results defy the widely held belief that creativity and invention are generally fostered in work environments by happy emotions.

6.1.5 Well-being

Positive emotions significantly contribute to physical and psychological well-being, reducing stress and enhancing resilience. They promote healthier, more balanced workplace environments and have a direct impact on employee satisfaction and

retention. The findings strongly support the role of positive emotions in fostering mental health and creating supportive organizational cultures. Approximately 24% of the reviewed articles (7 out of 29) indicated a positive correlation between positive emotions and well-being.

6.1.6 Satisfaction

Positive emotions correlate with greater job satisfaction by improving employees' sense of purpose, fulfillment, and collaboration. Employees who experience positive emotions are more likely to report higher levels of satisfaction with their roles and relationships within the workplace. This satisfaction, in turn, drives improved engagement, loyalty, and performance. A total of 5 articles from 29 (17.2%) confirms the positive relationship between positive emotions and satisfaction.

Article 24 claims that while happiness and PERMA factors are often used in human resources management (HRM) to assess employee well-being, the study points out that these measures are time-specific and may not be as effective in promoting sustained career satisfaction.

6.2 General Synthesis

The data from the analyzed publications conclusively illustrates that positive emotions exert a substantial and diverse influence on work behavior. Positive emotions serve as drivers for enhanced results across all six parameters: engagement, motivation, performance, innovative behavior, well-being, and satisfaction. They not only affect individual performance but also foster a supportive and vibrant company culture. Although most research support these correlations, opposing data underscores the necessity for context-specific strategies. Exaggerating positive emotion without consideration for individual or contextual considerations may lead to diminishing returns, such as emotional fatigue or reduced innovation in certain roles.

Organizations can harness the power of positive emotions by implementing targeted interventions, such as job crafting, appreciative inquiry, and leadership training. These practices can foster emotional well-being, enhance employee satisfaction, and drive overall organizational success. However, care must be taken to tailor strategies to specific contexts, ensuring sustainable and balanced outcomes.

6.3 Conclusion

This analysis confirms the pivotal role of positive emotions in shaping work behavior across various dimensions. Positive emotions enhance engagement, motivation, performance, innovation, well-being, and satisfaction, making them indispensable for fostering a thriving workplace. By strategically cultivating positive emotional experiences, organizations can unlock their employees' full potential and achieve sustained success. Furthermore, these findings underscore the importance of integrating positive emotional practices into organizational strategies as a core element of workplace culture.

The findings of this research particularly highlight engagement as the most robustly supported parameter linked to positive emotions (65.5%), followed by performance (31%), motivation (27.5%), well-being (24%) innovative work behavior (24%), and satisfaction (17%). These numbers reflect the varying degrees of support found in the literature, providing a clear roadmap for organizations to prioritize interventions that maximize impact. A comprehensive review of the literature reveals that 27 out of 29 articles, accounting for approximately 93.1%, support the positive relationship between positive emotions and at least one of six key work behavior parameters: engagement, motivation, innovative work behavior, well-being, satisfaction, and performance. This overwhelming evidence underscores the critical role of positive emotions in shaping a thriving work environment.

For leaders and organizations, fostering positive emotions is not merely beneficial but essential. Positive emotions can significantly enhance employee engagement, leading to a more dedicated and productive workforce. When employees experience positive emotions, their intrinsic motivation increases, driving them to achieve goals and contribute to organizational success. Similarly, innovative work behavior—a cornerstone of organizational growth and competitiveness—is often fueled by an atmosphere where positive emotions encourage creativity and risk-taking. Employee well-being, a growing focus in modern organizations, is directly influenced by the emotional climate of the workplace. When employees feel positive emotions, they are more likely to experience job satisfaction, reducing turnover rates and fostering a culture of loyalty. Furthermore, positive emotions directly impact performance, as

employees who feel valued and supported tend to exceed expectations and contribute to achieving organizational objectives.

However, the analysis also highlights that the benefits of positive emotions are not universally uniform. Variations in individual roles, industries, and organizational contexts necessitate a nuanced approach. Leaders should focus on creating an emotionally supportive environment while addressing the specific challenges and needs of their teams.

Ultimately, this study contributes to a deeper understanding of the transformative potential of positive emotions and their indispensable role in driving workplace success, employee well-being, and organizational growth by influencing employees' work behavior.

Table 1. List of Articles and Publication year

Article No.	Researech Topic	Year
1	Growth in Motivation, Performance, and Positive Emotions: Experiential Learning in Macro Social Work	2021
2	Role of Mental Image and Positive Emotions in Work Motivation of Security Professionals	2018
3	Intertwined relationship between job crafting,work-related positive emotions, and work engagement. Evidence from a positive psychology intervention study	2018
4	Emotions in the Workplace	2017
5	The empirical research of the influence of leadership positive emotion on counterproductive work behavior	2019
6	Emotion Regulation Can Build Resources: How Amplifying Positive Emotions is Beneficial for Employees and Organizations	2023
7	Can Positive Employees Help Positive Organizational Change?	2008
8	Sport Coaches' Positive Emotions, Task Performance, and Well-being: The Mediating Role of Work Satisfaction	2021
9	The Impact of Work–Leisure Facilitation on Employees' Turnover Intentions: The Perspective of Positive Emotions	2024
10	A Conceptual Study of Psychological Capital Mediates the Relationship Between Positive Emotions and Work Engagement: Pathways to Achieving Sdgs in Academic Organis	2022
11	Korean translation and validation of the workplace positive emotion, engagement, relationships, meaning, and accomplishment (PERMA)-profiler	2019
12	The Direct and Mediating Roles of Positive Emotions on Work Engagement among Postdoctoral Fellows	2017
13	Workaholism, Work Engagement and Work–Home Outcomes: Exploring the Mediating Role of Positive and Negative Emotions	2014
14	Strengths Use at Work: Positive and Negative Emotions as Key Processes Explaining Work Performance	2021
15	Good morning, good day: A diary study on positive emotions, hope, and work engagement	2012
16	The relationship of leaders' humor and employees' work engagement mediated by positive emotions: Moderating effectof leaders' transformational leadership style	2016
17	Do-it-yourself: An online positive psychology intervention to promote positive emotions, self-efficacy, and engagement at work	2013
18	Is "feeling good" good enough? Differentiating discrete positive emotions at work	2015
19	The neuroscience of positive emotions and affect: Implications for cultivating happiness and wellbeing	2021
20	Emotion work and psychological well-being: A review of the literature and some conceptual considerations	2002
21	Positive Emotions at Work	2020
22	Positive emotion in workplace impact: the case of a work-based learning project utilising appreciative inquiry	2017
23	Work Satisfaction or Burnout and Their Impact on Innovative Work Behavior of Greek Teachers	2019
24	Work-Related Flow in Contrast to Either Happiness or PERMA Factors for Human Resources Management Development of Career Sustainability	2024
25	A Framework of Well-being and Innovative Work Behaviour among Educators	2024
26	Relationship between well-being and innovative work behavior in public educational institutions: A conceptual paper	2021
27	Behavioural and economic impacts of end-user computing satisfaction: Innovative work behaviour and job performance of employees	2022
28	PERMA Well-Being and Innovative Work Behaviour :A systematic literature review	2023
29	Don't leave your heart at home Gain cycles of positive emotions, resources, and engagement at work	2012

Table 2. Correlation Between Positive Emotions and Work Behavior Factors

Correlation Between Positive Emotions and Work Behavior Factors	Articles
Correlation Between Positive Emotions and Employee's Engagement	1 3 6 7 9 10 11 12 13 14 15 16 17 18 21 22 25 29
Correlation Between Positive Emotions and Employees' Motivation	1 2 6 15 17 18 21 22
Correlation Between Positive Emotions and Employee's Performance	1 2 4 6 8 14 18 21 26
Correlation Between Positive Emotions and Employee's Innovative Work Behavior	4 6 18 21 23 27 28
Correlation Between Positive Emotions and Employees' Well-being	3 4 8 11 19 21
Correlation Between Positive Emotions and Employees' Satisfaction	2 8 9 20 27
Collelation Between Positive Emotions and Work Behavior	1 2 3 4 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 25 26 27 28 29

6.4 Future Research Directions

Future research could further explore the long-term impact of positive emotions on diverse work settings and examine the interplay between positive emotions and other psychological constructs, such as resilience and adaptability.

Longitudinal studies are essential for understanding the long-term impact of positive emotions on work behavior, including their sustainability and potential for diminishing returns. While cross-sectional studies can identify correlations, they cannot establish causality or determine the duration of effects. Longitudinal research, by tracking individuals or groups over time, allows for the observation of changes and trends, providing a more nuanced understanding of how positive emotions and work behavior interact. This approach is crucial for assessing the sustainability of positive effects, determining whether they fade over time, and investigating the factors contributing to their maintenance or decline. A key question these studies can address is whether there are diminishing returns to positive emotions; does a continuous increase lead to a proportionally continuous increase in positive work behavior, or does the impact plateau or even decrease? This has important practical implications for organizations seeking to cultivate a positive emotional climate. Furthermore, longitudinal research allows for the observation of how positive emotions evolve within workplace contexts, including how they develop and spread within teams, how they are influenced by workplace events, and how individual differences in emotional regulation affect these changes. Critically, this type of research links positive emotions to vital long-term organizational outcomes such as employee retention, organizational loyalty, innovative work behavior, motivation, engagement, well-being, satisfaction and sustained performance.

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8. List of abbreviations

- AET: Affective Events Theory
- CWB: Counterproductive Work Behavior
- EW: Employee Well-being
- IWB: Innovative Work Behavior
- OCB: Organizational Citizenship Behavior
- PPI: Positive Psychology Intervention
- PsyCap: Psychological Capital
- PERMA: Positive Emotion, Engagement, Relationships, Meaning, Accomplishment

9. List of Tables

10. List of Figures

11. Appendixes (Tables)

Table 3. Article 2. Descriptive statics of the variables (Singh and Shejwal 2016b)

Variables	Mean	SD
Positive Affect	30.97	07.90
Negative Affect	20.01	06.02
Negative Emotion	46.91	13.37
Positive Emotion	55.83	13.67
Visual image	27.04	08.09
Auditory image	30.63	11.30
Tactile image	29.49	11.17
Olfactory image	28.04	11.43
Gustatory image	24.92	08.58
Kinesthetic image	25.63	09.46
Wm Total	99.79	15.55

Note: N = 120, Wm Total = Work motivation total

Table 4. Article 3. Paired sample t-test results for Work Engagement, Positive Emotions, and Job Crafting at Time 1 and 2 (Costantini and Sartori 2018b).

