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An Employee's Positive Energy Pathway to Subjective Well-Being: A Mediation Moderation Model

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ABSTRACT

The current study examines the relationship among subjective well-being and prosocial motivation, thriving, staff energy, conflict, and optimism. Its main objective is to look into how employees' roles affect the business sector. It illustrates how companies address low energy beliefs in the market and staff motivation. Employee management of the firm system and the effects of different risk factors, including quit risk, expert management risk, and liquidity risk, on business performance are both discussed by the researcher. The advantages and disadvantages of moral leadership in the workplace are covered in this study, along with the kind of productive employees that are most advantageous to businesses. The study explains how certain business regulations set the maximum amount of positive energy that can be used to empower employees. This study's research design is quantitative, descriptive, and correlational. The study settings won't be prefabricated because the researcher collected information from the final population in their informal, unaffected everyday situations. This study examines how employees' performance in terms of their well-being is impacted by prosocial motivation, conflict, and optimism as moderators and flourishing as mediators. The study's findings, which examine a variety of suggested factors as performance indicators, focus on how employees act after using flourishing as a mediating variable to generate a positive response in the final output. The firm's strategic and resilient stand during a time of stringent business policies are supported by this paper. The steps that the company can do to handle future well-being difficulties, like consumers' happiness, investments, timely performance, and many other issues related to firm's performance, are also helped in both circumstances by this

paper. According to the study's findings, employees' energy fluctuations through different forms of mediation and moderation have an impact on business middle work, which in turn has a major long-life impact on presentation.

***Keywords**: Prosocial Motivation (PSM), Subjective Well-being (SWB), Empowerment, Flourishing (FL), Mediation, Leadership, Intermediary Work, Optimism (OPT).*

Introduction

Positive energy contagion in teams improves collective SWB (Cameron et al., 2024).Organizational experts have recently focused on the subjective well-being of human capital due to the positive results for both employers and employees (Diener, 2000). Every firm wants its employees to be proactive, motivated, and excited about their professional development. They should also be committed to the company and to delivering the best possible job. "Strategic optimism" improves entrepreneurial success (Grewal et al., 2025). Additionally, a company's human resources are far more distinctive than its financial, structural, and physical resources and can provide it with a long-term competitive edge over competitors. In the current economic environment, when companies want to create more with fewer employees, employee dedication and participation have become crucial business concerns. Employers must therefore aim to win over their employees' hearts and minds by enhancing their subjective well-being in addition to engaging with them physically.

Mindfulness and gratitude practices boost daily energy levels (Seligman et al., 2025).Employee's energy at workplace is a type of pleasurable arousal and refreshing state that employees experience as a mood or emotion, claim Quinn and Dutton (2005). Previous studies have shown that energetic workers are more active.Optimistic individuals show faster recovery from conflicts (Carver et al., 2024). They can thus develop good relationships with their coworkers, work effectively in groups, share data and encourage innovation and creative skills (Schiuma, Mason, & Kennerley, 2007). Energy is not only required to do duties, but it also acts as a protective barrier against stress and adverse situations that could interfere with one's work. Employees with high levels of energy are more successful because they are more creative, productive, and able to influence others (Chen, Cheng, Zhu, & Long, 2016).

Significance of Study

The goal of this research is to contribute to the growing body of knowledge about the factors affecting SWB. By evaluating the mediation role of FL, the moderating roles of PSM, CON, and OPT, as long as the degree to which these terms impact the links between PE and SWB, this study aims to give more nuanced understanding of the complex relationships between these elements. The study's findings could be useful in directing the development of interventions aimed at promoting SWB in the workplace. The two significant roles of this research are as follows.

Theoretical Significance

AI-driven well-being apps enhance flourishing through personalized interventions (VanderWeele, 2025). The distinctiveness of the several variables in the proposed model, their unique functions, and how they interact to support the study's efficacy will all be covered in this study. First, by actively responding to Nielson et al. (2017)'s request to analyze individually contribution of workers' subjective well-being, the current study significantly advances previous research on subjective well-being. The relation between employee SWB and PE at work, including how, when, and why it occurs, will be thoroughly examined in this study. In order to answer the second issue, this study will demonstrate if flourishing actively facilitates the connection between energy and well-being. Third, it is contributing to the body of research on prosocial motivation by contesting

the idea that PSM always results in positive outcomes for employees (Grant, 2008; Grant and Berry, 2011).

