

Navigating the Role of Workplace Happiness amid Employer Branding and Prosocial Behaviour among IT Professionals

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ABSTRACT

The research aims to explore the nexus between Prosocial Behaviour (PSB) and Employer Branding (EB). Also attempts to study the role of Workplace Happiness (HF) in relationship amid PSB and EB. The research design has two folds. Firstly, the antecedents of study variables were explored and validated adopting Exploratory Data Analysis (using SPSS and AMOS). Secondly, the mediating effect of HF is studied with the help of multiple regression analysis, additionally confirmed with Sobel test. The data were collected from 480 IT professionals working in Bangalore, India via email-based survey. The results indicate that prosocial behaviour impacts on employer branding. The HF is directly associated with EB while, PSB positively influences HF. Also HF mediates the nexus amid PSB and EB. The study offers vital and actionable insights for HR practitioners by deepening the knowledge of PSB and HF which enables in design and development of comprehensive HRM framework emphasizing value-based recognition programs and internal communication strategies that reinforce collective organizational identity. The outcome helps for orienting the employees towards PSB which guides their decision making process by encouraging them to balance between affective/emotionality (compassion, empathy, and interpersonal sensitivity) and cognitive/rationality (strategic thinking) as they must co-exist in contemporary workplaces. This dual emphasis fosters inclusive and psychologically safe work cultures, aligning with modern policy initiatives on workplace wellness. This study contributes by bridging the existing gap through investigating HF role in relationship amid PSB and EB.

Keywords: Prosocial Behaviour, Employer Branding, Workplace Happiness, Mediating Analysis, Information Technology.

INTRODUCTION

In an emerging economy, technology-focused and knowledge intensive sector like Information Technology (IT) needs to have effective talent management process which can be achieved through Employer Branding (EB). The EB is a shared image which has vital influence on the organization's capability for niche-talent acquisition, development and retention (Reis *et al.*, 2021). The employee's psychological distinctive connection to the brand that arises from organisation commitment is endorsed as an effective strategy for employees to "live the brand" (Rodrigues and Sousa, 2024). Thus, EB become a strategic factor to enhance employer-employee relationship vis-à-vis resulting in enhanced organizational performance (Dženopoljac *et al.*, 2023). The IT employees are subjected to job stress, anxiety, burnout, role ambiguity and lack of workplace-social support. To

combat these workplace constraints employers need to create work environment that encourages Prosocial Behaviour (PSB), a willful behaviour of helping other employees. Encouraging PSB shall improve employee's solidarity, mindfulness, broad-mindedness, willingness to help, thanking behavior and less disagreeable (Tastan *et al.*, 2020). Thus, PSB in IT organizations has gained the highest importance as it enhances psychological capital, relationships, and employee satisfaction (Bangun *et al.*, 2023). The PSB is culturally ingrained through incorporating the convictions and feelings of an individual that motivates to marked behavior (professionally satisfied and committed to organizational goals).

Workplace Happiness(HF) is an attribute of positive emotions which is an outcome of practices such as employee pleasure, self-esteem, health and job. The term such as "workplace happiness", "subjective wellbeing", "thriving", and "flourishing" are often interchangeably used in literatures (Mendoza-Ocasal *et al.*, 2018). The researchers have shown that workplace happiness has a strong influence on individual and social factors, employee well-being, health and self-esteem (Hornung, 2006). Given the constraints, sustaining workplace happiness is a demanding task for employers. The organization's prosocial identity serves as a predictor of workplace happiness leading to pro-sociality, quality of work-life (Sahni *et al.*, 2023) and well-being.