S.No	-	M_{T1}	M_{T2}	SD_{T1}	SD_{T2}	1	2	3	4
1	Work Engagement	3.66	4.47	.85	.55	-	-.20	.37**	.23
2	JAWS - Negative Emotions	2.13	1.92	.63	.50	-.19	-	-.23	.19
3	JAWS - Positive Emotions	2.71	3.24	.75	.52	.59**	-.23*	-	.34*
4	Job Crafting	2.76	3.03	.48	.48	.28**	.10	.35**	-

Note. N = 43. Correlations below the diagonal, Time 1. Correlations above the diagonal, Time 2. * $p < .05$; ** $p < .01$ (2-tails).

Table 5. Article 5. Correlation between the positive emotions expressed by the leaders and the positive emotions of the employees and CWB (Qin and Liu 2019b)

Group	M	*SD*	1	2	3	4	5	6
1) Leadership positive emotion	3.368	0.691	1					
2) Employee positive emotion	3.297	0.693	0.673**	1				
3) employee negative emotion	2.636	0.701	−0.237**	−0.291**	1			
4) procedural justice	3.340	0.836	0.167**	0.267**	00.002	1		
5) Leadership justice	3.497	0.900	0.200**	0.260**	−0.149*	0.632**	1	
6) points to the organization CWB	2.104	0.741	−0.286**	−0.457**	0.333**	−0.207**	−0.203**	1
7) points to the superior CWB	1.876	0.805	−0.436**	−0.565**	0.396**	−0.176**	−0.313**	0.648**

Note: **, $p < 0.01$; *, $p < 0.05$.

Table 6. Article 6. Means, standard deviations, and correlations of study 1 at within and between levels (between-department correlations are under the diagonal and within-individual correlations are above the diagonal) (Lapalme et al. 2023b)

	M	SD	1	2	3	4	5	6	7	8	9	10
1. Amplification of positive	5.09	0.45	1	−0.3	0.15**	−0.30**	−0.24**	−0.16**	−0.34**			
2. Surface acting	2.66	0.47	−0.08	1	0.35**	0.45**	0.39**	0.41**	0.24**			
3. Deep acting	3.59	0.63	−0.06	0.32	1	0.17**	0.22**	0.18**	−0.05			
4. Burnout	2.76	0.34	−0.27	0.51	0.19	1	0.86**	0.83**	0.63**			
5. Emotional exhaustion	3.08	0.49	−0.17	0.43	0.25	0.86**	1	0.58**	0.32**			
6. Depersonalization	2.34	0.44	−0.13	0.49	0.21	0.93**	0.69**	1	0.30**			
7. Reduced personal accomplishment	2.85	0.23	−0.20	0.22	−0.06	0.67**	0.69**	0.56**	1			
8. Absenteeism	1.41	1.61	−0.06	0.09	−0.03	0.63*	0.48	0.61*	0.14	1		
9. Employee engagement	0.57	0.11	−0.18	−0.06	−0.17	−0.39+	−0.28	−0.32	−0.30	0.43	1	
10. Patient complaints	0.05	0.05	0.11	0.07	−0.05	0.34	0.29	0.23	0.32	−0.17	−0.33	1

$+p<0.10$,* $p<0.05$, and **$p<0.01$. Employee engagement, absenteeism, and patient complaints are all measured at the department level

Table 7. Article 6. Means, standard deviations, reliability, and correlations between study 2 variables (Lapalme et al. 2023b)

	α	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Amplification of positive T1	0.87	2.80	0.77	1															
2. Emotional exhaustion T1	0.89	3.47	0.79	−0.07	1														
3. Depersonalization T1	0.85	4.72	0.88	−0.14	0.50*	1													
4. Personal accomplishment T1	0.83	2.26	0.61	0.40*	0.02	−0.24*	1												
5. Burnout (composite) T1	0.83	1.98	0.55	−0.26*	0.74*	0.86*	−0.49*	1											
6. Surface acting T1	0.79	3.07	0.84	−0.01	0.33*	0.39*	−0.14	0.43*	1										
7. Deep acting T1	0.71	2.95	0.69	0.27*	−0.08	−0.05	0.38	−0.21*	0.09	1									
8. Trait PA T1	0.92	3.27	0.85	−0.51*	−0.06	0.01	−0.47*	0.15	0.13	−0.28*	1								
9 Amplification of positive T2	0.90	2.62	0.88	0.65*	−0.09	0.01	0.34*	−0.16	0.15	0.26*	−0.43*	1							
10. Emotional exhaustion T2	0.85	3.29	0.73	0.00	0.62*	0.38*	−0.05	0.50*	0.40*	0.00	−0.18	0.20	1						
11. Depersonalization T2	0.85	4.64	0.88	−0.26*	0.32*	0.74*	−0.25*	0.66*	0.38*	0.01	−0.10	0.04	0.47*	1					
12.Personal accomplishment T2	0.91	2.34	0.80	0.46*	−0.01	−0.15	0.69*	−0.36*	−0.02	0.21	−0.38*	0.49*	−0.02	−0.19	1				
13. Burnout (composite) T2	0.83	1.86	0.56	−0.35*	0.43*	0.61*	−0.48*	0.72*	0.37*	−0.08	0.04	−0.13	0.69*	0.81*	−0.59*	1			
14. Surface acting T2	0.82	3.13	0.88	0.05	0.26*	0.31*	−0.10	0.33*	0.59*	0.08	−0.12	0.20	0.48*	0.39*	0.01	0.40*	1		
15. Deep acting T2	0.80	2.90	0.85	0.05	−0.11	0.05	0.21	−0.10	0.02	0.41*	−0.27*	0.26*	−0.14	0.12	0.38*	−0.18	0.12	1	
16. Trait PA T2	0.91	3.32	0.75	−0.37*	0.04	−0.06	−0.38*	0.13	0.10	−0.34*	0.74*	−0.46*	0.03	−0.07	−0.39*	0.15	0.06	−0.31*	1

N time 1 = 114; *N* time 2 = 73, *$p<0.05$

Table 8. . Article 8. Results of the hypothesized model (Cho et al. 2021b)

Path	β	SD	z-value
H1: Positive emotions → Work satisfaction	.640	.064	9.34***
H2: Work satisfaction → Task performance	.127	.073	2.06*
H3: Work satisfaction → Well-being	.259	.072	4.44***
H4: Positive emotions → Task performance	.518	.078	7.84***
H5: Positive emotions → Well-being	.462	.071	7.90***
Mediation analysis			
Positive emotions → Task performance	.077	.044	2.06*
Positive emotions → Well-being	.156	.044	4.31***

*p < .05, ***p < .001.

Table 9. . Article 8. Values of correlation and squared root of AVE among all factors (Cho, Kim, and Lee 2021b)

	(1)	(2)	(3)	(4)
(1) Positive emotion	.776[a]			
(2) Work satisfaction	.602	.727[a]		
(3) Task performance	.584	.421	.743[a]	
(4) Well-being	.609	.529	.614	.787[a]

[a]Square root of the AVE value.

Table 10. Article 9. Results of multi-level confirmatory factor analysis (Wang et al. 2024)

Models	χ^2	df	χ^2/df	TLI	CFI	RMSEA	SRMR
Three-factor model WLF, positive emotions, turnover intention	460.23	113	4.07	0.90	0.90	0.07	0.06
Two-factor Model A WLF and turnover intention combined into one factor	1,096.64	118	9.29	0.68	0.72	0.11	0.09
Two-factor Model B WLF and positive emotions combined into one factor	1,667.10	118	14.13	0.50	0.56	0.14	0.11
Two-factor Model C Turnover intention and positive emotion combined into one factor	1,086.34	118	9.21	0.69	0.73	0.11	0.09
One-factor model All variables were combined into one factor	1,858.47	119	15.62	0.44	0.51	0.15	0.13

Note: WLF = work–leisure facilitation
Source: Table created by the authors

Table 11. Article 25. Results of the hypothesis testing (Ibrahim et al. 2024)

Hypothesis	Path	Beta Value	Standard Deviation	t – Value	p – Value	Result
H1	Positive Emotion Innovative Work Behavior	0.322	0.249	0.322*	0.748	**Not Supported**
H2	Relationship in Work Innovative Work Behavior	2.058	0.228	2.058**	0.040	**Supported**

p<0.01,p<0.05, p<0.001*** Bootstrapping

Table 12. Article 27. Means, standard deviations, and correlations among the study variables (Deng et al. 2022)

End-user Computing Satisfaction (3.79, 0.72)	1			
High-activated Positive Emotions (3.79,0.73)	0.315**	1		
Innovative Work Behaviour (4.98, 1.00)	0.346**	0.511**	1	
Job Performance (3.84, 0.56)	0.372**	0.500**	0.569**	1

Note:$^{**}p < 0.01$.

Table 13. Article 13: Summary statistics and zero-order correlations (Clark et al. 2014)

Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
1. Gender	1.60	0.48	—																						
2. Marital status	0.94	0.24	−0.07	—																					
3. Parental status	0.85	0.35	−0.07	−0.07	—																				
4. Work joviality	3.28	0.86	−0.10	−0.02	0.03	*0.92*																			
5. Home joviality	3.59	0.80	−0.12*	−0.06	0.01	0.50**	*0.93*																		
6. Work SA	3.59	0.89	−0.12*	−0.05	0.05	0.82**	0.50**	*0.83*																	
7. Home SA	3.69	0.80	−0.14*	−0.06	0.11*	0.50**	0.81**	0.57**	*0.81*																
8. Work attent	3.76	0.72	−0.11*	−0.10	0.05	0.70**	0.42**	0.75**	0.45**	*0.81*															
9. Home attent	3.50	0.68	−0.06	−0.10	0.08	0.48**	0.72**	0.51**	0.73**	0.55**	*0.77*														
10. Work guilt	1.39	0.51	−0.07	0.03	−0.04	−0.26**	−0.17**	−0.27**	−0.17**	−0.14*	−0.12*	*0.65*													
11. Home guilt	1.53	0.61	0.06	−0.08	0.02	−0.21**	−0.35**	−0.24**	−0.37**	−0.15**	−0.22**	0.51**	*0.77*												
12. Work anger	1.50	0.67	−0.08	0.08	−0.10	−0.35**	−0.21**	−0.31**	−0.14*	−0.19**	−0.18**	0.56**	0.34**	*0.60*											
13. Home anger	1.47	0.59	0.14*	0.03	0.02	−0.20**	−0.43**	−0.26**	−0.39**	−0.22**	−0.30**	0.29**	0.57**	0.34**	*0.54*										
14. Work anxiety	1.81	0.79	−0.10	0.04	−0.15**	−0.28**	−0.24**	−0.33**	−0.24**	−0.11	−0.20**	0.48**	0.28**	0.49**	0.21**	*0.71*									
15. Home anxiety	1.72	0.73	0.07	0.08	−0.05	−0.12*	−0.27**	−0.15**	−0.27**	−0.12*	−0.16**	0.29**	0.48**	0.20**	0.49**	0.35**	*0.68*								
16. Work diss	1.92	0.85	−0.04	0.05	−0.06	−0.52**	−0.23**	−0.46**	−0.20**	−0.30**	−0.19**	0.57**	0.37**	0.59**	0.28**	0.51**	0.21**	*0.81*							
17. Home diss	1.70	0.70	0.17**	−0.03	0.01	−0.23**	−0.49**	−0.25**	−0.45**	−0.19**	−0.27**	0.35**	0.66**	0.27**	0.69**	0.23**	0.56**	0.34**	*0.86*						
18. WHC	2.70	0.63	0.03	0.04	−0.10	−0.26**	−0.23**	−0.29**	−0.21**	−0.12*	−0.15**	0.38**	0.34**	0.39**	0.29**	0.49**	0.33**	0.43**	0.29**	*0.74*					
19. HWC	2.38	0.54	0.15**	0.06	0.07	−0.21**	−0.27**	−0.21**	−0.26**	−0.16**	−0.16**	0.26**	0.33**	0.20**	0.49**	0.23**	0.37**	0.29**	0.48**	0.54**	*0.64*				
20. WHE	2.84	0.74	−0.08	0.03	0.02	0.46**	0.24**	0.42**	0.23**	0.35**	0.20**	−0.11	−0.11	−0.14*	−0.08	−0.08	−0.06	−0.24**	−0.04	0.02	0.07	*0.73*			
21. HWE	3.59	0.74	−0.08	0.01	−0.14*	0.29**	0.51**	0.30**	0.47**	0.25**	0.36**	−0.14**	−0.30**	−0.11	−0.44**	−0.11	−0.25**	−0.15**	−0.41**	−0.13*	−0.34**	0.30**	*0.71*		
22. Workaholism	2.60	0.48	0.01	0.10	−0.05	0.00	−0.09	−0.01	−0.07	0.07	−0.08	0.16**	0.16**	0.17**	0.16**	0.28**	0.18**	0.21**	0.17**	0.48**	0.37**	0.11*	−0.09	*0.82*	
23. Work engage	4.95	0.93	−0.04	−0.05	−0.04	0.66**	0.28**	0.61**	0.29**	0.54**	0.31**	−0.18**	−0.14*	−0.29**	−0.13*	−0.22**	−0.11*	−0.43**	−0.16**	−0.15**	−0.11*	0.48**	0.17**	0.15**	*0.92*

Note: $N = 330$ as a result of listwise deletion. Cronbach's alphas are shown in italics along the diagonal. Gender was coded as 1 for men and 2 for women. Marital status was coded as 0 for single and 1 for married or in a serious relationship. Parental status was coded as 0 for no children and 1 for children.

WHC: work–to–home conflict; HWC: home–to–work conflict; WHE: work–to–home enrichment; HWE: home–to–work enrichment; SA: self-assurance; attent: attentiveness; diss: dissapointment; engage: engagement.

*Statistically significant correlations at $p < .05$.

**Statistically significant correlations at $p < .01$.

Table 14. Article 14: Total, indirect, and direct effects (Dubreuil et al. 2021)

	Standardized parameters			
Effects	***B***	**SE**	***P***	**95% CI**
Total effect	0.477	0.042	0.001	(0.348, 0.545)
Indirect effects				
SU-PA-WP	0.281	0.051	0.001	(0.152, 0.368)
SU-NA-WP	0.083	0.022	0.001	(0.050, 0.129)
Total indirect	0.364	0.057	0.001	(0.280, 0.486)
Direct effect	0.113	0.068	0.098	(−0.030, 0.239)

Abbreviations: CI, confidence interval; PA, positive affect; NA, negative affect; SE, standard error; SU, strengths use; WP, work performance.

Table 15. Article 14: Confirmatory factor analyses (Dubreuil et al. 2021)

	Model estimation parameters						
	χ^2	*P*	DF	CFI	TLI	RMSEA	RMSEA (95% CI)
Mod-F_1	7063.543	0.001	860	0.796	0.786	0.131	0.128–0.134
Mod-F_3	4922.151	0.001	857	0.866	0.859	0.106	0.103–0.109
Mod-F_4	2605.586	0.001	854	0.942	0.939	0.070	0.067–0.073
Mod-F_3 versus mod F_1	$\Delta\chi^2 = 516.235$	0.001	$\Delta DF = 3$				
Mod-F_4 versus Mod-F_3	$\Delta\chi^2 = 359.771$	0.001	$\Delta DF = 3$				

Notes. Mod-F_1 = 1 factor model. Mod-F_3 = 3 factors model. Mod-F_4 = 4 factors model.

Abbreviations: CI, confidence interval; DF, degrees of freedom.

Table 16. Article 15: Means and standard deviations of the day level and baseline study variables (Ouweneel, Le Blanc, Schaufeli, et al. 2012)

	Day level		Baseline	
	M	SD	*M*	SD
Positive emotions	4.92	0.98	3.61	0.65
Hope	5.20	1.14	4.49	0.80
Vigor	5.08	1.07	4.07	1.25
Dedication	4.89	1.37	4.36	1.22
Absorption	4.90	1.34	3.80	1.08

Note: *M* = mean, SD = standard deviation

Table 17. Article 15: Direct and indirect effects of positive emotions on vigor, dedication, or absorption, via hope, using MCMAM (Hypotheses 3a, 3b, and 3c)

Model	a (*SE*)	b (*SE*)	a*b	Lower bound	Upper bound	c' (SE)	c
Positive emotions→hope→vigor	.21(.09)	.37(.06)	.08	.0134	.1495	.06(.07)	.14
Positive emotions→hope→dedication	.21(.09)	.29(.12)	.06	.0053	.1462	.05(.12)	.11
Positive emotions→hope→absorption	.21(.09)	.28(.11)	.06	.0072	.1426	.12(.12)	.17

Note: SE = standard error; the estimates depicted in this table are based on Model 2 of Table 3, 4, 5, and 6.

Table 18. Article 17: Means and standard errors (in brackets) of the outcome variables as a function of time (T1and T2)and group (self-enhancement and self-monitoring) per T1 category on the research variables (low, medium, and high) (Ouweneel et al. 2013)

	Self-enhancement ($n = 86$)		Self-monitoring ($n = 225$)				
T1 category	T1	T2	T1	T2	Time	Group	Time × group
Positive emotions							
Low	2.75 (0.07) $n = 35$	3.29 (0.08)	2.80 (0.04) $n = 91$	3.03 (0.05)	$F(1, 124) = 56.84^{***}$ $\eta^2 = 0.31$	$F(1, 124) = 2.05^{ns}$	$F(1, 124) = 9.25^{**}$ $\eta^2 = 0.07$
Medium	3.52 (0.03) $n = 18$	3.69 (0.10)	3.51 (0.02) $n = 57$	3.55 (0.06)	$F(1, 73) = 3.85^{ns}$	$F(1, 73) = 1.81^{ns}$	$F(1, 73) = 1.21^{ns}$
High	4.16 (0.05) $n = 33$	4.06 (0.07)	4.09 (0.03) $n = 77$	4.04 (0.05)	$F(1, 108) = 3.91^{ns}$	$F(1, 108) = 0.49^{ns}$	$F(1, 108) = 0.39^{ns}$
Self-efficacy							
Low	3.30 (0.06) $n = 38$	3.66 (0.08)	3.23 (0.04) $n = 108$	3.41 (0.05)	$F(1, 144) = 36.99^{***}$ $\eta^2 = 0.07$	$F(1, 144) = 1.62^{ns}$	$F(1, 144) = 4.78^{*}$ $\eta^2 = 0.02$
Medium	3.92 (0.02) $n = 34$	3.98 (0.06)	3.92 (0.01) $n = 89$	3.84 (0.06)	$F(1, 121) = 0.08^{ns}$	$F(1, 121) = 3.27^{ns}$	$F(1, 121) = 4.00^{*}$ $\eta^2 = 0.03$
High	4.51 (0.05) $n = 14$	4.34 (0.07)	4.52 (0.03) $n = 28$	4.15 (0.05)	$F(1, 40) = 14.10^{***}$ $\eta^2 = 0.26$	$F(1, 40) = 0.74^{ns}$	$F(1, 40) = 1.91^{ns}$
Work engagement							
Low	1.88 (0.10) $n = 23$	2.26 (0.14)	1.76 (0.06) $n = 69$	1.84 (0.08)	$F(1, 90) = 14.16^{***}$ $\eta^2 = 0.14$	$F(1, 90) = 4.82^{*}$ $\eta^2 = 0.05$	$F(1, 90) = 5.94^{*}$ $\eta^2 = 0.06$
Medium	3.04 (0.08) $n = 30$	2.99 (0.13)	3.07 (0.04) $n = 88$	3.18 (0.07)	$F(1, 116) = 0.22^{ns}$	$F(1, 116) = 1.35^{ns}$	$F(1, 116) = 1.61^{ns}$
High	4.68 (0.09) $n = 33$	4.48 (0.13)	4.56 (0.06) $n = 68$	4.42 (0.09)	$F(1, 99) = 7.16^{**}$ $\eta^2 = 0.07$	$F(1, 99) = 0.61^{ns}$	$F(1, 99) = 0.18^{ns}$

Notes: Significant at: $^{*}p < 0.05$, $^{**}p < 0.01$ and $^{***}p < 0.001$; ns – not significant; n – total of participants

Table 19. Article 17: Means and standard errors (in brackets) of the outcome variables as a function of time (T1 and T2) and group (self-enhancement and self-monitoring) (Ouweneel et al. 2013)

Table II.
Means and standard errors (in brackets) of the outcome variables as a function of time (T1 and T2) and group (self-enhancement and self-monitoring)

Variables	*Self-enhancement* (n = 86)		*Self-monitoring* (n = 225)		*Time*	*Group*	*Time × group*
	T1	*T2*	*T1*	*T2*	$F(3, 307) = 12.44^{***}$ $\eta^2 = 0.11$	$F(9, 307) = 2.41^{ns}$	$F(9, 307) = 4.18^{**}$ $\eta^2 = 0.04$
Positive emotions	3.45 (0.07)	3.67 (0.07)	3.42 (0.04)	3.51 (0.04)	$F(1, 309) = 21.59^{***}$ $\eta^2 = 0.07$	$F(1, 309) = 1.62^{ns}$	$F(1, 309) = 4.78^{*}$ $\eta^2 = 0.02$
Self-efficacy	3.74 (0.06)	3.90 (0.05)	3.67 (0.04)	3.67 (0.03)	$F(1, 309) = 3.15^{ns}$	$F(1, 309) = 6.79^{**}$ $\eta^2 = 0.02$	$F(1, 309) = 6.48^{*}$ $\eta^2 = 0.02$
Work engagement	3.36 (0.13)	3.36 (0.13)	3.12 (0.08)	3.14 (0.08)	$F(1, 309) = 0.35^{ns}$	$F(1, 309) = 2.42^{ns}$	$F(1, 309) = 0.06^{ns}$

