

Psychological Approaches to Promoting Psychological Well-Being in Workplaces: A Positive Psychology-Based Theoretical Framework

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ABSTRACT

Psychological well-being has become an increasingly important concern for contemporary workplaces as organizations confront occupational stress, workload pressures, rapid technological change, work-family demands, and changing expectations regarding meaningful employment. Traditional organizational approaches have frequently emphasized the prevention of psychological distress and the management of workplace risks. Although these approaches remain essential, a complementary positive psychology perspective focuses on the conditions that enable employees not merely to avoid psychological difficulties but to flourish. The present theoretical paper develops an integrative framework for promoting psychological well-being in workplaces through positive psychology approaches. Drawing on the PERMA model of well-being, self-determination theory, the broaden-and-build theory of positive emotions, psychological capital, job demands-resources theory, strengths-based approaches, and positive organizational practices, the paper proposes the Positive Workplace Psychological Well-Being Framework (PWPWF). The framework conceptualizes workplace well-being as a dynamic process arising from interactions among individual psychological resources, interpersonal relationships, leadership practices, job characteristics, and organizational culture. It proposes five interconnected pathways: positive emotional experiences, strengths and engagement, meaningful relationships, purpose and meaning, and accomplishment and psychological growth. These pathways are supported by autonomy, competence, relatedness, psychological capital, job resources, and psychologically supportive organizational environments. The framework further proposes that organizational interventions should operate simultaneously at individual, interpersonal, leadership, and organizational levels rather than placing responsibility for well-being exclusively on employees. The paper concludes with theoretical propositions, practical implications, and limitations. The revised framework is formalized through a conceptual diagram, explicit hypotheses, a construct-boundary matrix, and defined contextual boundary conditions to support future empirical testing.

Keywords: psychological well-being; positive psychology; workplace well-being; positive organizational psychology; PERMA; psychological capital; employee engagement; self-determination; organizational culture; flourishing

INTRODUCTION

Work occupies a substantial proportion of adult life and represents an important context for psychological development, social interaction, identity, meaning, and personal accomplishment. Consequently, the psychological quality of working life can substantially influence employees' overall well-being. Contemporary workplaces, however, are characterized by increasing demands associated with workload, uncertainty, organizational change, technological transformation, interpersonal pressures, and the blurring of work and non-work boundaries. These conditions have increased interest in psychological approaches that can help employees and organizations maintain well-being while sustaining effective performance.

Historically, occupational psychology has devoted considerable attention to psychological distress, stress, burnout, absenteeism, and other negative outcomes. Such approaches remain indispensable because psychologically unsafe working conditions cannot be addressed simply by encouraging employees to think

positively. Nevertheless, an exclusive focus on pathology may provide an incomplete account of workplace psychological health. Positive psychology broadens this perspective by examining human strengths, positive emotions, meaningful relationships, engagement, accomplishment, resilience, and flourishing.

Evidence indicates that workplace resources at individual, group, leadership, and organizational levels can be associated with both employee well-being and organizational performance. Similarly, workplace psychological interventions have demonstrated potential for improving employee psychological well-being, although intervention effects vary and implementation remains an important challenge. A meta-analysis of web-based psychological interventions, for example, found significant post-intervention improvements in psychological well-being and work effectiveness, while also identifying considerable heterogeneity across interventions.

The central argument of this paper is that sustainable workplace psychological well-being requires a multilevel positive psychology approach. Individual psychological skills are valuable, but they are unlikely to compensate for excessive job demands, inadequate resources, poor leadership, lack of autonomy, or dysfunctional organizational cultures. The present paper therefore proposes an integrative theoretical framework connecting individual positive psychological resources with interpersonal and organizational conditions.

Conceptualizing Psychological Well-Being at Work

Psychological well-being is broader than the temporary experience of happiness. It includes positive emotional functioning, meaningful engagement, positive relationships, a sense of purpose, competence, accomplishment, personal growth, and the capacity to respond adaptively to challenges.

From a positive psychology perspective, well-being can be conceptualized through Seligman's PERMA model, which identifies Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment as central dimensions of well-being. Rather than defining well-being solely as the absence of distress, this perspective emphasizes positive functioning and flourishing.