The EB has positive relationship with person-organisation fit and employee engagement which is a crucial factor to enhance the employer-employee relationship. Employer branding in India is uniquely shaped by contextual factors such as job security, work-life balance, ethical leadership, and emotional connectedness with employers prioritizing relational and stability-oriented aspects reflecting the country's collectivist and high power-distance culture (Budhwar and Varma, 2011). Given India's unique socio-cultural context, studying virtuous organizational practices is essential in fostering innovation and prosocial behavior. Unlike Western individualistic models, Indian workplaces emphasize group harmony, collective welfare, and respect for hierarchy and emotional connectedness. As there is a decline in the workplace happiness in India (Singh *et al.*, 2022), there is a need for exploring the factors that influence workplace happiness in organizations via EB and PSB. Although organizations are making considerable investment in EB initiatives, EB objectives were hardly tapped (Itam *et al.*, 2023). Given this background, while prosocial behavior, employer branding, and workplace happiness have been individually studied, the connection among these variables and the nuanced role of workplace happiness specific to IT Sector has been underexplored and there is a lack of empirical evidence linking PSB to EB. The present research attempts to answer the following research questions.

RQ1: Does prosocial behaviour influences employer branding in IT organizations?

RQ2: To what extend does workplace happiness mediate the relationship amid PSB and EB in IT organizations?

Hence, the current research aims to explore the nexus between PSB and EB. Also to study the role of workplace happiness amid PSB and EB. The study offers vital and actionable insights for HR practitioners by deepening the knowledge of PSB and HF which enables in design and development of comprehensive HRM framework emphasizing value-based recognition programs and internal strategies that reinforce collective organizational identity. The rest of the paper details, review of literature followed by hypotheses formulation, methodology, analysis and results followed by discussion and conclusion. Finally, practical implications and scope for future research is proposed.

LITERATURE REVIEW

Prosocial Behaviour and Employer Branding

The EB is a long-term HR strategy to accomplish the expectations of organisation's stakeholders which has direct relationship on employee performance in IT organizations, (Bharath and Nagesh, 2018). EB represents an organization's strategic effort to create a distinctive employer image, which helps in talent management process to foster employee loyalty. EB dimensions that were identified by earlier researchers may be summarized as; social, interest, application, role of management, development, Commitment, Loyalty, economic value, work-life balance and employer brand image (Dabirian *et al.*, 2019).. PSB collectively enhances the problem-solving skills, strengthen employee's social connections and boost their self-esteem while preventing antisocial behaviour. Recent research shows the mechanisms of PSB to improve the productivity, social cohesion, and talent retention in knowledge-intensive sector (Monyei *et al.*, 2022). The PSB culture in organization promotes individuals with higher level of emotional-social competence to temporarily disengage own emotions and to become psychologically flexible to help those in need (Cakirpaloglu *et al.*, 2023). In addition, through understanding and realizing the role of EB, the firm can gain positive attitude of employees and social values towards the organization (Dženopoljac *et al.*, 2023). With the given background, review and relevance, the following hypothesis is developed.

H1: PSB significantly positively influences EB.

Employer Branding and Workplace Happiness

The EB contributes for establishing positive work environment and enhanced employee psychcap (Sandeepanie *et al.*, 2023). The researchers noted that the workplace happiness in the organization is predicted significantly by gratitude which play a key role to provide congenial condition (Nguyen and Gordon, 2020). Further, research show that EB initiatives contribute to workplace happiness by creating a sense of belonging and aligns organizational goals with employee values (Dženopoljac *et al.*, 2023). The employees (millennials) wants greater autonomy in workplace, incentives and benefits (He and Janney, 2022) which necessities establishing EB strategies for both employee retention (through positive emotions, workplace happiness, pro-activeness and attraction(through prosocial behavior) of potential employees(Rodrigues *et al.*, 2024). The positive workplace happiness and expectation in employees have a strong relationship leading to psychological well-being (Kakulte *et al.*,2023). Therefore, the organizations are required to design their EB programmes to align with overall corporate business strategy (Dixit, 2024; Kaur *et al.*, 2024) integrating the workplace happiness. Thus, variables which can explain workplace happiness has gained a great interest among researchers. With this given background, the following hypothesis is established.

H2: HF positively and significantly influences EB.