Notes: Significant at: $^{*}p < 0.05$, $^{**}p < 0.01$ and $^{***}p < 0.001$; ns – not significant; n – total of participants

Table 20. Article 17: Results of post hoc independent t-tests testing mean differences between the self-enhancement and self-monitoring group per T1 category on the research variables (low, medium, and high) (Ouweneel et al. 2013)

T1 category	*t*-test results self-enhancement versus self-monitoring T1	T2
Positive emotions		
Low	$t(124) = -0.70^{ns}$	$t(124) = 2.68^{*}$
Medium	$t(73) = 0.33^{ns}$	$t(73) = 1.15^{ns}$
High	$t(45.75^{a}) = 1.14^{ns}$	$t(43.27^{a}) = 0.21^{ns}$
Self-efficacy		
Low	$t(144) = 1.04^{ns}$	$t(144) = 2.80^{*}$
Medium	$t(121) = -0.19^{ns}$	$t(121) = 1.97^{ns}$
High	$t(20.46^{a}) = -0.06^{ns}$	$t(40) = 1.28^{ns}$
Work engagement		
Low	$t(90) = 1.11^{ns}$	$t(90) = 2.62^{*}$
Medium	$t(116) = -0.40^{ns}$	$t(116) = -1.37^{ns}$
High	$t(99) = 1.12^{ns}$	$t(99) = 0.41^{ns}$

Notes: Significant at: $^{*}p < 0.01$; ns – not significant; [a]Levene's test of equality of variances was violated, so adjusted degrees of freedom and *t*-values were reported

Table 21. Article 23: Correlation of Studies with Innovative Work Behavior (Karavasilis and Georgios 2019)

			Innovative Work Behavior		Total
			Moderate	High	
Studies	One degree	Count	81	87	168
		Expected Count	63,8	104,2	168,0
	Two degrees	Count	9	30	39
		Expected Count	14,8	24,2	39,0
	Postgraduate degree	Count	30	78	108
		Expected Count	41,0	67,0	108,0
	Doctoral degree	Count	3	6	9
		Expected Count	3,4	5,6	9,0
Total		Count	123	201	324

Table 22. Article 23: Correlation of Energy with Innovative Work Behavior (Karavasilis and Georgios 2019)

			Innovative Work Behavior		Total
			Moderate	High	
Energy	High Energy	Count	21	78	99
		Expected Count	37,6	61,4	99,0
	Medium Energy	Count	102	123	225
		Expected Count	85,4	139,6	225,0
Total		Count	123	201	324

Table 23. Article 23: Correlation of Disengagement with Innovative Work Behavior (Karavasilis and Georgios 2019)

			Innovative Work Behavior		Total
			Moderate	High	
Disengagement	Involvement	Count	27	93	120
		Expected Count	45,6	74,4	120,0
	Neutrality	Count	96	108	204
		Expected Count	77,4	126,6	204,0
Total		Count	123	201	324

Table 24. Article 25: Loadings and cross-loadings for the measurement model (Ibrahim et al. 2024)

	Innovative Work Behaviour	Positive Emotion	Relationship in work
DIG1	**0.714**	0.355	0.489
DIG2	**0.681**	0.033	0.219
DIG3	**0.641**	0.121	0.270
DIG4	**0.634**	0.296	0.368
DIG5	**0.733**	0.236	0.333
DIG6	**0.730**	0.250	0.325
DIG7	**0.742**	0.338	0.376
DIG8	**0.703**	0.319	0.417
DIG9	**0.720**	0.394	0.524
DIP10	**0.828**	0.304	0.494
DIP11	**0.832**	0.493	0.501
DIP12	**0.804**	0.457	0.473
DIP13	**0.863**	0.328	0.426
DIP14	**0.858**	0.269	0.446
DIP15	**0.788**	0.280	0.397
DIP16	**0.910**	0.305	0.425
DIR17	**0.857**	0.432	0.406
DIR18	**0.893**	0.414	0.519
DIR19	**0.920**	0.440	0.444
DIR20	**0.837**	0.320	0.361
DIR21	**0.845**	0.468	0.448
DIR22	**0.861**	0.460	0.448
DIR23	**0.873**	0.404	0.401
DIR24	**0.893**	0.411	0.413
DIR25	**0.770**	0.311	0.324
DIR27	**0.853**	**0.565**	0.559
PE1	0.380	**0.919**	0.741
PE2	0.411	**0.942**	0.751
PE3	0.227	**0.693**	0.568
PE4	0.412	**0.909**	0.725
PE5	0.359	**0.945**	0.758
PE6	-0.027	**0.502**	0.386
PE7	0.225	**0.085**	-0.029
PE8	0.419	**0.843**	0.685
RT1	0.579	0.740	**0.873**
RT2	0.590	0.788	**0.894**
RT3	0.539	0.637	**0.876**
RT4	0.468	0.715	**0.939**
RT5	0.225	0.613	**0.797**
RT6	0.117	0.538	**0.659**
RT7	0.258	0.618	**0.803**
RT8	0.291	0.562	**0.797**

Table 25. Article 27: Standardized indirect effects and 95% confidence intervals (Deng et al. 2022)

Model pathways	Indirect effect	95% CI	
		Lower	Upper
End-user Computing Satisfaction→High-activated Positive Emotions→Job Performance	0.0623	0.035	0.098
End-user Computing Satisfaction→Innovative Work Behaviour→Job Performance	0.0617	0.034	0.092
End-user Computing Satisfaction→High-activated Positive Emotions→Innovative Work Behaviour - Job Performance	0.0420	0.026	0.060

Table 26. Article 27: Standardized indirect effects and 95% confidence intervals (Deng et al. 2022)

Publication Year	Authors	Region/Industry	Methodology/ Methods	PERMA Well-Being	Instruments	Journal Titles	Findings
2013	Yesil, S., & Sozbilir, F	Turkey/Service industry (Hotel industry)	Quantitative/ PLS-Graph (build 1126), a Partial Least Squares (PLS) Structural Equation Modelling (SEM) tool	Positive Emotion	Personality items: John et al., (2008). Innovation behaviour item: Hu et al., (2009). based on work of Grey & Garrett (2004) and Scott & Bruce (1994)	*Procedia Social and Behavioral Sciences*	Extraversions are not related to individual innovation behaviour.
2015	Krog, C. L., & Govender, K.	South africa/IT industry	Quantitative/ Correlation and Descriptive statistics	Relationship	Positive relationship leader: Barbuto and Wheeler (2006)	*SA Journal of Human Resource Management*	Leaders who are communicating pursuasively has the strongest impact on employee innovative behaviour
2015	Mokhber, M., bin Wan Ismail, W. K., & Vakilbashi, A	Iran/Not specified	Quantitative/ SEM	Relationship	Multifactor Leadership Questionnaire (MLQ) Form 5X (Bass & Avolio, 1997)	*Iranian Journal of Management Studies (IJMS)*	Positive environment provided by leaders supports innovative teams and organizational innovation.
2015	Abid, G., Zahra, I., & Ahmed, A.	Pakistan/Manufacturing industry	Quantitative/ Hierarchical linear modeling	Positive Emotion	Positive Emotion at Work: Porath et al., (2012) Innovative Work Behavior: Scott and Bruce (1994)	*Pakistan Journal of Commerce and Social Sciences*	Thriving at work is positively associated with innovative work behavior.
2016	Akram, T., Lei, S., & Haider, M. J.	China/IT industry	Quantitative/ SEM	Relationship	Relational Leadership: Carifio (2010) IWB: Janssen (2000)	*Arab Economic and Business Journal*	Relational leadership is positively and significantly affects the overall EIWB.
2017	Kim, W., & Park, J.	South Korea/Not specified	Quantitative/ SEM	Engagement	Work Engagement: Utrecht Work Engagement Scale (Schaufeli et al., 2002)	*Sustainability*	The results show that work engagement and innovative work behavior are positively and statistically significant.
2017	Yildiz, B., Uzun, S., & Coşkun, S. S.	Turkey/Manufacturing industry (White Goods Industry)	Quantitative/ Correlation and Descriptive statistics	Relationship	Perceived Organizational Support: Eisenberger, Cunnings, Aemeli, & Lynch, 1997)	*International Journal of Organizational Leadership*	Positive relationship between organizational support and innovative behaviors.

Table 27. Article 28: Continued (Ibrahim et al. 2023)

Publication Year	Authors	Region/Industry	Methodology/ Methods	PERMA Well-Being	Instruments	Journal Titles	Findings
2018	Riaz, S., Xu, Y., & Hussain, S.	China/Mixed industries (Information technology sector, service sector, and manufacturing sector)	Quantitative/ SEM-PLS approach	Positive Emotion	Positive Emotion: Porath et al., (2012). Innovative Behavior Scale: Scott and Bruce (1994)	*Adminstrative Science*	Thriving has positive relationship with IWB. Organisation support has positive relationship with IWB.
2019	Aldahdouh, T. Z., Korhonen, V., & Nokelainen, P.	Finland/Education industry	Quantitative/ Bayesian Multilevel Path Analysis	Engagement Relationship	Engagement: Midgley and colleagues' (2000) Achievement Goal Orientation (AGO) Scale Supportive relationship culture: Cameron and Quinn (2006)	*International Journal of Innovation Studies*	Mastery goal orentation is positively associated with individual innovativeness. The supportive relationship culture appeared to have neither direct effects on individual innovativeness nor a moderation effect on the relationships between the psychological variables and innovativeness.
2019	Laguna, M., Walachowska, K., Gorgievski-Duijvesteijn, M. J., & Moriano, J. A.	European Union Countries (Netherlands), Poland, and Spain/Not specified	Quantitative/ Correlation and Descriptive statistics	Engagement Relationship	Work Engagement: Utrecht Work Engagement Scale (Salanova et al., 2000) (Schaufeli et al., 2002) Authentic Leader relationship: Questionnaire Walumbwa et al. (2008)	*International Journal of Environmental Research and Public Health*	Employee work engagement positively related to innovative behaviour. Work engagement serves as a mediator between authentic leadership and the innovative behaviour of employees. Positive and authentic leader relationship predicts personal initiative and the work engagement of employees, and these variables in turn predict employees' innovative behaviour.