This distinction is particularly important in organizations. An employee may experience relatively low psychological distress while simultaneously experiencing low meaning, limited autonomy, weak social connection, and minimal opportunities for growth. Conversely, an employee may experience temporary stress while maintaining a strong sense of purpose, supportive relationships, engagement, and psychological resources. Thus, workplace well-being should be understood as a multidimensional and dynamic construct.

The proposed framework consequently defines workplace psychological well-being as:

A dynamic state of positive psychological functioning in which employees experience emotional vitality, meaningful engagement, supportive relationships, purpose, competence, accomplishment, and psychological growth within a work environment that provides adequate resources and supports human needs.

Positive Psychology as a Foundation for Workplace Well-Being

Positive psychology shifts attention from the question *"What is wrong with employees?"* toward complementary questions such as *"What enables employees to function well?"*, *"What strengths can be developed?"*, and *"What organizational conditions allow people to flourish?"*

This perspective has generated several theoretical approaches particularly relevant to workplace well-being.

PERMA and Workplace Flourishing

PERMA provides a useful organizing structure for workplace psychological well-being.

Positive Emotion refers to experiences such as gratitude, hope, interest, appreciation, joy, and optimism.

Engagement concerns deep involvement in activities and the experience of using one's abilities effectively.

Relationships emphasize supportive, trusting, and meaningful interpersonal connections.

Meaning involves experiencing one's work as valuable and connected to purposes larger than immediate self-interest.

Accomplishment refers to progress, competence, mastery, achievement, and the pursuit of valued goals.

Within organizations, these components should not be treated as isolated variables. For example, meaningful work may strengthen engagement; supportive relationships may increase positive emotions; accomplishment may enhance self-efficacy; and engagement may facilitate further accomplishment.

Broaden-and-Build Theory

Fredrickson's broaden-and-build theory provides an important explanation of how positive emotional experiences may contribute to psychological resources. The theory proposes that positive emotions broaden people's momentary thought-action repertoires and can contribute to the development of enduring psychological, social, intellectual, and other resources.

Applied to organizations, positive emotional experiences may therefore have consequences beyond momentary mood. For example, experiences of appreciation may encourage employees to interact more openly with colleagues, curiosity may facilitate learning, and hope may encourage persistence when facing challenges.

Importantly, a positive psychology approach does **not** imply that negative emotions should be suppressed. Fear, frustration, sadness, anger, and anxiety can provide important information and may signal that organizational conditions require attention. Sustainable well-being therefore involves psychological flexibility and emotional balance rather than permanent positivity.

Self-Determination Theory

Self-determination theory proposes three basic psychological needs: autonomy, competence, and relatedness. In organizational contexts, satisfaction of these needs is associated with autonomous motivation, high-quality functioning, and wellness.

Autonomy involves experiencing choice and volition in one's work. Competence involves feeling capable of achieving desired outcomes and developing mastery. Relatedness involves experiencing meaningful connection and belonging with others.

These needs provide an important bridge between individual psychology and organizational design. Employees cannot be expected to flourish through individual psychological exercises if the organization systematically restricts autonomy, undermines competence, or creates socially disconnected working conditions.

Psychological Capital

Psychological capital, commonly conceptualized through hope, efficacy, resilience, and optimism, represents a positive psychological resource relevant to organizational functioning. Luthans, Youssef, and Avolio developed psychological capital as a construct grounded in positive psychology and positive organizational behaviour.

Psychological capital is particularly relevant because it emphasizes developable psychological resources rather than fixed personality characteristics. Recent meta-analytic evidence continues to examine the relationship between psychological capital and employee well-being across geographical and organizational contexts.

Job Demands-Resources Perspective

The Job Demands-Resources (JD-R) model provides a complementary organizational explanation. It distinguishes between job demands, which require sustained psychological or physical effort, and job resources, which help employees achieve work goals, reduce demands, and stimulate growth and motivation.

The model is particularly valuable because it prevents positive psychology from becoming overly individualistic. Employee well-being is influenced not only by personal strengths but also by the resources provided by the job and organization.

The Proposed Positive Workplace Psychological Well-Being Framework

Based on the preceding perspectives, this paper proposes the **Positive Workplace Psychological Well-Being Framework (PWPWF)**.