Relationship amid Prosocial Behaviour, Workplace Happiness and Employer Branding

EB establishes the required social esteem and work environment in the organization to hold talented workforce. Previous research indicate that EB is a tool within the process of talent management and PSB (Kakulte *et al.*,2023). Despite the positive consequences of PSB, the same has not been studied in relation to workplace happiness (Näppä, *et al.*, 2023). Although PSB is a hotspot in the field of organizational behaviour, yet its contribution to psychology and other disciplines has been limited (Afolabi, 2013). The workplace happiness drivers need to be investigated from various aspects which may be used to design positive psychological interventions (Tkach and Lyubomirsky 2006). Although, several studies have focused on EB, they have been limited to analyse EB at organisation-level (Chopra *et al.*, 2024) but understanding the relationship among variables (EB, HF and PSB- study variables) were yet to be explored. Prosocial behaviors represent an important positive developmental outcome which include a variety of helping behaviors, such as volunteering, donating time or resources, comforting others, (Carlo and Randall, 2002). Further, such study to establish the relationship between PSB and workplace happiness fosters positive emotions and strengthens social connections (Kakulte *et al.*, 2023). Singh *et al.*, (2023) emphasize organizations and society to incorporate the effective work life balance policies-helping employees have time for subjective well-being and self-fulfilment. In addition, augmenting the adoption of the EB strategy in the organization shall influence the workplace happiness through enhancing the employees' psychological contract and aligning personal values with organizational goals (Rodrigues *et al.*, 2024). In this reverence, the following hypotheses were stated as below.

H3: PSB significantly positively influences HF.

H4: HF mediates the relationship between EB and PSB.

THEORETICAL FOUNDATIONS

The conceptualization of the EB adapted is based on the social identity theory (Tajfel and Turner, 1979) which describes organizations as a societal group wherein organizational identity is considered as social identity. Further, this perspective underpins the relationship between prosocial behavior and employer branding, explaining how employees' identification with an organization that encourages altruistic behavior contributes to positive perceptions of the employer. The conceptualization of workplace happiness is based on Later Seligman (2011) who proposed a model of workplace happiness using well-being theory with five pillars such as Positive emotions, Engagement, Positive Relationships, Meaning, and Accomplishment (PERMA as an acronym) which is pursued for its own sake (Tkach and Lyubomirsky, 2006). The conceptualisation of Prosocial behaviour is based on mixed model describing various attributes (emotional, dire, compliant, public, anonymous, and altruistic) associated with PSB (Carlo and Randall, 2002). Individual PERMA dimension has been conceptually linked to the construct of happiness and how it mediates the relationship between individual behavior (PSB) and organizational outcomes (EB).

METHODOLOGY

Research Design

The present quantitative research involves dual steps. Firstly, the antecedents of PSB, EB, and HF (Variables of the study) were validated using Exploratory Data Analysis(EDA). EFA was conducted to identify the predominant factors using principal component analysis. The items extracted in EFA are confirmed using CFA

which enables evaluation of multi-item constructs confirming the adequacy of the proposed measurement model. Lastly, the mediating role of HF amid PSB and EB was examined using multiple regression analysis process (Baron and Kenny, 1986) and validated with Sobel test. This investigation uses the fitness indexes such as CMIN/ DF ratio (< 0.5) and other fit indexes (GFI, AGFI, IFI, TLI, NFI and CFI) are expected to be less than unity and Root Mean Square Error Approximation (RMSEA) should be less than 0.09, the α and CR of all the constructs surpassed the 0.7 threshold value (Hair et al., 2019) to ensure model fitness. The data analysis is carried out using SPSS and AMOS (version 21). Further, path analysis is used to test relationships (direct and indirect effects) among observed variables.

Sampling Unit

Indian IT sector offers global corporations to source more than 55 % IT and IT Enabled Service (ITES) professionals, of which revenue is expected to accelerate and reach 350 billion US\$ by 2026 (IBEF report,2025). The IT business has revolved to be Volatile, Uncertain, Complex and Ambiguous (VUCA) demanding innovative skills and expertise among employees (Bharath *et al.*, 2023). Consequently, IT firms must pay close attention to the well-being of their professionals, as they are subjected to job stress, work overload, role ambiguity, and lack of peer support. Given this context, IT professionals (Engineers, Project Leaders and IT Consultants) working in organisations located in Bangalore City (Silicon Valley of India) is considered as sampling unit. In total 480 valid responses were obtained through an e-mail survey and the study adopts a convenience sampling method. Among the respondents, 167 individuals were male and 313 were female. The age group of respondents varies from 25 to 55 years (25-35:158, 35-45:166, 45-55:115 and above 55 were 41).