Table 28. Article 28: Continued (Ibrahim et al. 2023)

Publication Year	Authors	Region/Industry	Methodology/ Methods	PERMA Well-Being	Instruments	Journal Titles	Findings
2019	Saether, E. A.	European Union Countries (Norway)/ Technology industry	Quantitative/ SEM	Meaningful Positive Emotion	Meaningful (Identified Motivation): Multidimensional Work Motivation Scale by Gagné et al. (2015) Positive emotion: Lauver and Kristof-Brown's (2001) IWB: De Jong and Den Hartog's (2010)	*Journal of High Technology Management Research*	The result indicate that identified motivation is positively related to innovative work behaviour. Intrinsic work motivation is positively related to IWB.
2019	Pandey, A., Gupta, V., & Gupta, R. K.	India/Mixed industries (Manufacturing, banking, telecommunication,and information technology)	Quantitative/ SEM	Meaningful	Meaningful (Team-Level Spiritual Climate): Direct-consensus, composition model used by Chan (1998)	*IIMB Management Review*	The findings reveal that spiritual climate is positively related to team-level innovative behaviours.
2019	Opoku, M. A., Choi, S. B., & Kang, S. W.	Ghana/Manufacturing industry	Quantitative/ Correlation and Descriptive statistics	Relationship	Positive relationship leader: Liden et al. (2015)	*Sustainability*	Positive Leader characteristic such as servant style facilities IWB.
2019	Odoardi, C., Battistelli, A., Montani, F., & Peiró, J. M.	European Union Countries (Italy)/Mixed industries (Pharmaceuticals, Manufacturing, IT)	Quantitative/ Correlation and Descriptive statistics	Relationship	Participative leadership: Arnold et al. (2000)	*Revista de Psicología del Trabajo y de las Organizaciones*	Participative working environment supports employee innovation.
2019	Bin Saeed, B., Afsar, B., Shahjeha, A., & Imad Shah, S	China/IT industry	Quantitative/ Correlation and Descriptive statistics	Relationship	Multifactor Leadership Questionnaire (MLQ): Bass & Avolio (1997)	*Economic research-Ekonomska Istraživanja*	The relationship of leader and employees does influence IWB.
2019	Abbas, W., & Wu, W.	Pakistan/Service industry	Quantitative/ PROCESS macro	Relationship	NA	*Human Systems Management*	Humility leader relationship is a positive factor that increases innovative behaviors.

Table 29. Article 27: Continued (Ibrahim et al. 2023)

Publication Year	Authors	Region/Industry	Methodology/ Methods	PERMA Well-Being	Instruments	Journal Titles	Findings
2020	Gemeda, H. K., & Lee, J.	South Korea/IT industry	Quantitative/ Multiple linear regression analysis and Descriptive statistics	Engagement Relationship	Engagement: UWES-9 (Schaufeli, Martínez, Pinto, Salanova, & Bakker, 2002; Schaufeli, Salanova, et al., 2002) and subsequently reviewed by Schaufeli et al. (2006). Multi-Factor Leadership Questionnaire (MLQ-5X): Avolio et al. (1999) IWB: Janssen (2000)	*Heliyon*	Work engagement had significant positive relationships with innovative work behavior. The relationship between transformational leadership and professionals' innovative work behavior was partially mediated by work engagement in both countries. The leadership style had significant positive relationships with employees' work engagement and innovative work behavior.
2020	Kundu, S. C., Kumar, S., & Lata, K.	India/Other industry (Corporate sector)	Quantitative/ Multiple Regressions and Bootstrapping via PROCESS	Engagement	Intrinsic motivation: Zhang and Bartol (2010) Job involvement: Gazzoli, Hancer, and Park (2012)	*RAUSP Management Journal*	There is a significant positive relationship between intrinsic motivation to innovative work behaviour. Findings also highlight that highly involved employees eagerly participate in their jobs, enabling them to behave creatively.

Table 30. Article 27: Continued (Ibrahim et al. 2023)

Publication Year	Authors	Region/Industry	Methodology/ Methods	PERMA Well-Being	Instruments	Journal Titles	Findings
2020	Pukkeeree, P., Na-Nan, K., & Wongsuwan, N.	Thailand/Not specified	Quantitative/ Descriptive Statistic and PROCESS Macro	Engagement Positive Emotion	Employee Engagement: Saks (2006) IWB: Janssen (2000)	*Journal of open Innovation*	Employee engagement positively affected innovative work behaviour. Positive emotion will promote employee engagement (EE). A high level of employee engagement (EE) increases innovative work behaviour (IWB).
2020	Su, W., Lyu, B., Chen, H., & Zhang, Y.	China/Technology industry	Quantitative/ Correlation and Descriptive statistics	Relationship	Supportative leader relationship: Liden et al.'s (2015)	*Baltic Journal of Management.*	The results confirm that support and encourgement from leaders can promote employees' service innovative behavior and intrinsic motivation.
2020	Mutonyi, B. R., Slåtten, T., & Lien, G.	European Union Countries (Norway)/ Service industry	Quantitative/ SEM	Relationship	Empowering Leaders: Amundsen and Martinsen (2014)	*International Journal of Public Leadership.*	Empowering leaders and individual learning orientation had significant direct effects on individual innovative behaviour.
2020	Jan, G., & Zainal, S. R. M.	Pakistan/Service industry (Hotel and Tourism)	Quantitative/ SEM	Relationship	NA	*Asian Academy of Management Journal*	Cooperative work environement exhibit IWB.
2020	Zeng, J., & Xu, G	China/Education industry	Quantitative/ Correlation and Descriptive statistics	Relationship	Servant leader relationship: Sun and Wang (2010)	*International Journal of Environmental Research and Public Health*	Servant type leader relationship had a significantly positive impact on innovation behavior.

Table 31. Article 27: Continued (Ibrahim et al. 2023)

Publication Year	Authors	Region/Industry	Methodology/ Methods	PERMA Well-Being	Instruments	Journal Titles	Findings
2021	Dixit, A., & Upadhyay, Y.	India/Education industry	Quantitative/ PLS-SEM	Engagement Accomplishment	Employee engagement: UWES–Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004) IWB: Janssen (2000) Reward and recognition: Spector (1985)	*RAUSP Management Journal*	Employee engagement was positively and significantly related to innovative work behaviour. Reward and recognition were significantly related to employee engagement whereas they were insignificant to IWB. Reward and recognition do not impact innovative work behaviour directly, rather, their effect moves through employee engagement.
2021	Ganji, S. F. G., Rahimnia, F., Ahanchian, M. R., & Syed, J.	Iran/Education industry	Quantitative/ SEM	Engagement	Work Engagement: Gatenby et al. (2009).	*Iranian Journal of Management Studies (IJMS)*	Employee engagement positively influence innovative behaviour and predict idea generation, idea promotion and idea implementation positively.
2021	Sudibjo, N., & Prameswari, R. K	Indonesia/Education industry	Quantitative	Relationship	NA	*Heliyon*	There is negative effect on leadership relationship and innovative work behaviour (IWB) found in this study.
2021	Grošelj, M., Černe, M., Penger, S., & Grah, B	Not specified/ Technology industry	Mixed-method research/ Correlation and Descriptive statistics	Relationship	Authentic relationship leader: Neider and Schriesheim (2011)	*European Journal of Innovation Management.*	The research provides further confirmation of the positive relationship between authentic leaders and innovative work behaviour.

Table 32. Article 27: Continued (Ibrahim et al. 2023)

Publication Year	Authors	Region/Industry	Methodology/ Methods	PERMA Well-Being	Instruments	Journal Titles	Findings
2021	Gao, Y., & Liu, H.	China/Technology industry (Science and technologies)	Quantitative/ Correlation and Descriptive statistics	Relationship	Supervisor–subordinate guanxi (SSG): Law et al. (2000)	*Psychology Research and Behavior Management*	Supervisor–subordinate guanxi (SSG) was positively associated with employee Innovative behaviour (IB).
2021	González-González, T., & García-Almeida, D. J.	European Union Countries (Spain)/ Service industry (Hotel industry)	Quantitative/ Multiple regression Analysis	Positive Emotion	Survey: The questionnaire was developed by using a literature review and in-depth interviews with 8 experts.	*International Journal of Hospitality Management*	No significant influence between employee's intrinsic motivation to innovate with innovative suggestions in hospitality firms.
2022	Koroglu, Ş., & Ozmen, O.	Turkey/Service industry (Service Banking, retail, healthcare, hospitality and government personnel)	Quantitative/ SEM	Engagement	Work Engagement: Utrecht WE scale. IWB: Scott and Bruce(1994)	*Asia-Pacific Journal of Business Administration*	Innovative work behaviour variable was positively affected by the work engagement variable.
2022	Moreno Cunha, A., Marques, C. S., & Santos, G.	European Union Countries (Portugal)/ Service industry (Healthcare)	Quantitative/ PLS-SEM	Engagement	Work Engagement: UWES-9 (Utrecht Work Engagement Scale (Schaufeli, Bakker, & Salanova, 2006)	*Sustainability*	Findings reveal that work engagement has a significant effect on innovative behaviour.
2022	Batistič, S., Kenda, R., Premru, M., & Černe, M.	European Union Countries/Education industry	Mixed-method research/ Correlation and Descriptive statistics	Relationship	Attachement Style: Škerlavaj et al. (2014)	*European Management Journal*	Secure attachment style yielded the most positive results for idea generation and implementation.
2022	Banmairuroy, W.,Kritjaroen, T., &Homsombat, W.	Thailand/Other industry (S-Curve industries)	Quantitative/ SEM	Relationship	Knowledge-oriented leader relationship: Weiner (2015)	*Asia Pacific Management Review*	Proper leadership relationship does affects organizational innovation component factor.

Table 33. Article 27: Continued (Ibrahim et al. 2023)

Publication Year	Authors	Region/Industry	Methodology/ Methods	PERMA Well-Being	Instruments	Journal Titles	Findings
2022	Aboramadan, M., Dahleez, K. A., & Farao, C.	Palestine/Education industry.	Quantitative/ SEM	Relationship	Inclusive relationship: Carmeli et al. (2010)	*International Journal of Educational Management.*	The findings reveal that inclusive relationship exerts a positive effect on extra-role behaviors such as innovative work behaviors) in the Palestinian higher education.
2022	Hunsaker, W. D.	China/Service industry	Quantitative/ SEM	Relationship	Spiritual leader relationship: Fry et al. (2005)	*Current Psychology*	The results of the study concluded that employees' IWB is positively influenced by the effects of supportive relationship with management.
2022	Kim, K.	South Korea/Nor Specified	Quantitative/ SEM	Relationship	Relational Leadership Questionnaire (RLQ) Carifio (2010)	*Sustainability*	Supervisors' relational leadership was positively related to employees' performance in innovative work behaviors over time.
2022	Jobbehdar Nourafkan, N., Tanova, C., & Gokmenoglu, K. K.	Turkey/Education industry	Quantitative/ Confirmatory Factor Analysis	Positive Emotion	Mindfulness Attention Awareness Scale (MAAS): Brown and Ryan (2003)	*Advance Online Publication*	High levels of mindfulness could positively and directly affect employees' OCB.

