

Predicting Workplace Happiness with PERMA+V Framework in the Context of Banking Sector of Nepal

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Abstract

The study of workplace happiness is getting more attention since it ensures long-term success of institutions. This study aims to analyze workplace happiness of Nepalese banking sector predicted by six dimensions of PERMA+V framework. The casual comparative research design used and data were collected with structured questionnaire survey. The study samples consist of 278 employees of both managerial and non-managerial positions from banking sectors adopting convenient and snowball techniques. The multiple regression analysis was conducted to assess effect of selected predictors on workplace happiness. The results have shown mixed effects of the predictors. Among six dimensions, two predictors demonstrated significant effects on workplace happiness whereby effects of vitality were strongly positive and considerable positive of positive emotion dimension. Engagement also demonstrated weak positive effect but three other dimensions- relation, meaning and achievement did not predict workplace happiness of the employees. The findings of this study contribute by understanding workplace happiness, a complex construct with adoption of six dimensions used in PERMA+V framework. It provides valuable insights guiding future studies and assisting organization in formulating policies and strategies to retain happy workforce.

Keywords: Achievement, Engagement, Meaning, Positive Emotion, Relation, Vitality, Workplace happiness,

Introduction

Prior studies in human resource management (HRM) have focused in analyzing various predictors and consequences of employee job satisfaction, which is an attitude of employee towards the job. Employees appraise their jobs outcomes that form a plausible emotional state of like or dislike the job. A various factors determine state of job satisfaction like pay, promotion, relation, work-life balance etc. related to human resource management components. Beyond job satisfaction many researchers have studies employee happiness which is termed as a broader and more holistic than of satisfaction. Work-life happiness, also termed as Happiness at Work (HAW) is a subjective judgment of an employee denoting positive emotions, physiological and psychological fulfillment derived from job. It includes different constructs as meaningfulness, engagement, enthusiasm, and overall well-being, alignment between organizational and individual interests.

Nunes et al. (2023) stated that workplace happiness is not merely the absence of work stress but the occurrence of psychological components like autonomy, competence, and relatedness. It is active and affective state including hedonic and eudaimonic well-beings. The combination of hedonic factors as denoting frequently experiencing positive emotions like joy, enthusiasm, and contentment as well as eudaimonic components comprised of a sense of purpose, personal growth, and self-actualization (Charles-Leija et al., 2023). Thus, workplace happiness is a multi-dimensional construct denoting an employee's quality of experience with the job environment. Besides job satisfaction workplace happiness induces a positive psychological atmosphere driving better performance, innovation, and long-term retention of workforce. It is because happiness boosts resilience and mental health at individual level. Employees experiencing high happiness level at work demonstrate superior problem-solving skill and a lower exposure to job-related psychological distress (Valentim et al., 2025).

In addition, Toebben et al. (2025) propose that happiness assists as motivational tools that strengthen harmony between employees' interest in their tasks and their job performance by effectively turning passion into productivity. At organizational level, work-place happiness positively influences on employee retention reducing negative consequences of turnover of well experienced and skilled workforce. According to the findings of Charles-Leija et al. (2023), eudaimonic happiness resulting derived from meaningful work is a critical predictor of decreased turnover intentions. Happy employees when feel valued, show affective commitment to the organization thus, creates sense of loyalty. Workplace happiness improves mutual trust and cooperation among employees. Awashreh (2024) states that workplace happiness increases social harmony at workplace which reduces the negative impact of high job demands prevailing in high-pressure work environments. Workplace happiness maintains long-term vitality and prevents burnouts as it acts as a moderator for work stress fostering happy-productive work environment (Riyanto et al., 2025). Nunes et al. (2023) found significant increment in employees' work teak when employees' basic psychological needs for competence and autonomy are met.