Instrument Development

The survey instrument has 4 divisions (Part-A demographic, Part-B: PSB, Part-C: EB and Part-D: HF) To measure the exogenous variable EB, 24 items 7 factor renowned scale of Employer Branding (Nanjundeswaraswamy et al., 2022) has been adapted (reliability: 0.814 to 0.874). The workplace happiness is measured based on the 15 items 5 factors scale (Positive emotions, Engagement, positive Relationships, Meaning, and Accomplishment; PERMA as an acronym) (Butler and Kerm 2016; Seligman 2011). 23 item scale items scale (Cronbach’s alpha:0.813 to 0.843) with nativity changes is adopted (Carlo and Randall, 2002) to measure PSB. Minimum 5 items were included within individual factors to gain the credibility of designed instrument. Also, the AVE of the study variables are 0.872,0.882 and 0.898 respectively. The composite reliability is greater than 0.70 which evidences the internal consistency (Hair et al., 2019).

ANALYSIS AND RESULTS

The data analysis involves two stages. i.e., Firstly, the antecedents of study variables (EB, PSB and HF) were explored and validated. Secondly, the mediation effect of workplace happiness amid prosocial behaviour and employer branding was established with the help of multiple regression analysis, additionally confirming with Sobel test.

Antecedents of Variables

The results reveal the antecedents of variables - PSB, EB and HF. Based on literature review and relevance each construct was titled. Based on the literatures, the dimensions of study variables are summarized in Table I.

Table I Dimensions of study variables

No	Variable	Factors	Items / Questions	References
1	Employer Branding	Career Development Opportunities (CDO)	Career Opportunities	Nanjundeswaraswamy et al.,(2022);Tanwar and Prasad (2017); Grigore et al.,(2023)
			high-profile assignments	
			Open Communication	
			Knowledge enrichment	
			positions - employee's interests.	
			A springboard for future employment	
		Compensation and Benefits (CB)	adequate salary	
			Rewards	
			HR practices	
			Recognition	
		Corporate Social Responsibility (CSR)	Onsite assignment	
			CSR	
			Self-contended	
Organizational Culture (OC)	humanitarian organization			
	Corporate ethical empowerment			
	opinions and suggestions			
	new ideas			