12. Appendixes (Figures)

Figure 1. Article 4. The five-level model of emotion in organizations (Ashkanasy 2003)

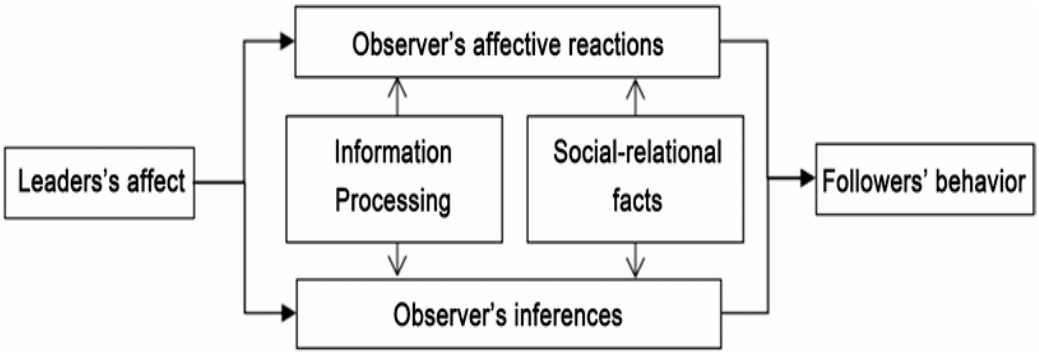

Figure 2. Article 5. The emotions as social information (EASI) model (Qin and Liu 2019b)

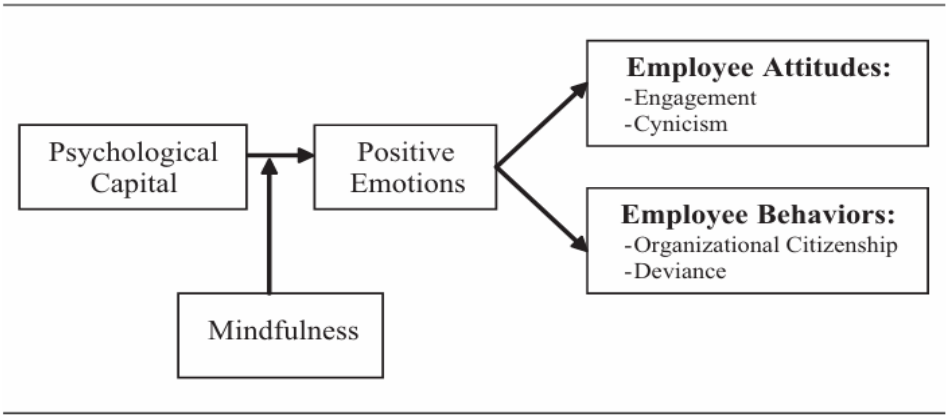

Figure 3. Article 7. Model for Impact of Psychological Capital (PsyCap), Mindfulness, and Positive Emotions on Attitudes and Behaviors Relevant to Positive Organizational Change (Lapalme et al. 2023b)

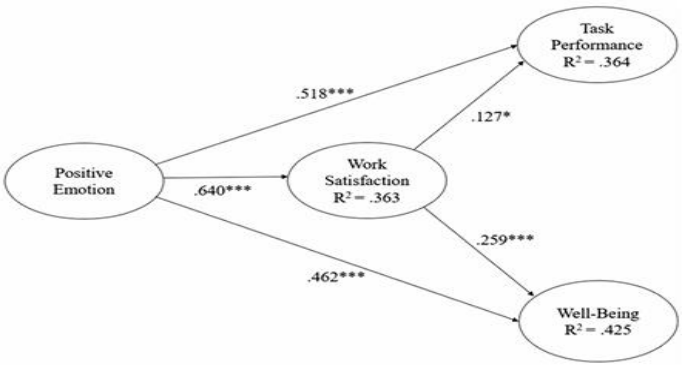

Figure 4. Article 8. Standardized coefficients of the structural equation model (Cho et al. 2021b)

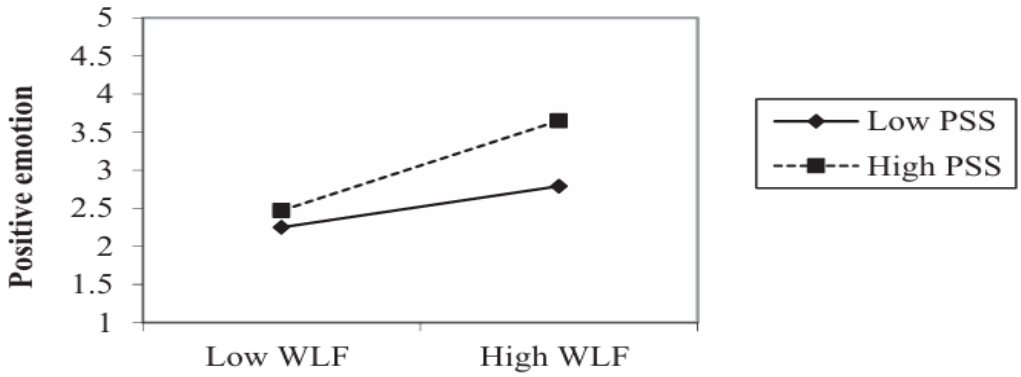

Figure 5. Article 9. Perceived supervisor support (SS) moderates the impact of work–leisure facilitation (WLF) on positive emotions (Wang et al. 2024)

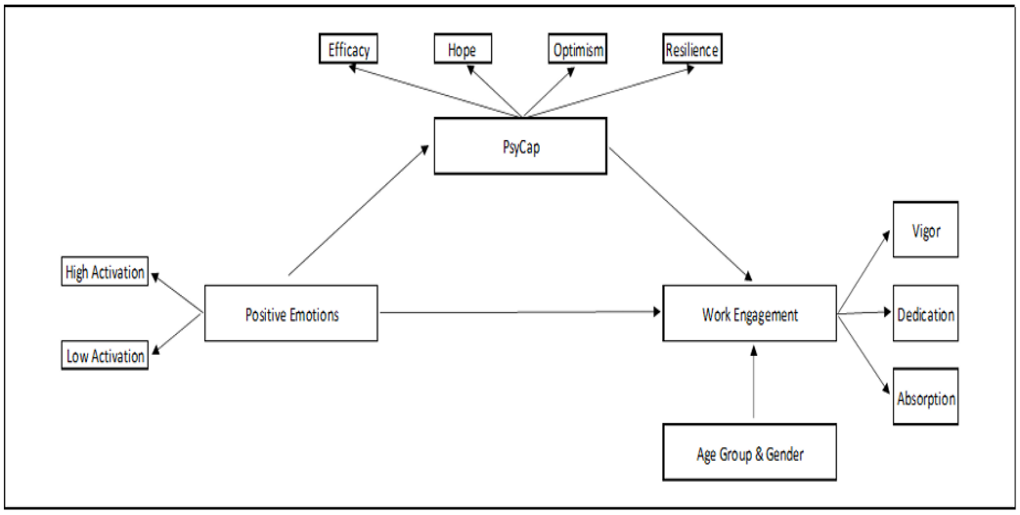

Figure 6. Article 10. Conceptual Framework (Tan and Meng 2022)

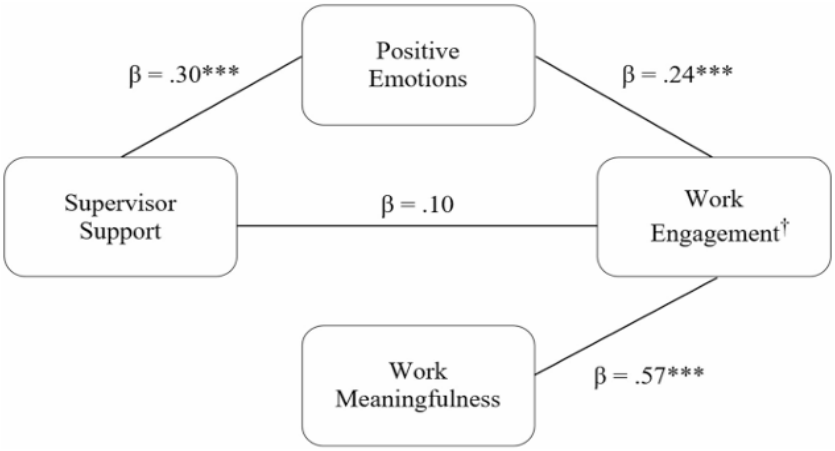

Figure 7. Article 12. Conceptual model of positive emotions fully mediating the relationship between supervisor support and work engagement with standardized (β) coefficients (n = 196). Indirect effect of supervisor support on work engagement, B = .08, β =.07**. Total effect of supervisor support on work engagement, B=.19, β=.17**. Model R2=.61***. ***p

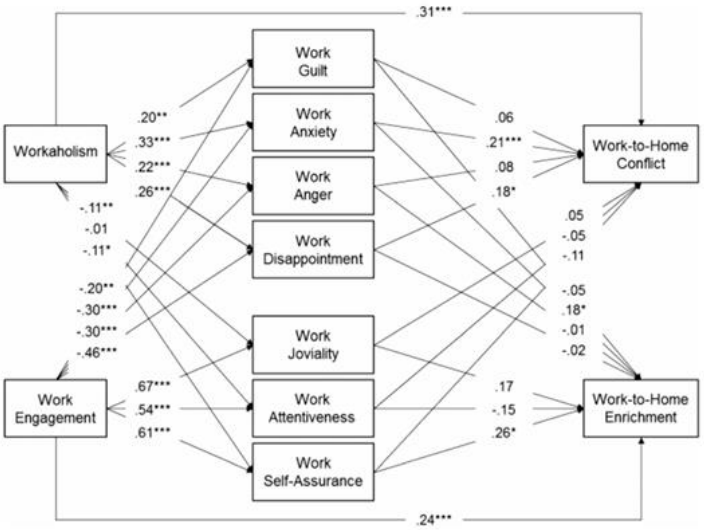

Figure 8. Article 13. A multiple-mediation model of workaholism and work engagement on work–to–home conflict and enrichment through negative and positive emotions at work, controlling for gender, marital status and parental status. Parameters in the model represent standardized coefficients. *p<0.001 (Clark et al. 2014)

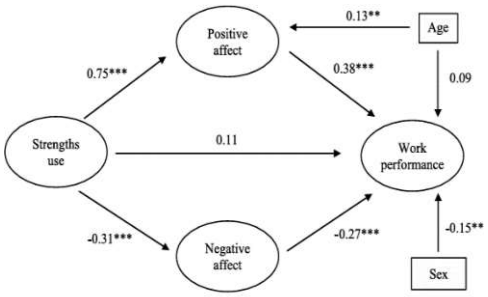

Figure 10. Article 14: Structural model (Dubreuil et al. 2021)