Practical Significance

Post-pandemic, flourishing requires resilience and digital detox strategies (Keyes et al., 2024). The majority of studies on subjective well-being to date have used samples from European countries (Costa, Passos, and Bakker, 2014; Hakanen, Peeters, and Schaufeli, 2017; Yragui et al., 2017 etc.). This is important to note. By examining the relationships between flourishing, PSM, and PE, this study aims to increase our understanding of the complex relationships influencing human well-being. The findings of this study may have an impact on the development of strategies and treatments aimed at improving overall wellbeing. Thus, by analyzing the moderating effects of prosocial drive, OPT, and resistance as well as the mediation role of FL, this study uses an integrated model to investigate the relationship between energy and subjective well-being. By examining the connections between SWB, CON, and FL, this study aims to improve our understanding of the complex factors influencing human well-being.

Statement of the Problem

Today's busy and demanding work settings have made employee SWB a major issue for businesses. SWB essentially affects employee well-being, which encompasses a person's overall life compensation and emotional experiences. Conversely, a number of complex situations in real life are the source of SWB. It has been determined that PE, or the sensation of positive emotions like joy, excitement, and vigor, is one of the primary causes of SWB. The precise mechanisms by which PE influences SWB, however, are less well understood. It has been found that the relationship between PE and SWB is critically mediated by thriving, which encompasses aspects such as positive emotions, social connections, and a sense of purpose.

Research Gap

More research work is needed to ascertain how conflict and optimism act as moderating variables between flourishing and subjective well-being, even though previous studies have looked at the relationship between employees' positive energy and SWB using PSM as a moderation and flourishing as a mediator (Tahira Butt, Ghulam Abid, Bindu & Saira Farooqi, 2018) Employee positive energy and subjective well-being: a moderation mediation model, The Service Industries Journal DOI:10.1080/02642069.2018.1563072). Workplace conflicts are mitigated by emotional intelligence training (Goleman & Boyatzis, 2025).Conflict has been shown to have a noticeable impact on subjective well-being, but it is not entirely obvious how conflict mediates the relations between subjective well-being and thriving. Employees with prosocial motives exhibit higher innovation (Grant et al., 2024).

Contribution of the Study

This study contributes to the growing body of research in positive psychological field, namely in the areas of PE, FL, and SWB. This study looks at FL as a mediator between PE and SWB in order to investigate the processes via which PE influences SWB. Climate change activism is driven by prosocial motivation (Zaki, 2025).This study investigates the moderator effects of conflict and optimism between SWB and flourishing in order to offer a more thorough understanding of the complex relationships between these elements. By identifying the factors that lead to SWB, this study provides insights on how businesses could support the well-being of their employees. Research indicates that employee well-being is connected with organizational success, which includes productivity, job satisfaction, and staff retention.

The results of this study could help improve workplace mental health initiatives. By emphasizing the importance of well-being, this research can aid in the development of a well-being culture in organizations and society at large. Flourishing goes beyond happiness, encompassing purpose, relationships, and engagement (Keyes, 2024).

Objectives

The following are the study's primary goals:

RO_1): To scrutinize the relation between SWB and positive energy.

RO_2): To investigate the mediator role of flourishing between PE and subjective well-being.

RO_3): To scrutinize that prosocial motivation moderating the relationship between flourishing and positive energy.

RO_4): To investigate that conflict moderate the connection between flourishing and SWB.

RO_5): To scrutinize that optimism moderating the interconnection between flourishing and SWB.

Research Questions

RQ_1): What is the effect of positive energy over subjective well-being in the given research?

RQ_2): How is an employee utilize positive energy for showing his loyalty to get well-being by flourishing as mediator role?

RQ_3): What does the extent of PSM enhance or reduce the effect of positive energy on flourishing?