			<p>Organisation -leadership</p> <p>Training & development</p> <p>Work Environment (WE)</p> <p>policies & procedure</p> <p>Job security</p> <p>Work Life Balance (WLB)</p> <p>work-life balance</p> <p>Flexible working condition</p>	
2	Prosocial Behaviour	<p>Public Prosocial Behaviour(PPB),</p> <p>Emotional Prosocial Behaviour(EMPB)</p> <p>Emergency Prosocial Behaviour (EPB)</p> <p>Altruistic Prosocial Behaviour (ALPB)</p> <p>Anonymous Prosocial Behaviour (APB)</p> <p>Prosocial Compliance Behaviour (PCB).</p>	<p>can help others best when people are watching me.</p> <p>When other people are around, it is easier for me to help needy others.</p> <p>I get the most out of helping others when it is done in front of others.</p> <p>Helping others when I am in the spotlight is when I work best.</p> <p>It is most fulfilling to me when I can comfort someone who is very distressed.</p> <p>I tend to help others particularly when they are emotionally distressed.</p> <p>I respond to helping others best when the situation is highly emotional.</p> <p>One of the best things about doing charity work is that it looks good on my resume.</p> <p>I tend to help people who are in a real crisis or need.</p> <p>It is easy for me to help others when they are in a dire situation.</p> <p>I tend to help people who hurt themselves badly.</p> <p>I think that one of the best things about helping others is that it makes me look good.</p> <p>I believe that donating goods or money works best when it is tax-deductible.</p> <p>I believe I should receive more recognition for the time and energy I spend on charity work.</p> <p>I often make anonymous donations because they make me feel good.</p> <p>I feel that if I help someone, they should help me in the future.</p> <p>I prefer to donate money anonymously.</p> <p>I tend to help needy others most when they do not know who helped them.</p> <p>Most of the time, I help others when they do not know who helped them.</p> <p>I think that helping others without them knowing is the best type of situation.</p> <p>Emotional situations make me want to help needy others.</p> <p>When people ask me to help them, I don't hesitate.</p> <p>I never hesitate to help others when they ask for it.</p>	<p>Caetano et al.,(2023); Pfattheicher et al., (2022); Rodrigues et al., (2017);Hardy and Carlo (2007)</p>
3	Workplace Happiness	<p>Positive emotions (PE)</p> <p>Engagement(EN)</p> <p>Relationship(RE)</p> <p>Meaning and Achievement (MA).</p>	<p>How often do you feel joyful?</p> <p>How often do you feel positive?</p> <p>To what extent do you feel contented?</p> <p>How often do you become absorbed in what you are doing?</p> <p>To what extent do you feel excited and interested in things?</p> <p>How often do you lose track of time while doing something you enjoy?</p> <p>To what extent do you receive help and support from others when you need it?</p> <p>To what extent have you been feeling loved?</p> <p>How satisfied are you with your personal relationships?</p> <p>To what extent do you lead a purposeful and meaningful life?</p> <p>To what extent do you feel that what you do in your life is valuable and worthwhile?</p> <p>To what extent do you generally feel you have a sense of direction in your life?</p> <p>How much of the time do you feel you are making progress towards accomplishing your goals?</p> <p>How often do you achieve the important goals you have set for yourself?</p>	<p>Butler and Kern (2016); Sheldon and Lyubomirsky(2019); Mendoza-Ocasal, et al.,(2021)</p>

Table II

Regarding EB, The KMO value of 0.793 indicates adequacy (Hair et.,2019). CFA confirms six factors with 20 items. They were grouped and labelled as: Career Development Opportunities (CDO), Compensation and Benefits (CB), Corporate Social Responsibility (CSR), Organisation culture (OC), Work Environment (WE) and Work life balance (WLB). The fit indices confirm the proposed model (CMIN/DF = 1.936, GFI = 0.915, AGFI = 0.895, PGFI= 0.863, IFI= 0.961, NFI= 0.922, TLI= 0.951 and RMSEA= 0.047). The intended model is adequate to measure EB (Figure 1).