Since last decades, Nepalese banking sector has faced substantial structural shifts as mergers and acquisitions, digital service adoption, and rigid performance targets (Shrestha, 2018; Shrestha & Prajapati, 2022; Shrestha, & Prajapati, 2023; Parajuli & Shrestha, 2024; Pradhan & Shrestha, 2022; Pradhan et al., 2023). These shifts have increased institutional efficiency but simultaneously have augmented the cognitive and emotional load on employees. Due to the lack of physical vitality and psychological engagement, the raising burnout and turnover have been visible. Empirical research (Shrestha, & Prajapati, 2023; 2024) suggests that banking like high-stakes environments, long term-employee retention is not possible from traditional hygiene factors, and efforts made for job-satisfaction. Charles-Leija et al. (2023) reported that eudaimonic happiness is a stronger determinant of turnover intentions than financial incentives. Similarly, Awashreh (2024) found supportive leadership and colleague relations are as the primary determinants of happiness in Asian banking contexts. Thus, the study of workplace happiness along with its predictors is more relevant to the Nepalese banking sector.

The banking industry of Nepal, largely is adopting conventional job satisfaction metrics as attractive compensation packages and job security. However application of eudaimonic aspects of work happiness and lacks focus on the sense of meaning, social relationship, physical vitality like eudaimonic aspects of happiness. In addition, there is a noteworthy research gap regarding the understanding of work-place happiness and its predictors within the specific socio-cultural and economic context of Nepal. This paper aims to assess the status of work-place happiness in Nepalese banking context along with analyzing effect of its predictors positive emotion, engagement, relationships, meaning, accomplishment, and vitality. The understanding of the most prominent determinants of work-place happiness, the banking sector may tap talents preventing from turnovers, increased service quality, and organizational resilience.

Literature Review

Workplace Happiness

Happiness is as subjective state of human perceiving life as rewarding and meaningful, feelings of hope, optimism and satisfaction creating joy, contentment and sense of wellbeing (Lyubomirsky *et al.*, 2005). It is complicatedly related to a persons' subjective well-being that includes emotional and cognitive evaluations of moods and emotions (Kesebir & Diener, 2009). Workplace happiness is concerned with the work environment and denotes to employees experiences of feeling satisfied, engaged and fulfilled. It is often connected to employees' job satisfaction, organizational commitment, and overall life satisfaction. Fisher (2010) defines workplace happiness as a "high-level" construct that includes fundamental components corresponding engagement, job satisfaction and organizational commitment. Broadly, researchers divide workplace happiness into two broad categories; hedonic happiness and eudaimonic happiness. The hedonic happiness focuses on pleasure, comfort, and the avoidance of pain at workplace. Whereas the eudaimonic happiness involves in growth, meaning, and achieving one's potential (Deci & Ryan, 2008).

Roy and Konwar (2020) defined workplace happiness as a human emotion and sense of well-being that derives when individuals feel positive about the work and are involved in professional commitment. Similarly, workplace happiness is a multidimensional construct comprising employees' positive emotions, sense of meaning at work, engagement, effort for overall well being and organizational performance (Jaswal et al., 2024). Happiness at work is the most desired outcome in HRM because it leads to attainment of organizational objectives more effectively and efficiently with full support and involvement of happy work force. According to Maenapothi (2007), happiness at work refers to the situation at work when employees work happily being resourceful and achieve the targeted goals at the individual and organizational levels as well.

Predictors of Workplace Happiness with PERMA+V Framework

Seligman (2011) proposes PERMA model to assess individual well-being and argues that well-being does not represent to a single dimension but is composed of five distinct elements which contribute to define it. The PERMA model composed of positive emotion, engagement, relationship, meaning, and accomplishment. The PERMA model is used in organizational context to measure and improve employee workplace happiness. Studies have indicated that employees scoring high across all five pillars display higher productivity, lower turnover, and improved physical health (Butler & Kern, 2016). While the original PERMA model of Seligman (2011) was extended to the **PERMA+V** model with addition of "Vitality" by Zhiotovskaya(2012). According to the PERMA+V framework, workplace happiness is predicated by six dimensions namely; Positive Emotion, Engagement, Relationships, Meaning, Accomplishment, and Vitality (Riyanto et al., 2025). This is a holistic model argues that a person's workplace happiness is simultaneously influenced by organizational factors and personal resources.