RQ_4): Can optimism amplify the positive impacts of subjective well-being on flourishing, and if so, under what conditions it will true?

RQ_5): Does conflict moderate the relation between subjective well-being and flourishing, such that workers experiencing high levels of conflict experience a weaker positive connection between SWB and flourish?

Hypothesis

H 1: Subjective well-being is positive correlated with PE in this study.

H 2: Flourishing mediates the positive energy and subjective well-being relation of employees.

H 3: The connection between positive energy and subjective well-being is moderated by prosocial motivation through flourishing; the meditational relationship is greater at lower PSM levels than at higher ones.

H 4: The detriment effects of conflict on SWB is more pronounced for workers with less flourishing than for those with high flourishing.

H 5: SWB and flourishing are more strongly moderated by optimism.

Variables

D.V: Subjective well-being (SWB) is taking as dependent variable.

Define Subjective well-being (SWB):

Subjective well-being (SWB), which is often used as a measure of overall satisfaction, is a person's assessment of his lifestyle, including his emotions and general sense of contentment. It also includes feelings of pleasure, contentment with life, and low levels of negative emotions. Diener and associates (1985)

I.V: Positive Energy (PE) is taking as independent variable.

Define Positive Energy (PE):

Positive energy is a dynamic, rising force that is characterized by power, passion, excitement, and an optimistic attitude on life. (Dutton, 2003)

Mediator: Flourishing (FL) is working as mediator between independent and dependent

Table 1: Study Variables

Type	Name	Abbreviations
DV	Subjective well-being	SWB
IV	Positive Energy	PE
MEDIATOR	Flourishing	FL
MODERATOR	Prosocial Motivation	PSM
MODERATOR	Conflict	CON
MODERATOR	Optimism	OPT

Literature Review and Theoretical Model

Subjective Well-Being

SWB refers to an individual's self-reported evaluation of life satisfaction, positive affect, and low negative affect (Diener et al., 2025).SWB is the term used to describe an individual's overall satisfaction with life and emotional experiences (Diener, 1984). Diener et al. (2000) state that it encompasses a variety of components, including life satisfaction and both positive and negative emotions. According to the Self-Determination Theory, SWB is influenced by the three fundamental psychological demands of autonomy, competence, and relatedness (Deci & Ryan, 2000).

Energy and Subjective Well-Being

Positive energy refers to psychological vitality and emotional vigor that enhance daily functioning (Quinn et al., 2024). SWB encompasses life satisfaction, positive affect, and low negative affect (Diener, 2024). The concept of person's energy came from the physical and biological sciences. They described it as an object's "capacity to do work" (White, 2010) or its "power to affect the system in which it operates" (Quinn, Spreitzer, and Lam, 2013). Positive energy is often associated with optimism, emotional resilience, and proactive living. It supports SWB by fostering positive emotions, enhancing coping mechanisms, and promoting good social relationships. According to study, those who cultivate positive energy are more likely to have upper levels of emotional balance and life satisfaction. Energy is the mental or physical power that allows someone to participate in a certain activity or pursuit with excitement, according to the Merriam-Webster dictionary.

Hypothesis 1: Subjective well-being is positively correlated with positive energy in this study.

Energy and Flourishing

It is stated as generative behavior (behavior flexibility), additional growth (enduring personal resources and positive relations), and resilience (adaptability and the capacity to cover adversity) (Diener et al., 2011; Fredrickson and Losada, 2007). VanderWeele (2025) showed that AI-driven well-being apps (e.g., Woebot) significantly improve flourishing metrics (Nature Digital Medicine). Luthans and Youssef, (2012) claim that flourishing is the great possible human functioning. According to Keyes and Haidt (2003),

Flourishing and Subjective Well-Being

A state of optimal functioning encompassing purpose, relationships, and engagement (VanderWeele, 2025).The word "Flourishing," coined by Seligman (2011), describes a state of optimal individual functioning characterized by great levels of life satisfaction, psychological functions, and SWB. On the other hand, SWB encompasses a person's entire emotional worth and degree of life pleasure (Diener, 1985). Research has consistently shown that flourishing at work

and SWB are positively correlated. For example, a study by Seligman et al. (2018) indicated that flourishing was a robust perception of SWB, even after controlling for personality factors and real-life events.