The framework conceptualizes workplace well-being as the outcome of reciprocal relationships among four levels:

1. Individual psychological resources
2. Interpersonal and team relationships
3. Leadership and management practices
4. Organizational structures and culture

These levels influence five central psychological pathways corresponding broadly to the dimensions of positive functioning:

Conceptual Framework Diagram: The PWPWF Model

Figure 1 formalizes the Positive Workplace Psychological Well-Being Framework (PWPWF) as a multilevel input–process–outcome model. The framework distinguishes four classes of inputs—individual psychological resources, interpersonal and team resources, leadership practices, and organizational/job conditions—from the five core psychological pathways: positive emotions, engagement and strengths use, supportive relationships, meaning and purpose, and accomplishment and growth. Satisfaction of autonomy, competence, and relatedness is positioned as a central motivational mechanism linking work conditions to psychological functioning. Psychological safety, the balance between job demands and resources, and contextual features such as contract type and occupational risk are specified as boundary conditions rather than as direct components of well-being. This structure preserves the manuscript’s multilevel logic while making the direction of proposed relationships explicit.

Figure 1. Positive Workplace Psychological Well-Being Framework (PWPWF)

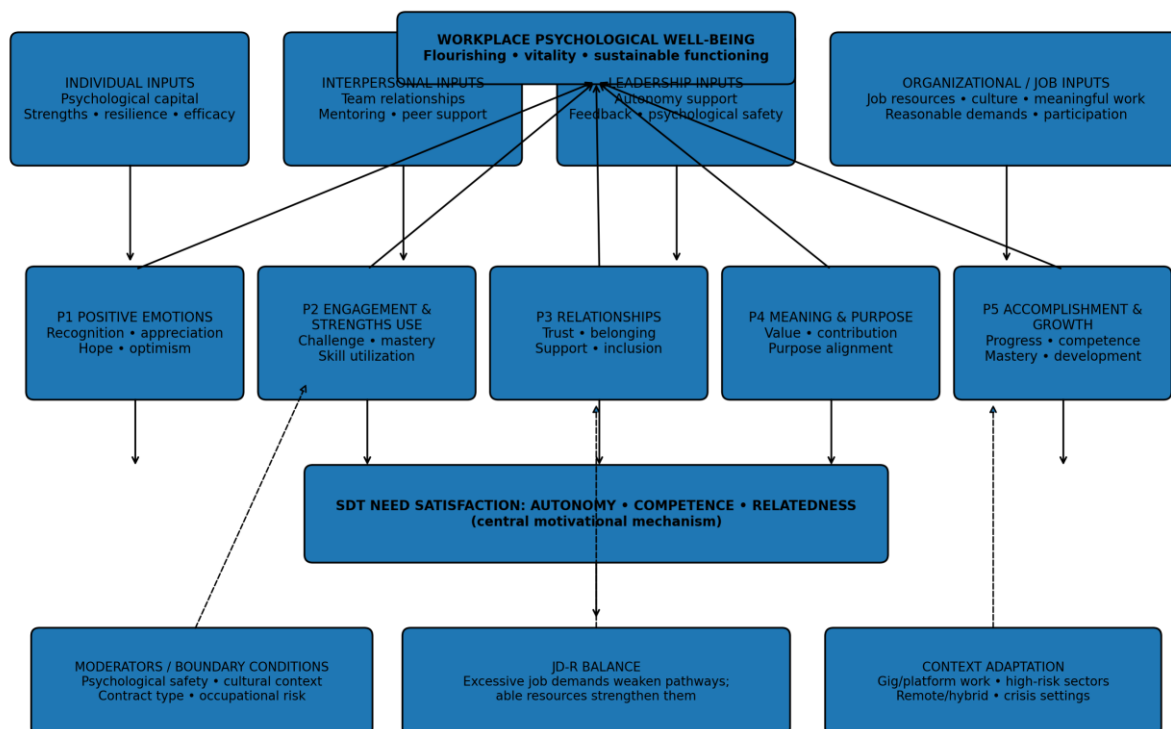


Figure 1. Positive Workplace Psychological Well-Being Framework (PWPWF): multilevel inputs, core psychological pathways, SDT need satisfaction, moderating/boundary mechanisms, and workplace psychological well-being.

Construct Boundaries and Conceptual Integration

The PWPWF integrates PERMA, self-determination theory (SDT), and the Job Demands–Resources (JD-R) model, but integration should not imply that the constructs are interchangeable. PERMA primarily specifies the content and dimensions of flourishing; SDT specifies the motivational conditions through which work environments support high-quality functioning; and JD-R specifies the characteristics of work that generate strain or motivation. Psychological capital and strengths use are treated as personal resources that can carry the effects of supportive conditions into engagement and growth. The matrix below clarifies these boundaries and identifies the intended role of each construct in the PWPWF.