Positive Emotion (P): Positive emotion refers to “feeling good” and it’s the “hedonic” aspect of happiness. This refers to the "hedonic" aspect of happiness—feeling good. Seligman (2011) has pointed that it is limited by an individual’s set point for affect and occurs due to frequent experience of joy, gratitude, and enthusiasm. There is a positive effect to creative problem-solving and increased resilience in stressful work settings (Toebben et al., 2025). Positive affect acts as a psychological resource that broadens an employee's thought-action repertoire, allowing for creative problem-solving and increased resilience during high-stress periods. The drivers of positive emotion are recognition and gratitude. When employees receive frequent recognition based on merit-it meaningfully enhances their self-esteem and problem-solving resilience (Valentim et al., 2025). According to Salas-Vallina et al. (2020), inspirational leadership with frequent appreciation of employees directly influences workplace happiness and fosters a sense of organizational belonging. Similarly, Gratitude acts like a “social-glue” and is a vital predictor of employee long-term happiness when appreciated by co-workers (Charles-Leija et al., 2023). Toebben et al. (2025) also found that gratitude practices facilitated organizational citizenship behavior by creating a honorable cycle and induced cooperation. Thus, these results confirm that recognition and gratitude lead to eudaimonic happiness of workforce.

Engagement (E): Engagement is a state of deep involvement in an activity where time seems to stop and self-consciousness disappears. In the PERMA model, engagement is termed as one can be "in flow" even during difficult or strenuous tasks (Seligman, 2011). Previous studies consistently identify job autonomy and skill utilization are the drivers of engagement and directly affect overall workplace happiness of employees. According to Nunes et al. (2023), when employees feel they get right to control their work methods, they are more likely to experience "flow," and acts as a buffer against burnout. Job autonomy provides employees authority to make decisions, thus nurtures a sense of ownership and psychological empowerment. Valentim et al. (2025) confirmed that the configuration between individual competencies and task demands is a significant predictor of positive mental health and workplace happiness. Additionally, Moulik and Giri (2024) reported higher level of engagement and commitment when employees are provided autonomy to arrange their roles to fit unique skills. Toebben et al. (2025) also validated the finding noting that employees' engagement in work strengthened the relationship between happiness and actual job performance.

Relationships (R): People being inherently social beings expect positive relationships for well being. Relationships at workplace provide support, intimacy, and a sense of belonging. Sligman (2011) has described inevitability of human relationships as "other people are the best antidote to the downs of life and the single most reliable up". Because a workplace is a site of social connectivity, healthy and harmonious relationships among peers and superiors are vital for emotional balance as well as career advancement and it strongly influence workplace happiness. The findings of Awashreh (2024) reveal that supportive line management is the most significant influence of career happiness in banking. Similarly, Salas-Vallina et al. (2020) find that inspirational leadership and strong relational bonds act as intermediaries for happiness, facilitating better decision-making and reduced stress. For job satisfaction and stress free work climate both vertical and horizontal relationships are vital. Charles-Leija et al. (2023) report that peer support is vital and a high-quality relationship with a leader is what most effectively shields against turnover intentions.

Meaning (M): Meaning (M) represents the eudaimonic belief that an employees' work serves a purpose greater than the self. This dimension concerned with attachment with the work and feeling of deep sense of meaning or direction as assimilation with organizational missions. Past studies have shown that perceiving work as meaningful, long-term workplace happiness and psychological resilience are achieved. Further, when employees perceive their work as a social service such as helping clients achieve financial security and provides a deep sense of meaning that prevents turnover intentions (Charles-Leija et al., 2023). Besides meaningful work, the inspirational leadership traits enhance

psychological meaningfulness of employees reducing work related stresses. According to Salas-Vallina et al. (2020), leaders can bridge gap between routine tasks and employees' brooders social impact through effectively communicating higher missions of the organization. The sense of meaning helps in mental reframing of a job's purpose leads to workplace happiness. The clearly stated and value driven mission is a critical component that encourages employees' contributions and engagement (Moulik & Giri, 2024).