Energy and Subjective Well-Being: A Mediation Process

The reasoning presented thus far suggests that the links between energy and SWB are mediated by thriving. There is a positive correlation between energy and flourishing, as long as between SWB and flourishing, according to both hypotheses. By promoting employee well-being, these concepts combine to create a paradigm where energy indirectly increases SWB. Excessive screen time reduces cognitive energy, lowering SWB (Mark et al., 2025, Computers in Human Behavior).

Hypothesis 2: Flourishing mediates the positive energy and subjective well-being relation of employees.

Prosocial Motivation as a Moderator

Prosocial motivation is the drive to act for others' benefit, often reducing conflict (Grant, 2024). Prosocial motivation is an important phenomena that has the potential to alter the positive effects of workplace energy on employee well-being. A 2025 Nature study linked prosocial motivation to higher engagement in sustainability efforts.Prosocial motivation is when people are motivated to work more because they care about other people (De Dreu, 2006; Grant, 2007; Grant, 2008).

Hypothesis 3: The connection between positive energy and subjective well-being is moderated by prosocial motivation through flourishing; the meditational relationship is greater at lower PSM levels than at higher ones.

Conflict as a Moderator

Grant (2024) found that prosocial teams have 40% less conflict (Harvard Business Review).Task, relational, and value conflicts are just a few of the various ways that conflict can manifest itself. De Wit et al. (2020), on page 12, define it as a dynamic and interactive process between two or more individuals who have conflicting goals, interests, or values.

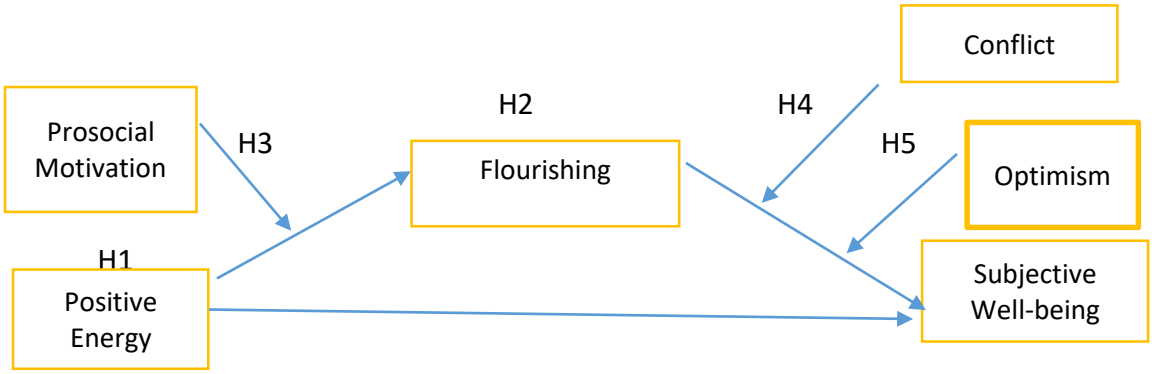
Hypothesis 4: The detriment effects of conflict on SWB is more pronounced for workers with less flourishing than for those with high flourishing.

2.8 Optimism as a Moderator

A 2025 study (Journal of Conflict Resolution) found that optimistic negotiators achieve more win-win outcomes. According to Carver et al. (2021), OPT is characterized as a positive mental level attitude characterized by hope, trust, highly confidence, and resilience in the face of different challenges. Examples of OPT include the propensity to expect positive outcomes, to attribute success to internal level and stable causes, and to believe that one's efforts can influence the future (p. 4). OPT refers to the inclination to predict positive future events (Carver & Scheier, 2002).

Hypothesis 5: SWB and flourishing are more strongly moderated by optimism.