Framework / construct	Core definition	Primary role in PWPWF	Overlap with other models	Boundary / non-equivalence
PERMA: Positive Emotion	Positive affect and emotionally positive experiences	Well-being pathway / outcome dimension	Broadly overlaps with broaden-and-build and positive psychological resources	Not equivalent to optimism or absence of distress; it is a component of flourishing.
PERMA: Engagement	Deep involvement and absorption in work	Core motivational pathway and proximal outcome	Overlaps with SDT-supported autonomous functioning and JD-R motivational processes	Not identical to job resources or need satisfaction; engagement is the experienced state.
PERMA: Relationships	Supportive, trusting, meaningful connections	Relational pathway / social well-being	Overlaps with SDT relatedness and JD-R social resources	Relatedness is a psychological need; relationships are the relational context and experience.
PERMA: Meaning	Sense that work is valuable and connected to purpose	Purpose pathway	Overlaps with autonomous motivation and job significance	Meaning is not simply organizational purpose; it includes personally experienced value.
PERMA: Accomplishment	Progress, mastery, achievement, valued goals	Growth and mastery pathway / outcome	Overlaps with SDT competence and JD-R learning resources	Accomplishment is not the same as workload, performance, or productivity.
SDT: Autonomy	Experience of choice and volition	Motivational mechanism	Overlaps with job control and participation as job resources	Autonomy is an experienced psychological need; control is a contextual resource that may support it.
SDT: Competence	Experience of effectiveness and mastery	Motivational mechanism	Overlaps with accomplishment and efficacy	Competence need satisfaction is not equivalent to objective skill or performance.
SDT: Relatedness	Experience of belonging and meaningful connection	Motivational mechanism	Overlaps with relationships and social support	Relatedness is the need state; relationships/support are environmental or interpersonal antecedents.

JD-R: demands	Job	Aspects requiring sustained effort and carrying potential strain	Contextual stressor boundary condition	Can interact with all PWPWF pathways	Demands are not inherently harmful; their effect depends on type, intensity, duration, and resources.
JD-R: resources	Job	Aspects that help achieve goals, reduce demands, or stimulate growth	Contextual inputs	Overlaps with autonomy support, feedback, support, development	Resources are job characteristics; they are not synonymous with psychological capital or well-being.

Core Psychological Approaches within the Framework

Strengths-Based Development

Organizations can promote well-being by identifying and enabling employees to use their strengths. Strengths-based approaches shift attention from correcting deficits toward recognizing capabilities that employees can deploy meaningfully in their work.

Practical strategies include:

- strengths identification;
- strengths-based coaching;
- assigning tasks that allow employees to use their competencies;
- creating opportunities for skill development;
- encouraging employees to redesign aspects of their work where appropriate.

Strengths use should not mean permanently assigning employees only to tasks they enjoy. Rather, it should facilitate alignment between individual capabilities, developmental opportunities, and organizational objectives.

Cultivating Positive Emotions

Organizations can create conditions that increase opportunities for positive emotional experiences through:

- Recognition and appreciation;
- Gratitude practices;
- Celebration of meaningful achievements;
- Opportunities for humour and social connection;
- Supportive interpersonal interactions;
- Psychologically safe communication.

The objective should not be forced positivity. Instead, organizations should create environments in which positive experiences can naturally emerge alongside the acknowledgment of difficulties.

Enhancing Employee Engagement

Engagement can be promoted by creating opportunities for employees to experience challenge, autonomy, feedback, skill utilization, and meaningful involvement.

Job enrichment, participation in decision-making, clear goals, developmental feedback, and opportunities for mastery can contribute to engagement. The relationship between engagement and organizational resources also supports the proposition that engagement should be addressed through job design rather than solely through motivational training.

Strengthening Workplace Relationships

Relationships constitute a central mechanism through which workplaces influence psychological well-being.

Organizations can promote relational well-being through:

- supportive supervision;
- mentoring;
- peer-support systems;
- team-based problem solving;
- inclusive communication;
- conflict-resolution mechanisms;
- opportunities for interpersonal connection.

Social connection is particularly important within the self-determination perspective because relatedness represents a basic psychological need.