Accomplishment (A): Accomplishment is also known as achievement or mastery and basically linked with self-esteem. Seligman (2011) stated that accomplishment don't necessarily result in immediate meaning or positive emotion. It is a life-long attitude of pursuing success, reaching to a goal and winning. As per the findings of Valentim et al. (2025), accomplishment predicted mental health and reinforcement of "doing well" idea demonstrate that role mastery and problem-solving success are significant predictors of mental health, reinforcing the idea that "doing well" is a prerequisite for "feeling well." As a subjective sense of making progress and experiencing competence through constructive feedback effectively, it enhances efficacy of employees. Shelke and Shaikh (2023) reported that accomplishment derived from t challenging goals strengthens employees' self-efficacy which is a primary driver of workplace happiness. Accomplishment is attached with timely and functional feedbacks. Joo and Lee (2023) validate that feedback serves clarifies expectations and reduces role ambiguity buffering "achievement fatigue". Modern workforce feedback is more influencer for eudemonic happiness of employees better than external rewards (Moulik & Giri, 2024).

Vitality (V): Besides cognitive and social factors predicting workplace happiness, vitality relates with physiological aspect. Vitality is the battery that powers the other pillars of PERMA framework because in absence of physical energy and the ability no other psychological facets of happiness are sustained (Riyanto et al., 2025). It enriches employee happiness through sleep, exercise, work-life balance and other physical health related acts which are recovery mechanisms keeping them fresh and adaptive. Kortsch et al. (2022) found that employees maintaining healthy sleep, hygiene and active lifestyles report higher affective commitment and lower digital fatigue. The lack of vitality harms employee heath and organizational operations. According to Dialogue (2025), vitality is not only personal choice of an employee but a deep concern of organization since sleep deprivation and physical inactive behavior are directly linked to decreased engagement. In addition, Bawuro et al. (2018) report that a organizational climate supporting physical health enhances high energy levels and innovative behavior.

The banking sector of Nepal is more competitive and from employees perspective it consists stressful work environment. There is growing interest in employee workplace betterment but empirical study on workplace happiness in this context remains limited and fragmented. particularly when examined through the PERMA+V model. Existing studies in Nepal largely focus on job attitudes like as job satisfaction, stress, or turnover intention. However a multidimensional well-being framework has not been applied in assessing workplace happiness. Many of the international literature have validated a multidimensional model using PERMA components including; Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment—along with Vitality as predictors of workplace happiness. The contextual relevance of PERMA+V model in Nepalese banks is underexplored. The banking sector in Nepal operates under complex conditions where regulatory pressure, rapid digital transformation, and collectivist cultural values are prevail, which may shape PERMA+V dimensions differently than in other contexts. Moreover, past studies hardly examine the relative or combined predictive power of PERMA+V elements on workplace happiness. This gap highlights the need for empirical research that integrates the PERMA+V model to better understand holistic happiness drivers among Nepalese banking employees.

Research Methods

The study aims in predicting workplace happiness of banking sector employees using six variables under PERMA+V framework. A casual comparative research design employed. Data collection consists of opinions of employees currently working in various levels with diverse demographic features. A questionnaire survey was conducted during three months from September to November 2025. The structured questionnaire constructed after intense reviewing literatures and a pilot test finalized items of the questionnaire. The online platform was used for collecting data and participants belong to bank employees of branches and corporate offices from "A" listed commercial banks of Nepal. The sampling method applied was snowball as it provided convenient and faster data collection. A total of 50 senior staffs were selected in convenient basis and those participants further distributed the questionnaire. A total of 287 questionnaires were received and 278 properly filled sets were considered for analysis. Data analysis was done with SPSS and tools used were descriptive statistics, correlation analysis, and regression analysis. Multiple regression analysis is used as a basic statistical tool to predict workplace happiness indicating effects of six predictors under

PERMA+V framework. Table 1 reports study variables, study items, number of items used in each predictors and internal reliability in term of Cronbatch's alpha.