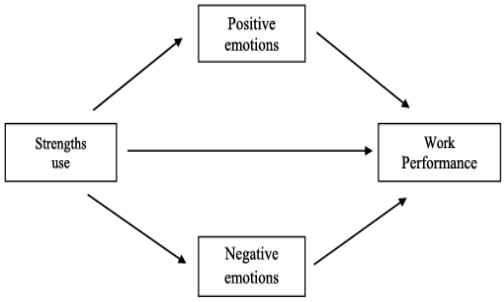

Figure 9. Article 14. Proposed model (Dubreuil et al. 2021)

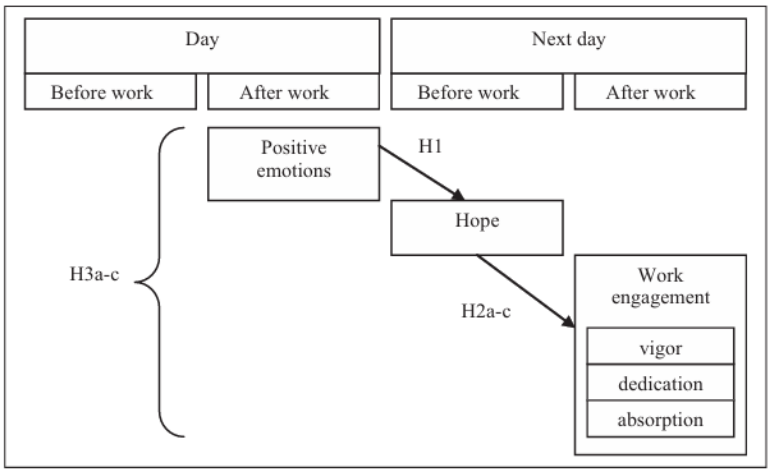

Figure 11. Article 15. Hypothesized mediation model of daily positive emotions, hope, and work engagement (vigor, dedication, and absorption). Note: H1 = Hypothesis 1, H2 = Hypothesis 2, H3 = Hypothesis 3 (Ouweneel, Le Blanc, Schaufeli, et al. 2012).

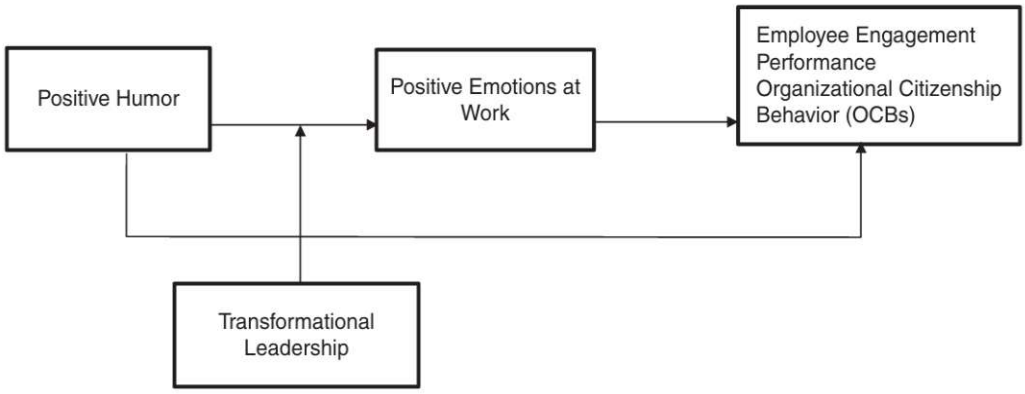

Figure 12. Article 16. leadership as a moderator of the indirect path between humor and engagement (Goswami et al. 2016)

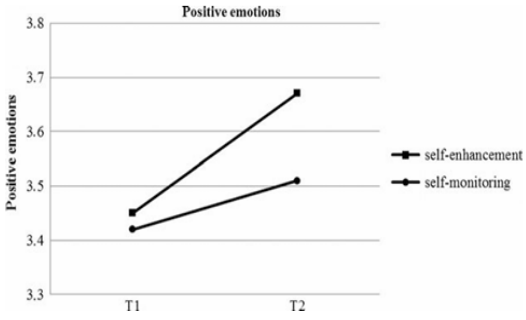

Figure 13. Article 17. The effects of time (T1 and T2) and group (self-enhancement and self-monitoring) on positive emotions (Ouweneel et al. 2013)

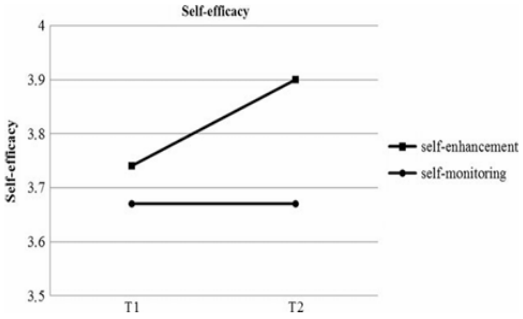

Figure 14. Article 17. The effects of time (T1 and T2) and group (self-enhancement and self-monitoring) on self-efficacy (Ouweneel et al. 2013)

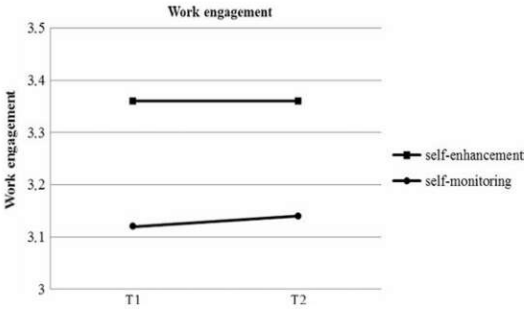

Figure 15. Article 17. The effects of time (T1 and T2) and group (self-enhancement and self-monitoring) on work engagement (Ouweneel et al. 2013)

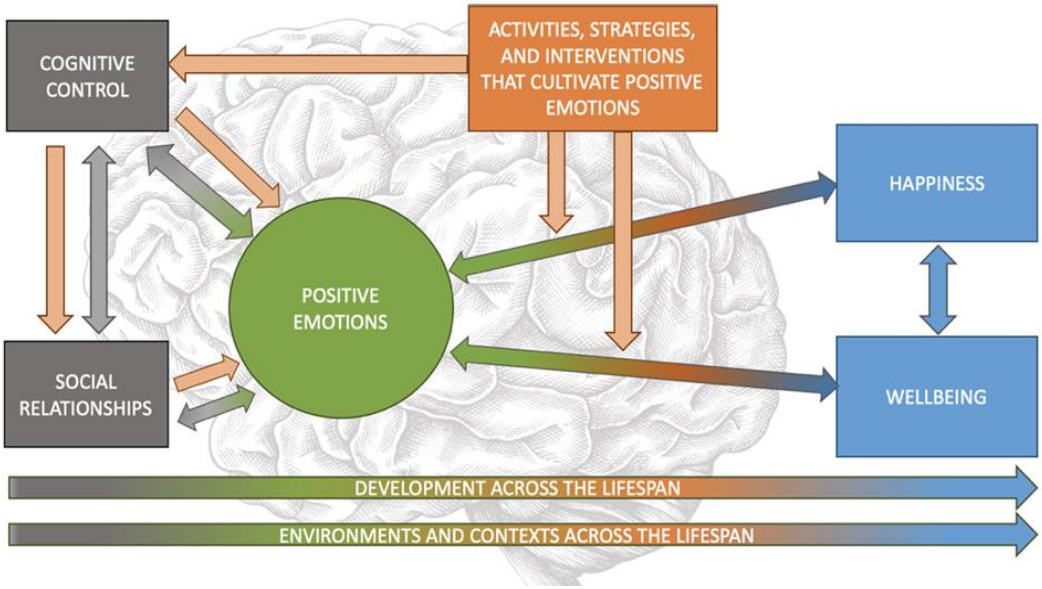

Figure 16. Article 19. The effects of time (T1 and T2) and group (self-enhancement and self-monitoring) on self-efficacy (Alexander et al. 2021)

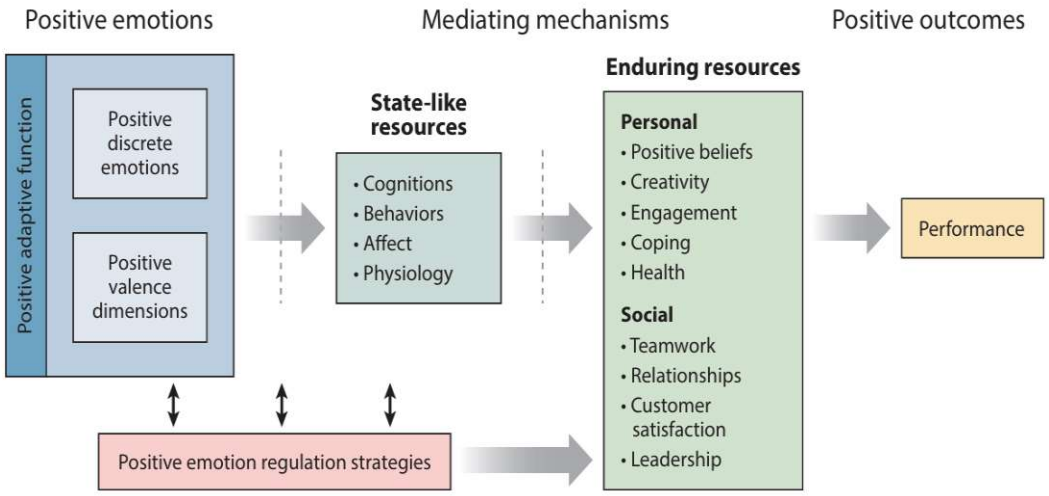

Figure 17. Article 21. Model linking positive emotions to positive outcomes. Aligned with organizational interests, performance is the ultimate criterion. However, positive emotions can contribute to other types of positive outcomes, including personal and social ones. The figure shows these penultimate outcomes as enduring resources that can cascade to performance (Diener et al. 2020).