Promoting Meaning and Purpose

Employees are more likely to experience their work as psychologically valuable when they understand how their activities contribute to a meaningful purpose.

Organizations can support meaning by:

- Communicating organizational purpose clearly;
- Connecting individual tasks with broader outcomes;
- Enabling employees to understand the beneficiaries of their work;
- Encouraging values-based leadership;
- Providing opportunities for employees to identify personally meaningful aspects of their roles.

Meaning should be co-created rather than imposed. Employees may derive purpose from different sources, including service, creativity, achievement, learning, social contribution, financial security, or professional identity.

Supporting Accomplishment and Mastery

Accomplishment is not simply the achievement of organizational targets. From a psychological perspective, it includes experiencing competence, progress, mastery, and personal development.

Organizations can promote accomplishment through:

- realistic goal setting;
- developmental feedback;
- learning opportunities;
- recognition of progress;
- career development;
- opportunities to undertake progressively challenging responsibilities.

A healthy achievement culture should distinguish between sustainable accomplishment and chronic overwork. Excessive performance pressure may undermine the very well-being that organizations seek to promote.

Multilevel Intervention Strategy

A central proposition of the PWPWF is that workplace well-being interventions should operate at multiple levels.

Psychological well-being in the workplace has become an important concern because employees increasingly experience workload pressures, organizational change, technological transformation, interpersonal challenges, and difficulties in maintaining work-life balance. Positive psychology provides a valuable approach by shifting attention from psychological problems and distress toward strengths, positive emotions, meaningful relationships, engagement, accomplishment, and human flourishing. This theoretical paper proposes the Positive Workplace Psychological Well-Being Framework (PWPWF), an integrative model for promoting psychological well-being in organizations. The framework draws upon the PERMA model, self-determination theory, broaden-and-build theory, psychological capital, and the Job Demands-Resources model. It conceptualizes workplace well-being as a dynamic outcome of interactions between individual psychological resources and organizational conditions. The framework identifies five interconnected pathways to well-being: positive emotions, engagement and strengths utilization, supportive relationships, meaning and purpose, and accomplishment and personal growth. These pathways are strengthened through satisfaction of the psychological needs for autonomy, competence, and relatedness, together with psychological resources such as hope, efficacy, resilience, and optimism. The framework emphasizes that well-being interventions should operate at individual, team, leadership, and organizational levels rather than placing responsibility solely on employees. Individual strategies such as strengths development, resilience training, mindfulness, and positive psychological practices should therefore be complemented by supportive leadership, psychological safety, meaningful work, reasonable workloads, employee participation, and opportunities for professional development. The proposed framework contributes theoretically by integrating major positive psychology perspectives into a multilevel organizational model and provides a foundation for future empirical research on sustainable workplace flourishing, employee well-being, and healthy organizational development.

Research on workplace intervention implementation indicates that practical barriers such as competing priorities, workload, inadequate managerial support, and staffing constraints can substantially influence whether interventions are implemented successfully.

Thus, organizations should avoid treating well-being as an employee self-management problem.

Theoretical Propositions

Formalized Hypotheses for Future Empirical Testing

The original theoretical propositions are reformulated below as explicit, testable hypotheses. In the proposed empirical model, supportive organizational practices, leadership support, interpersonal resources, and job resources constitute the principal independent variables; psychological need satisfaction, positive emotions, strengths use, psychological capital, engagement, meaning, and accomplishment constitute mediating mechanisms; psychological safety and excessive job demands are moderators; and workplace psychological well-being is the principal dependent variable. The hypotheses are intentionally directional but remain propositions for empirical validation because the present manuscript is theoretical.

H1. Supportive organizational and job practices are positively associated with workplace psychological well-being.

H2. The positive relationship between supportive organizational and job practices and workplace psychological well-being is mediated by satisfaction of the basic psychological needs for autonomy, competence, and relatedness.

H3. Psychological need satisfaction is positively associated with positive workplace emotions, employee engagement, and strengths use.

H4. Strengths use and psychological capital mediate the positive relationship between supportive job characteristics and employee engagement.

H5. Meaningful work strengthens the positive relationship between employee engagement and workplace psychological well-being by increasing employees' perceived purpose and value.

H6. Accomplishment and psychological growth mediate the positive relationship between competence satisfaction and workplace psychological well-being.

H7. Psychological safety strengthens the positive relationship between supportive leadership and workplace psychological well-being.