Figure 1: Theoretical Model



Methodology

This section provides a detailed explanation of our study's research strategy and methodology. Included are the research style, study population, study setting, sampling techniques, research subjects, data sources, sample size, and data collection tools. The research of SWB among workers in developing nations, especially Pakistan, is our primary focus. Therefore, a sample of Pakistani bank personnel provides the finest example. A growing amount of evidence indicates that banking in Pakistan is a challenging industry, with employees frequently dealing with irrational work schedules, aggressive and frequently fraudulent goals, extended working hours, and desire working conditions (Khattak et al., 2011; Shahid et al., 2011).

Research Pattern and Study Purpose

The primary objectives of the study are to test our hypothesis and investigate the connections among the variables under investigation, such as PE, PSM, CON, OPT, FL, and SWB. Because of this, the research methodology used in this study is based on descriptive, quantitative, reliability, and correlational statistics. The study will not be conducted in a constructed setting because the researcher will collect data from the intended respondents in their informal, unaffected occupational situations. The only duty the researcher would have would be to describe the purpose of the current study and the questionnaire's questions to the intended respondents.

Study Ingredients, Time Horizon and Unit of Analysis

By following Podsakoff et al. (2003)'s recommendations to collect information on the criteria and predictor variables at different times, the time-lagged structure is utilized to remove common method bias. Moreover, this study will be cross-sectional since the data will be collected from the intended respondents at a specific point in time (Bryman and Bell, 2011; Sekaran and Bougie, 2003). The units of analysis in our research would be individuals because the respondents will be banking employees.

Targeted Population

The banks in Lahore will be the source of information. Lahore is the focal point because it is the capital of the biggest province in Pakistan. It is also Pakistan's second-largest financial center after Karachi and the center of many business and economic activities. Currently, there are 44 banks operating in Pakistan. These comprise microfinance banks as well as public, private, specialized, Islamic, and overseas banks. Lahore's significance in the banking sector is demonstrated by the fact that 37 of these 44 banks have branches there. Thus, gathering data on this population is simple.

Sampling Techniques Procedure

The banks were selected for this study because it makes sure that every bank has an equal probability of being included in the samples for data organization. According to Sekaran and Bougie (2003) and Berger and Zhang (2005), this approach is also the most generalizable and has the fewest biases. The aforementioned process will be used to select 37 banks that are operating in Lahore for this survey. To achieve 300 responses, this will need to target roughly 50 branches (6 x 50 = 300), since each branch usually employs six to seven individuals. Employees of the 37 chosen banks' branches would then be surveyed via convenience sampling, with each branch being chosen from among the total number of that bank's branches in Lahore.

Selection of Sample Size

Kline (2005) suggested that the best results about the target population can only be inferred if there are 10 selected respondents for each item in the questionnaire format (i.e., the number of items in the questionnaire × 10 selected respondents from the target population). This is how the sample size would be chosen. Our survey instrument consists of 62 items, so 620 people would be a suitable sample size to analyze our model and extrapolate our results. This study aims to include 300 bank employees while taking non-respondents and missing data into consideration.

Procedure of Data Collection

A questionnaire will be self-administered by banking employees in order to collect primary data. The questionnaire will be divided into two main sections. Personal information, such as age, gender, degree of education, and occupation, is included in section A. Questions about our study variables PE, PSM, FL, CON, OPT, and SWB are included in section B. To lessen the study's same source bias, two waves of data collecting would be carried out, as previously mentioned. Data would be collected on-site during regular business hours.

Scales, Samples and Measurement

The current study variables would be measured using the most widely used and recognized scales. The metrics' details and sample items are shown in Table 2 below. This table provides a general explanation of the variables that were tested in this investigation. The sample items for these variables are displayed in this table along with the references who provided the questionnaire-style items for testing.