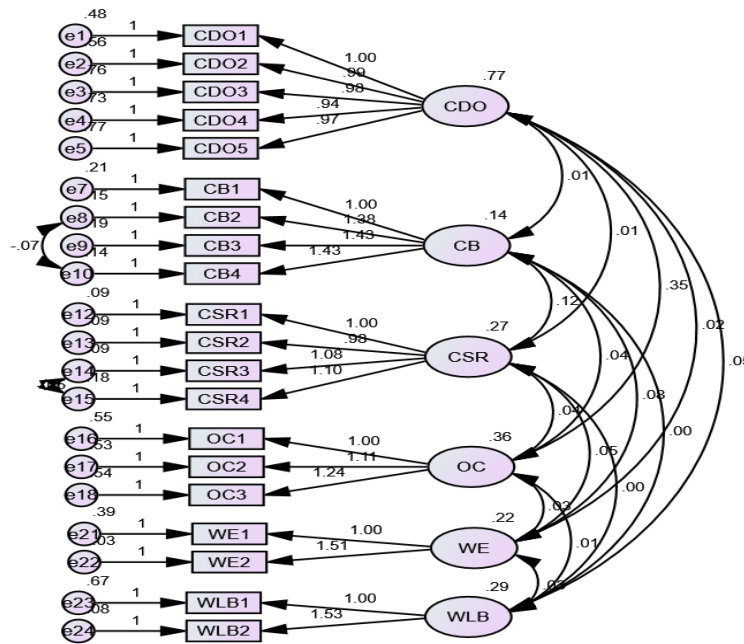


Figure 1. CFA- Employer Branding

Regarding PSB, KMO value of 0.894 indicates sample adequacy (Hair et.,2019). CFA confirms six factors with 22 items, CMIN/DF ratio is 2.679, GFI, AGFI, PGFI, NFI, RFI, IFI, TLI and CFI were noted as: 0.914,0.987, 0.701, 0.960, 0.833, 0.907, 0.888 and 0.906. Also RMSEA is 0.040. Thus, proposed model (Figure 2) has an adequate fitness (Hair *et al.*, 2019). Based on the relevance, the PSB factors were titled as; Public Prosocial Behaviour (PPB), Emotional Prosocial Behaviour (EMPB), Emergency Prosocial Behaviour (EPB), Altruistic Prosocial Behaviour (ALPB), Anonymous Prosocial Behaviour (APB), and Prosocial Compliance Behaviour (PCB).

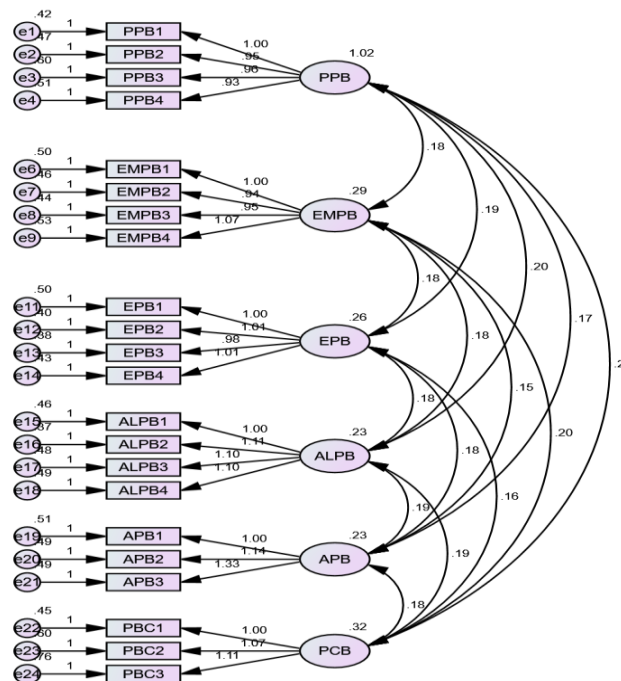


Figure 2. CFA - Prosocial Behavior

Regarding HF, KMO value is 0.831 indicates sample adequacy (Hair et.,2019). CFA confirms four factors of 13 items, CMIN/DF ratio is 1.425, below the threshold, (Hair *et al.*, 2019). Additionally, key indices including GFI (0.945), AGFI (0.911), NFI (0.918), IFI (0.974), CFI (0.973), and TLI (0.964) were approximately 1. The RMSEA is 0.045. The proposed model (Figure 3) has an adequate fitness, (Hair *et al.*, 2019). Workplace happiness Factor were titled as; Positive emotions (PE), Engagement (EN), Relationships (RE), and Meaning and Achievement (MA).