H8. Excessive job demands weaken the positive effects of individual psychological resources and organizational resources on workplace psychological well-being.

H9. Multilevel positive psychology interventions that combine individual, interpersonal, leadership, and organizational components will produce greater and more sustainable improvements in workplace psychological well-being than interventions focused exclusively on individual-level strategies.

Proposed Empirical Specification

For future empirical testing, the PWPWF can be specified as a moderated-mediation model. The principal independent-variable block should capture organizational/job resources and supportive practices; the principal mediators should capture SDT need satisfaction and the pathway variables; psychological safety and job demands should be estimated as moderators; and workplace psychological well-being should be assessed as the dependent construct. Longitudinal, multilevel, or intervention designs would be preferable to cross-sectional designs when testing mediation, reciprocal effects, and sustainability. Measures should also distinguish employee well-being from organizational performance so that well-being retains intrinsic value rather than being treated only as a productivity mechanism.

A parsimonious empirical sequence is: organizational and job inputs → SDT need satisfaction and positive psychological resources → five PWPWF pathways → workplace psychological well-being, with psychological safety and job-demand intensity operating as moderators. Multilevel analysis is recommended where employees are nested within teams or organizations, because leadership and organizational culture are not purely individual-level phenomena.

The proposed framework provides several propositions for future empirical investigation into workplace psychological well-being. It proposes that workplace psychological well-being is positively associated with organizational resources that satisfy employees' basic psychological needs for autonomy, competence, and relatedness. Supportive organizational practices are expected to enhance well-being through positive workplace emotions, while strengths utilization and psychological capital may mediate the relationship between supportive job characteristics and employee engagement. Supportive interpersonal relationships are proposed to strengthen the positive effects of workplace experiences on psychological well-being, whereas meaningful work may enhance the relationship between employee engagement and well-being by providing employees with a sense of purpose and value. Sustainable accomplishment is expected to mediate the relationship between competence satisfaction and psychological flourishing. The framework further proposes that individual psychological interventions are likely to be more effective when employees have adequate organizational resources and that multilevel positive psychology interventions may produce more sustainable improvements in workplace well-being than interventions focused exclusively on individuals. Psychological safety is expected to strengthen the positive relationship between leadership and employee well-being, while excessive job demands may weaken the beneficial effects of individual psychological resources. Collectively, these propositions emphasize that workplace psychological well-being results from a dynamic interaction between individual psychological resources, interpersonal relationships, leadership practices, and supportive organizational environments.

Theoretical Contributions

The proposed framework makes four principal theoretical contributions.

First, it integrates several influential positive psychology perspectives into a single workplace-oriented model. PERMA provides the conceptual architecture of well-being, self-determination theory explains fundamental

psychological needs, broaden-and-build theory explains the potential resource-generating function of positive emotions, psychological capital explains individual positive resources, and the JD-R model explains the importance of organizational conditions.

Second, the framework moves beyond an individual-deficit model. Organizations frequently respond to workplace stress by offering employees resilience workshops, mindfulness programs, or well-being applications. Although such interventions can be useful, they may be insufficient when the primary causes of distress are excessive workload, inadequate staffing, poor leadership, or limited autonomy.

Third, the framework conceptualizes well-being as dynamic and reciprocal. Employees influence organizational environments through their behaviors, relationships, and strengths, while organizational structures influence employees' psychological experiences.

Fourth, the framework distinguishes positive functioning from forced positivity. Psychological well-being does not require the absence of negative emotions. Instead, healthy organizations should enable employees to acknowledge difficulties, learn from setbacks, seek support, and experience positive emotions and meaning alongside inevitable occupational challenges.

CHALLENGES AND LIMITATIONS

Boundary Conditions and Contexts Requiring Adaptation

The PWPWF should not be assumed to operate identically across all forms of work. Its central mechanisms are expected to remain relevant, but the meaning and availability of autonomy, resources, relationships, and psychological safety may change substantially across organizational contexts. The following boundary conditions should therefore be treated as explicit scope conditions for the framework.

First, the gig and platform economy presents a particularly important boundary condition. Gig workers may have nominal flexibility but limited practical control over task allocation, ratings, pricing, scheduling, and access to work. Algorithmic management can also alter job demands, autonomy, income security, and social connection. Recent research specifically identifies job precarity and autonomy as mechanisms linking algorithmic management with gig-worker well-being, supporting the need to adapt the PWPWF so that “organizational resources” include platform transparency, procedural voice, predictable earnings, fair rating systems, and access to collective or institutional support. (Kadolkar, Kepes, & Subramony, 2025).