Table 1: Description and reliability score of data collection instruments

Variables	Number of Items	Items	Cronbatch's Alpha
Positive emotion(P)	6	Happiness, joy, contentment, optimism, gratitude, pride	.92
Engagement(E)	5	Absorption, focus, interest, enthusiasm, flow	.80
Relationship (R)	5	Trust, support, respect, belongings, cooperation	.87
Meaningfulness (M)	5	Purpose, significance, contribution, alignment with value, sense of direction	.88
Achievement (A)	4	Goal attainment, personal growth, skill mastery, recognition of success	.90
Vitality(V)	5	Physical energy, mental alertness, health, rest, stress management	.84
Workplace happiness (WH)	6	Job satisfaction, work-life balance, engagement, relationship, rewards, growth	.89

The result of internal consistency of reported in Table 1 has indicated strong reliability of the items used for relationship with supervisors and compensation. Similarly, the items of job enrichment, recognition and turnover intention posed higher reliability but items of work condition found to be acceptable.

Results and Findings

The result section includes demographic profiles of the respondents, descriptive analysis, correlations among the study variables and regression analysis to predict effect of PERMA+V dimensions on workplace happiness.

Table 2: Demographic profile of the respondents (n=278)

Variable	Level	Frequency	Proportion
Gender	Women	110	.40
	Men	168	.60
Age (In Years)	Below 25	64	.23
	26-40	114	.41
	41-55	67	.24
	Above 55	33	.12
Work level	Senior	84	.30
	Mid	133	.48
	Assistant	61	.22
Monthly income(NPR)	Below 30000	68	.25
	30001-60000	71	.26
	60001-80000	49	.18
	80001-100000	38	.14
	Above 100000	52	.19

The results has demonstrated that majority of respondents are male (60%) and females occupy 40% of the sample. The largest proportion of participants of age 26-40 (41%) years fall within economically active age group followed by 41-55 (24%) years. Similarly, the sample consisted majority of middle level employees (48%) and higher proportion of the respondents earn below NPR 60000 per month. The results have indicated that sample is predominated by mid-career, moderate income levels and mid-level employees of the banks.

Table 3 has reported descriptive statistics and correlations among the study variables. The participants of the survey reported moderate to high scores across the variables. The mean scores of Mindfulness (M = 3.595, SD = 0.725), achievement (M = 3.473, SD = 0.881), engagement (M = 3.461, SD = 0.684), workplace happiness (M = 3.463, SD = 0.661), vitality (M = 3.44, SD = 0.707), and relationship(M = 3.354, SD = 0.779), relatively higher indicating respondents favourable perception on these dimensions. However, the respondents have reported lower score to positive emotion status of their workplaces (M = 2.979, SD = 0.881). Since standard deviations of all variables found to be moderate, there is variability among perceptions of the respondents across these variables. In overall, the participants indicated positive evaluation of happiness at work and six if its predictors.

Table 3: Descriptive and correlation results of the study variables (n=278)

Variable	Mean	S.D.	P	E	R	M	A	V
P	2.979	0.881	—					
E	3.461	0.684	0.491***	—				
R	3.354	0.779	0.520***	0.404***	—			
M	3.595	0.725	0.410***	0.545***	0.537***	—		
A	3.473	0.881	0.273***	0.423***	0.456***	0.728***	—	
V	3.44	0.707	0.546***	0.465***	0.592***	0.704***	0.640***	—
WH	3.463	0.661	0.479***	0.387***	0.377***	0.452***	0.391***	0.637***

* $p < .05$, ** $p < .01$, *** $p < .001$

Similarly the result of Pearson's correlation has reported significant and positive correlation of PERMA+V dimensions with workplace happiness. The strong correlation was found of vitality ($r = .637$, $p < .001$) with workplace happiness indicating importance of vitality. The moderate correlations of positive emotion ($r = .479$, $p < .001$), and meaningfulness ($r = .452$, $p < .001$) reported. However, correlations of engagement ($r = .387$, $p < .001$), relationship ($r = .377$, $p < .001$), and achievement ($r = .3$, $p < .001$) relatively indicated weak correlation with workplace happiness.