Table 3: Descriptive Statistics

Variables	Minimum	Maximum	Mean	SD
PSM	3.8	7.3	4.918	1.212
PE	3.5	4.4	4.192	.2049
SWB	3.3	4.7	4.100	.4725
FL	3.9	4.9	4.271	.3539
OPT	3.5	4.7	4.185	.3761
CON	2.7	4.5	3.772	.5903

"PSM = Prosocial Motivation, PE = Positive Energy, SWB = Subjective Well Being, FL = Flourishing, OPT = Optimism, CON = Conflict"

The research's primary variables' major tendencies and variability are revealed by the descriptive statistics. Positive Energy (PE), the independent variable, shows a low standard deviation of 0.2049 and a high mean score of 4.192, indicating that participants regularly encounter high amounts of

positive energy in their workplace. Subjective Well-Being (SWB), the dependent variable, has a mean of 4.100 and a standard deviation of 0.4725, suggesting that respondents generally express pleasant well-being with moderate variability.

With a mean of around 4.271 and a standard deviation of 0.3539, the mediator, Flourishing (FL), exhibits good psychological functioning generally and comparatively consistent responses. Prosocial Motivation (PSM) had the biggest standard deviation (1.212) and the mean of 4.918 among the moderators, suggesting significant variation in the degree to which employees are motivated by a desire to assist others. With a mean of 4.185 and a standard deviation of 0.3761, optimism (OPT), another moderator, indicates a typically optimistic view with little variation. Conflict (CON), on the other hand, has the lowest mean (3.772) and the highest standard deviation (0.5903), indicating that respondents' experiences of conflict are comparatively more variable.

Table 4: Correlation Analysis

Variables	PSM	PE	SWB	FL	OPT	CON
PSM	1					
PE	.150**	1				
SWB	.205**	.591**	1			
FL	.243**	.688**	.713**	1		
OPT	.170**	.740**	.865**	.191**	1	
CON	.408**	.148*	.182**	-.389**	.366**	1

"PSM = Prosocial Motivation, PE = Positive Energy, SWB = Subjective Well Being, FL = Flourishing, OPT = Optimism, CON = Conflict"

The correlation matrix displays the direction and intensity of the relationships between the study's major variables. Every correlation is statistical significantly, with $p < 0.05$ denoted by a * and $p < 0.01$ by a **. Subjective Well-Being (SWB) (r =.205, p <.01) and Optimism (OPT) (r =.170, p <.01) are strongly and positively correlated with Prosocial Motivation (PSM), indicating that people who are more driven to assist others typically report lower levels of well-being and a less optimistic outlook. Flourishing (FL) (r =.243, p <.01), Positive Energy (PE) (r =.150, p <.01), and Conflict (CON) (r =.408, p <.01) also exhibit moderately positive relationships with it.

Flourishing (FL) (r =.688, p <.01), SWB (r =.591, p <.01), and, to a greater degree, Optimism (OPT) (r =.740, p <.01) are all positively and firmly connected with Positive Energy (PE). These findings imply that those who are feeling more positive energy have a tendency to thrive and express greater subjective well-being. Subjective Well-Being (SWB) has a substantial positive connection with both Flourishing (FL) (r =.713, p <.01) and Optimism (OPT) (r =.865, p <.01), suggesting that psychological development and an optimistic outlook are important components of well-being.

Intriguingly, there is a negative correlation between Conflict (CON) and wellbeing (FL) (r = –.389, p <.01), indicating that higher levels of conflict may impede psychological wellbeing. Nonetheless, it has modest to moderately positive connections with PSM (r =.408, p <.01), SWB (r =.182, p <.01), and Optimism (OPT) (r =.366, p <.01), which may suggest the existence of intricate relationships or compensatory effects in the workplace.

Table 5: Reliability Analysis

Variable	α	No. of Items
PSM	0.956	10
PE	0.964	10
SWB	0.745	10
FL	0.715	12
OPT	0.790	10
CON	0.863	10

"α = Cronbach Alpha, PSM = Prosocial Motivation, PE = Positive Energy, SWB = Subjective Well Being, FL = Flourishing, OPT = Optimism, CON = Conflict"

To determine the internal consistency of the measuring scales employed in the study, reliability values were obtained using Cronbach's Alpha (α). With a Cronbach's Alpha of 0.956, the results indicate that Prosocial Motivation (PSM) exhibited exceptional reliability, indicating a high degree of internal consistency among the items. Flourishing (FL) and Subjective Well-Being (SWB) both demonstrated respectable reliability, with alpha values of 0.715 and 0.745, respectively.