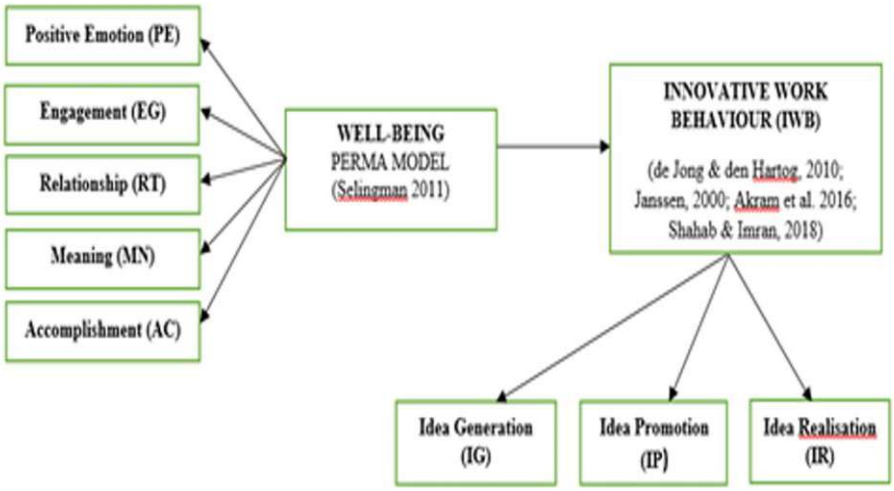

Figure 18. Article 26. Well-being (PERMA) model and innovative work behavior (Ibrahim et al. 2021)

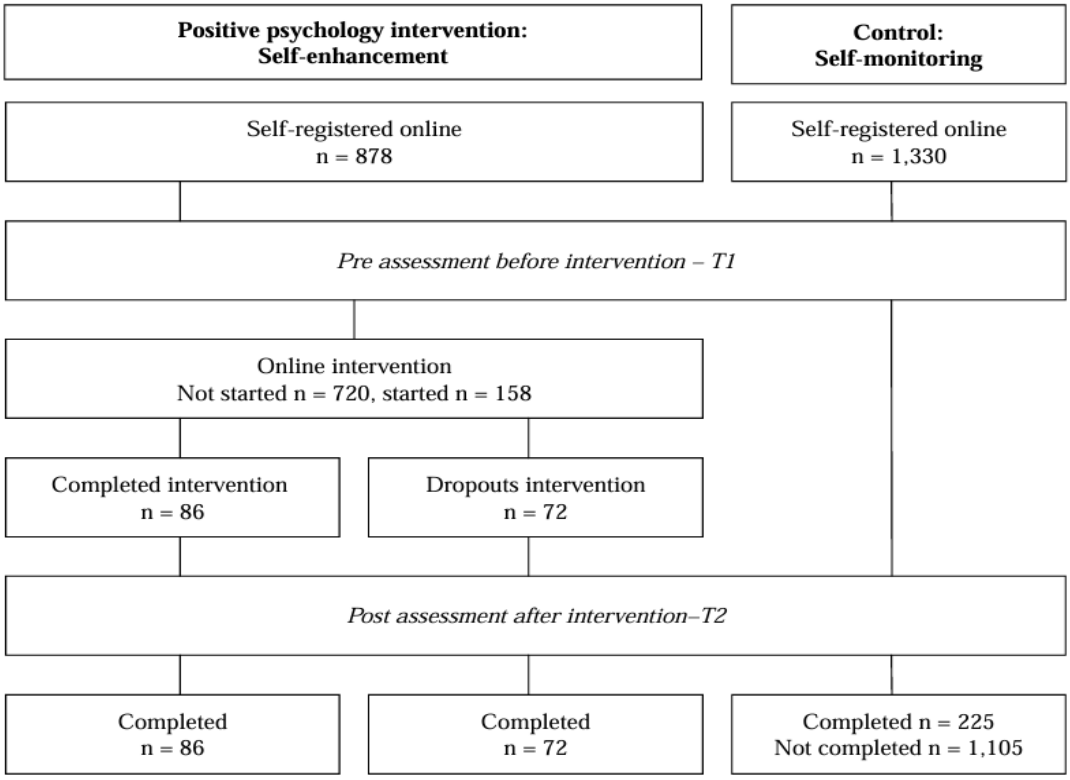

Figure 19. Article 17. Flow of participants in the intervention (self-enhancement) group and control (self-monitoring) group (Ouweneel et al. 2013)

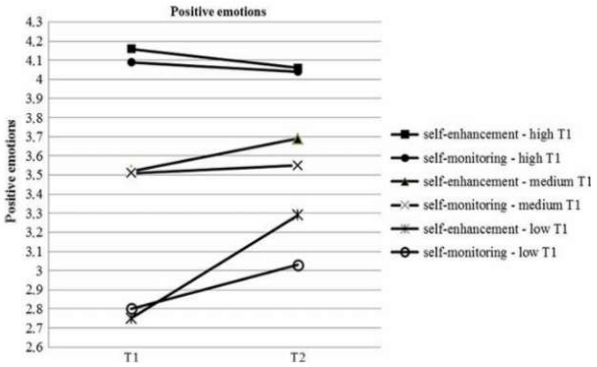

Figure 20. Article 17: Results of RM-ANOVA's per group (self-enhancement and self-monitoring) and per T1 positive emotions category (low, medium, and high) (Karavasilis and Georgios 2019)

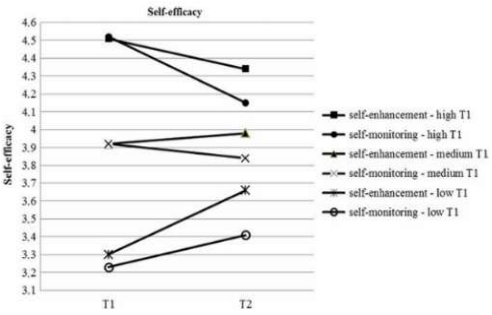

Figure 21. Article 17. Results of RM-ANOVA's per group (self-enhancement and self-monitoring) and per T1 self-efficacy category (low, medium, and high) (Karavasilis and Georgios 2019)

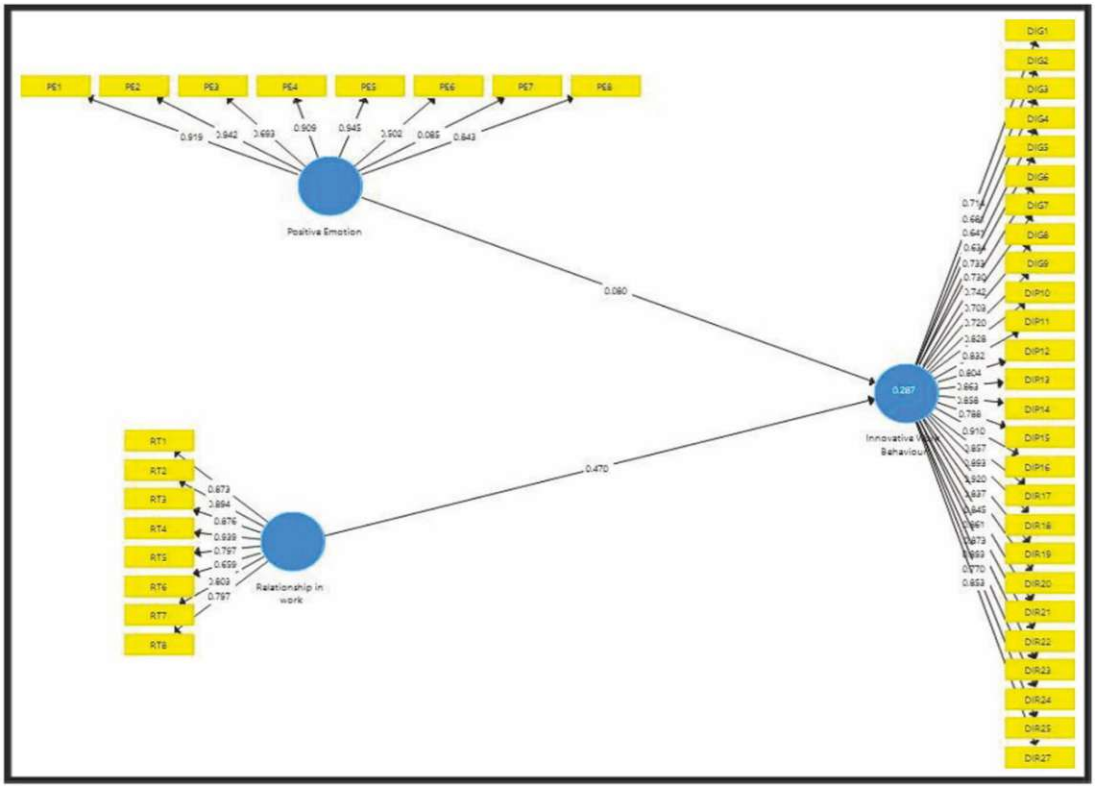

Figure 22. Article 25: Measurement model (Ibrahim et al. 2024)

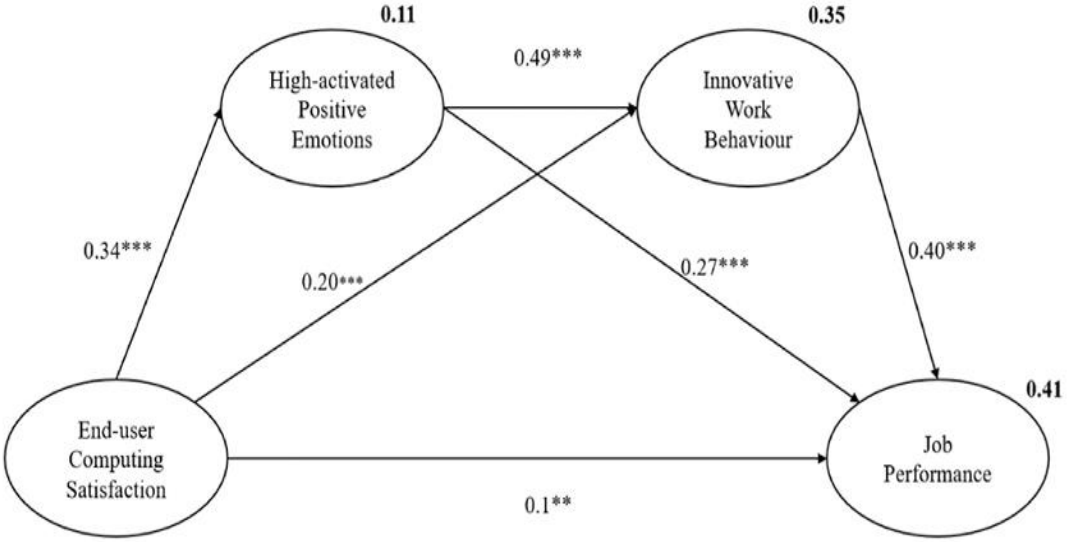

Figure 23. Article 27: Final Mediation Model (N = 522). Note: Numbers not in bold are standardised regression coefficients and numbers in bold are the variance explained. CMIN/ DF = 2.353; GFI = 0.904; NFI = 0.950; CFI = 0.970; TLI = 0.967; RMSEA = 0.051 (Deng et al. 2022)