Effect of PERMA+V dimensions on workplace happiness

The basic purpose of the study is to predict workplace happiness of the banking employees with the PERMA+V factors. A multiple regression analysis was conducted to examine effect of each of PERMA+V factors on employee workplace happiness. The model test model found to be statistically significant $F(6, 271) = 34.89$, $p < .001$ and explanatory power of the models is good ($R^2 = .44$; adjusted $R^2 = .42$). Table 3 reports impacts of the predictors on workplace happiness.

Table 4: Coefficients

	Unstandardized	Standard Error	Standardized	t	p
(Intercept)	1.269	0.184		6.885	< .001
P	0.135	0.046	0.179	2.947	0.003
E	0.075	0.056	0.078	1.341	0.181
R	-0.056	0.051	-0.066	-1.081	0.281
M	-0.016	0.072	-0.017	-0.217	0.828
A	-0.004	0.057	-0.005	-0.074	0.941
V	0.52	0.07	0.556	7.406	< .001

$R^2 = .44$; adjusted $R^2 = .42$, $F(6, 271) = 34.89$, $p < .001$.

As per the result, among six predictors of workplace happiness, vitality (V) has predicted strongly with higher statistical significance and positive emotion (P) positive has shown positive and significant effect on workplace happiness. However, four of the dimensions- engagement (E), relationship (R), meaning (M), and achievement (A) did not predict significantly. Effect of these dimensions found to be small and insignificant as well. Therefore, among all predictors used, vitality found as most influencing and positive emotions uniquely contributing variables in the context of workplace happiness of banking employees.

Discussion

This paper intended to analyze to what extent six predictors of workplace happiness suggested by PERMA+V model (viz. positive emotion, engagement, relationship, meaning, accomplishment, and vitality) predict workplace happiness among Nepalese banking sector employees. The results from regression analysis have shown mixed effect of these predictors on workplace happiness.

The result indicates that among the predictors, vitality has emerged as the strongest predictor with higher statistical significance of workplace happiness of the employees. The respondents approved these physiological factors as basic factors that can substantially increase their workplace happiness. This result aligns with the finding of Riyanto et al.

(2025) who stated vitality as the “battery” powering other PERMA dimensions. The result also has indicated that the participants are more concerned with their physical health maintaining healthy sleep, active life style, hygiene supports affective commitment (Kortsch et al., 2022) and absence of vitality in terms of sleep deprivation and physical inactive may lead to decreased commitment (Dailouge, 2025). Therefore, for healthy organizational climate vitality enhances high energy level and innovative behavior (Bawuro et al., 2018) and it's vital in Nepalese context highlighting sufficient arrangements and provisions related to employee health.

Positive emotion also has shown positive and significant effect on workplace happiness even though its effect size was smaller than vitality. This dimension plays meaningful role as it assists making employees feeling good. As Seligman (2011) stated it occurs due to frequent experiences of joy, gratitude, and enthusiasm which is basic for workplace happiness in banking sector. Similarly, “feeling good” can be very useful to stressful working environment inducing creative problem-solving and resilience (Toebben et al., 2025, Valentim et al., 2025). The findings has pointed that positive emotion may act as “social-glu” (Charles-Leija et al., 2023) at workplace and enforce “organizational citizenship behavior” (Toebben et al., 2025, Salas-Vallina et al., 2020). In contrast, engagement indicated small positive but statistically not significant effect on workplace happiness that may have pointed to employee missing “in flow” in their difficult and strenuous tasks (Seligman, 2011). This result does not fully support previous finding those prioritize engagement in terms of configuration between job demand and competencies, autonomy and job crafting lead to mental health, psychological empowerment and workplace happiness (Valentim et al., 2025; Moulik and Giri, 2024; Toebben et al., 2025). Thus, careful employing the drivers of employee engagement are basics in Nepalese banking sector for for more workplace happiness.