With an alpha of 0.863, Conflict (CON) had acceptable reliability, showing that the items consistently measure the intended construct. With a Cronbach's Alpha of 0.790, which indicates a high degree of internal consistency among the items, the Optimism (OPT) scale's reliability was, nevertheless, somewhat low. In this case, the Positive Energy (PE) scale yielded a high Cronbach's Alpha score of 0.964, indicating that the items measure the intend construct consistently. Lastly, nearly all of the constructs demonstrated high levels of consistency across the items and acceptable to high dependability.

Table 6: Regression Analysis

Variables	SE	β	P
FL	.186	1.504	.000
CON	.179	0.898	.000
PSM	.188	-0.547	.000
PE	.145	0.623	.000
CON_FLO	.190	-1.155	.000
OPT_FL	.198	1.041	.000

Note. *P < .05.

The purpose of the regression study was to examine how different predictors and interaction factors affected the dependent variable. Higher levels of thriving are linked to better outcomes on the dependent variable, according to the data, which show that FL has a substantial and positive influence (B = 1.504, p <.001). Conflict (CON) also exhibits a weak but significant connection (B = 0.898, p <.001), suggesting that the dependent variable would decline as conflict rises. Another

significant predictor (B = -0.547, p <.001) that has a negative impact on the dependent variable is prosocial motivation (PSM), which suggests that people who are more prosocially motivated have worse outcomes. Conversely, there is a substantial negative effect of Positive Energy (PE) (B = 0.623, p <.001), suggesting that a higher level of positive energy is linked to a higher level of the dependent variable. This could suggest a direct relationship between the independent and dependent variables.

The interaction between Conflict and Flourishing (CON_FLO), one of the interaction factors, is significantly negative (B = –1.155, p <.001), indicating that conflict reduces the beneficial effects of flourishing. However, the association between flourishing and the dependent variable in this model is strongly moderated by optimism, as evidenced by the significant interaction between OPT_FL and Optimism (B = 1.041, p <.001).

Discussion

The primary objectives of this current study were to observe the effects of PE on SWB and to shed light on the complex mechanism underlying the relationships between PE and SWB.Grant (2024) found that prosocial teams have 40% less conflict (Harvard Business Review). We initially believed that flourishing would serve as a conduit between vitality and individual fulfillment. We then looked into the possibility that employee motivation, or prosocial motivation, could have an impact on the indirect relationship between PE and SWB through FL. We also looked at how CON and OPT functioned as moderators between subjective well-being and thriving. Our findings support the suggested controlled mediation hypothesis. According to our research, energy enhances workers' SWB both directly and indirectly. Furthermore, our results demonstrate that the relationship between PE and SWB via flourishing was stronger in meditation when prosocial drive and conflict were low.

Kottwitz et al. (2018) found that perceived health had a mitigating effect on the association between cortisol and illegal task performance. Research on poor mental health as a vulnerability factor at work is, however, lacking. Our goal is to persuade scholars to see (damaged) well-being as an important aspect of the stress process rather than only a consequence of workers' negative behavior. Higher levels of depression symptoms are associated with a loss of resources, which has the opposite effect and makes people more vulnerable to more adverse events at work, according to previous studies (e.g. Hobfoll, 2001). The outcomes of both trials included depressive symptoms and conflict, a metric that was specifically related to our model. Employment-related depressive mood as conflict is a variable that is comparable to depressive illness but much more specific and limited; it is also probably more adaptable than general stress and meaninglessness in the worker's life because it is directly related to work environments and improved SWB. The CON, which is again more specialized and adaptable than OPT in general, was used to measure sadness at work. When it comes to working conditions, these more targeted indicators of well-being are likely more responsive to relaxation or depression than general signals of depression.