Second, high-risk sectors such as healthcare, emergency services, and other trauma-exposed occupations require adaptation because demands may include threat exposure, emotionally intense interactions, time pressure, and safety-critical decision making. In European healthcare, prospective evidence has identified workload, role stress, patient violence, control, and support as important job characteristics, with threat and hindrance demands particularly detrimental to well-being and resources showing protective associations (Marzocchi et al., 2024). Thus, in high-risk settings, the PWPWF should explicitly incorporate physical safety, trauma exposure, staffing adequacy, recovery opportunities, team cohesion, and access to appropriately timed psychological support rather than relying primarily on individual positive-psychology practices.

Third, remote and hybrid work may require adaptation of the relational pathway. Physical separation can change how relatedness, mentoring, feedback, and psychological safety are experienced. The framework should therefore distinguish the availability of communication technology from the quality of relational connection and should consider asynchronous work, digital overload, isolation, and boundary management as contextual conditions.

Fourth, organizational culture and national-cultural context may alter how employees interpret autonomy, accomplishment, meaning, and positive emotion. The framework should therefore avoid assuming that a single expression of flourishing is universally desirable. Measurement invariance, culturally sensitive operationalization, and employee choice are important when comparing settings. Finally, crisis, restructuring,

and resource-constrained organizations may have limited capacity to implement multilevel interventions. In such contexts, the PWPWF should prioritize essential job redesign, safety, staffing, role clarity, and supportive leadership before optional individual-level well-being activities.

Several limitations should be acknowledged.

First, the proposed framework is theoretical and requires empirical validation. The relationships among its components should be tested using longitudinal, experimental, multilevel, and mixed-method research.

Second, positive psychology interventions may produce different outcomes across occupations, cultures, organizational structures, and demographic groups. A strategy that promotes well-being in one workplace may not have equivalent effects elsewhere.

Third, there is a risk of **individualizing organizational problems**. Encouraging optimism or resilience without addressing harmful working conditions may inadvertently place responsibility for organizational failures on employees.

Fourth, well-being is culturally and individually variable. Employees may differ in their understanding of accomplishment, meaning, autonomy, relationships, and positive emotion. Consequently, workplace well-being programs should allow employees some degree of choice rather than imposing a single model of flourishing.

Finally, organizational well-being should not be reduced to productivity. Although healthy workplaces may generate beneficial organizational outcomes, employee well-being has intrinsic value and should not be treated merely as a mechanism for extracting higher performance.

A further limitation is potential construct proliferation. Because PERMA, SDT, JD-R, psychological capital, strengths use, engagement, meaning, and psychological safety are conceptually related, empirical testing may encounter multicollinearity and discriminant-validity problems. The conceptual matrix above is therefore not merely descriptive; it establishes proposed boundaries that should be reflected in measurement selection. Future studies should use confirmatory factor analysis, tests of discriminant validity, longitudinal designs, and multilevel methods to determine whether the constructs represent empirically distinguishable processes.

CONCLUSION

Psychological well-being in the workplace cannot be adequately explained by the absence of stress, anxiety, burnout, or other forms of psychological distress. A comprehensive approach must also examine the conditions that enable employees to experience positive emotions, engagement, relationships, meaning, accomplishment, competence, autonomy, and growth.

This paper proposed the Positive Workplace Psychological Well-Being Framework (PWPWF) as an integrative theoretical model for understanding and promoting workplace flourishing. The framework brings together positive psychology, PERMA, self-determination theory, broaden-and-build theory, psychological capital, and the Job Demands-Resources perspective.

Its central proposition is that sustainable psychological well-being emerges when psychologically healthy individuals interact with psychologically healthy work environments. Individual strengths and psychological resources are important, but their benefits are enhanced when organizations provide supportive leadership, meaningful work, adequate resources, autonomy, opportunities for competence development, and positive interpersonal relationships.

Consequently, the future of workplace well-being should move from a narrow emphasis on treating distress toward a broader model of prevention, development, flourishing, and organizational responsibility. Positive psychology offers a valuable theoretical foundation for this transition, provided that positive psychological practices are integrated with sound job design, ethical leadership, psychological safety, and organizational policies that genuinely support human well-being.

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