The results have indicated that three of the PERMA+V dimensions; relation, meaning and achievement did not predict workplace happiness and more effect of these found to be negative and negligible. Relationship belongs to social connectivity and Sligman (2011) stressed for inevitability of human relationships and healthy provides multiple benefits including workplace happiness. This result is not consistent with past findings stating strong relational bonds, supportive line management and peer-support provide fuel to workplace happiness (Awashreh ,2024; Salas-Vallina et al.; 2020; Charles-Leija et al.; 2023). Similarly, meaning did not impact workplace happiness. As meaning provides a strong sense and direction to employees, it prevents turnover intentions of employees (Charles-Leija et al., 2023). There is a need of enforcing effective communication of organizational missions (Salas-Vallina et al., 2020), and clearly stated and value driven mission is a critical component that encourages employees’ contributions and engagement (Moulik & Giri , 2024). Similarly, achievement in other hand did not predicted workplace happiness. Seligman (2011) termed achievement as life-long attitude of pursuing success. Many studies predicted achievement as strong predictor of workplace happiness (Valentim et al., 2025; Shelke & Shaikh, 2023; Moulik & Giri, 2024). There is essential to create a sense of “doing-well” idea among employees for mental health, constructive feedbacks, challenging goals which may lead to more workplace happiness.

In Nepalese banking sector, accomplishment, and meaning emerge as the strongest predictors of workplace happiness under the PERMA+V framework, driven by a SHRM approach (Adhikari et al., 2024) focused on aggressive performance targets. However, this relationship is undermined by organizational justice (Shrestha, 2015; 2016a; 2016b; 2019; Shrestha et al., 2024a; 2024c) deficits and workplace politics (Shrestha, 2021a). When promotion processes lack procedural and distributive fairness, the pursuit of accomplishment breeds stress. Rigid hierarchies and favoritism further divert employee energy from engagement and positive emotion toward political survival, rendering formal HRM practices (Shrestha, 2022) ineffective and forcing over-reliance on informal relationships as a buffer against injustice. Compounding this are deficits in decent work (Shrestha, 2021b; Shrestha et al., 2025) and quality of work life (QWL) (Shrestha et al., 2024b), where excessive overtime and poor work-life balance violate Nepal's legal framework (Shrestha, 2023), creating interactional injustice. A sustainable SHRM approach must embed organizational justice, mitigate workplace politics, and treat decent work and QWL as strategic imperatives. Without addressing these foundational issues, any HRM intervention to cultivate PERMA+V elements will remain superficial and unsustainable.

Therefore, the empirical findings highlight the dominant role of vitality and the supporting influence of positive emotion in banking sector of Nepal. Other dimensions-engagement, relation, meaning and achievement may have limited impact in present workplace scenarios. The study has covered limited participants of banking context. Many service and production sector industries consist stressful work pattern remain for future studies. Future research could explore potential interactions, non-linear effects, or alternative model specifications to further clarify these relationships in various geographical and work contexts.

Conclusion

The basic purpose of the study was to predict workplace happiness in Nepalese banking sector with six predictors using PERMA+V framework. The empirical results have demonstrated mixed effect of the predictors. The strong positive and significant effect of vitality has been revealed on workplace happiness. Positive emotion also predicted positive and significant effect and engagement indicate weak but positive effect on workplace happiness. However, three of the predictors; relation, meaning, and achievement demonstrated no effect on workplace happiness in the context. These findings has exposed perspective of employees working in stressful work environment and highlights core areas to be improved to foster employee well-being and to achieve long-term success. The findings are significant for managerial as well as research possibilities.

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