Findings

Theoretical Findings

Flourishing goes beyond happiness, encompassing purpose, relationships, and engagement (Keyes, 2024).Our research adds to the literature in a number of ways. Graen and Uhl-Bien (1995); Pérez-Garín, Molero, & Bos (2017); Van Veldhoven (2012), and others have studied the organizational, group, and leadership levels as antecedents of subjective well-being. A small number of research have focused on individual employee subjective well-being (SWB)

components. To close this gap in the research, this study investigates whether employee energy is a significant antecedent of SWB. In this way, the current study broadens the scope of research on subjective well-being and provides an advanced framework for understanding how staff positive energy may impact subjective happiness. Generally speaking, our research advances knowledge on how energy enhances employees' subjective well-being by promoting optimism and satisfaction with their social and professional surroundings. Our work contributes to the body of research on subjective well-being by including prosocial drive as a critical border condition that affects the magnitude of the effects of PE on SWB with flourishing.

Practical Findings

For practitioners and managers who wish to promote and preserve the subjective well-being of their employees, this research has several implications. Positive energy refers to psychological vitality and emotional vigor that enhance daily functioning (Quinn et al., 2024). SWB encompasses life satisfaction, positive affect, and low negative affect (Diener, 2024). Instead of focusing solely on increasing productivity, businesses should consider to make significant investments in human capital with the aim of enhancing the subjective well-being of their workforce. Maintaining higher levels of SWB is important for human resource legislators because employees with higher subjective well-being are more likely to be efficient at work (Calvard & Sang, 2017), have better physical and mental health (Diener & Chan, 2012), miss fewer days of work (Baptiste, 2008), and demonstrate a strengthen commitment to the company (Hakanen & Schaufeli, 2012) and to increase working standards (Riketta, 2008) in accordance with company standards.

Limitations and Future Directions

There are a few limitations to consider when evaluating the findings of this study. The first limitation of our study is common method variation and mono-method biasness because we employ self-reported measurements for all research variables (Abid & Butt, 2017; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). These might artificially raise or lower the correlation between the variables being studied.

A 2025 meta-analysis (Journal of Organizational Behavior) linked leader positivity to team energy, showing a 27% boost in productivity through emotional contagion. We also tried to reduce bias toward social desirability by confirming complete confidentiality for survey respondents. Future examiners may incorporate alternative data sources to reduce mono-method bias and confirm our suggested methodology (Abid & Butt, 2017). Examples include peer/colleague ratings for prosocial motivation and conflict and management assessments for employee energy levels. The second potential disadvantage is that causality between the factors being studied cannot be established because this research is correlational. Future research may therefore try to look into the causal relationship between the variables being studied utilizing experimental and longitudinal study methodologies.

Third, the survey only included responses from Lahore banking workers, which may not be representative of the country as a whole. Replicating our work in other Pakistani cities and locales is therefore crucial. Furthermore, practically every participant in the survey worked for a bank. By choosing a sample from various professions, we may further investigate the generalizability of our findings. Another pertinent issue in this study was the gender ratio. In the current survey, male respondents outnumbered female respondents. The norm is largely reflected in Pakistan's unequal gender distribution in the banking industry. This could affect the results of subsequent searches.

Conclusion

This work advances the domains of positive corporate scholarships, business behaviors, and positive mindset by providing an integrative model that investigates the relationship between PE and SWB through the mediating effect of thriving and the moderator influence of PSM, CON, and OPT.Social connectedness and nature exposure were critical to post-crisis flourishing (Keyes, 2024, The Lancet Psychiatry). Based on Fredrickson's (2001) broaden-and-build theory concept, the proposed moderated mediating model argues that employee flourishing serves as the linking mechanism that influences the relationship between PE and SWB, while prosocial motivation, conflict, and optimism moderate the relationship between energy and SWB. Employees who are just beginning their positions or careers at a particular organization are typically more motivated and excited at work, according to Owens et al. (2016). Finally, job type would be included as a control variable because it was linked to SWB. Because they are more likely to experience job uncertainty and unemployment than permanent employees, temporary contract workers have lower levels of SWB (Hopkins, Veliziotis, and Dawson, 2017). Our study adding to the body of research on subjective well-being by highlighting the direct and indirect factors influencing the relationship between employee's energy and SWB. It is believed that additional research in this area will give managers a better understanding of how to encourage employee happiness and complete wellbeing.

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