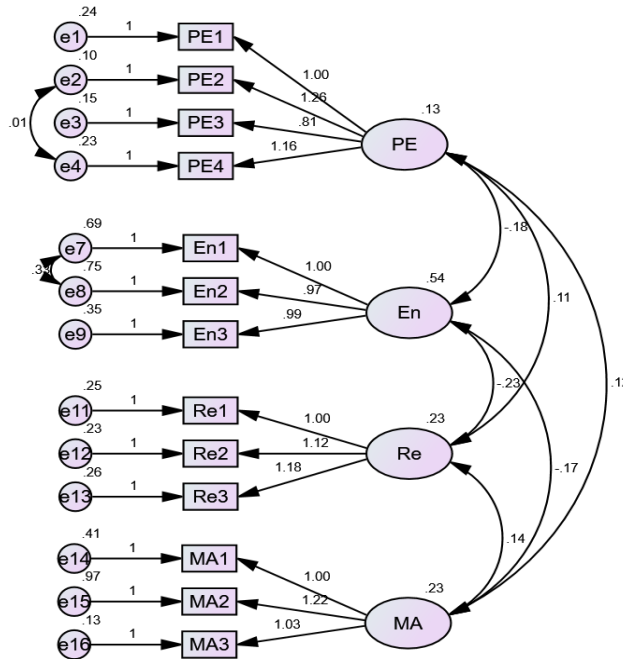


Figure 3 CFA- Happiness Factor

Mediation Analysis

Mediating effect of Workplace Happiness in relationship between Prosocial behaviour and Employer Branding is examined by establishing following hypothesis (Figure 4).

H₄: HF mediates the relationship between PSB and EB.

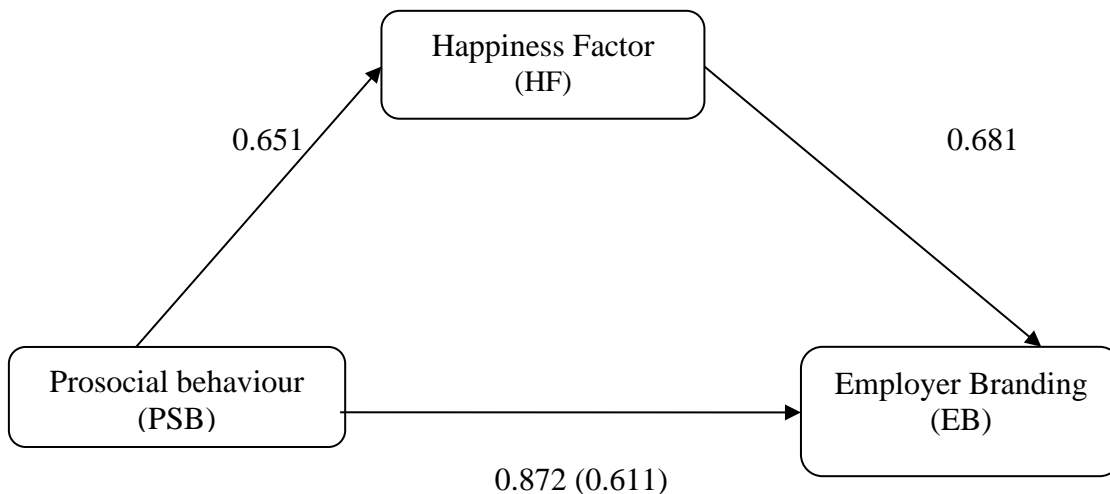


Figure 4. Mediating Role of Happiness Factor in Relationship amid Prosocial Behaviour and Employee Branding

From the Table II, it may be inferred that the PSB is directly associated with EB ($\beta = 0.872, p < 0.001$), PSB positively influences HF ($\beta = 0.651, p < 0.001$). The HF directly associates with EB ($\beta = 0.681, p < 0.001$). The results of the multiple-regression analysis (Table II) show that first 3 steps (mediation analysis) were satisfied. It is further explored that after removal of mediating variable (HF), the β drops down (0.872 to 0.611), which is also significant. Thus, HF has a partial mediating effect in the relationship amid PSB and EB.

Table II Mediation analysis

Mediation stage	Unstandardized β	Standard Error	Standardized β	T- value	Significance Level
Step 1	0.890	0.070	0.872	12.192	$p < 0.001$
Step 2	0.886	0.098	0.651	8.126	$p < 0.001$
Step 3	0.678	0.062	0.681	8.063	$p < 0.001$
Step 4	0.872	0.075	0.611	09.89	$p < 0.001$
Sobel Test: Result					
Type of Mediation	Z - Score	Effects			Significance Level
		Direct	Indirect	Total	
Partial	3.09	0.611	0.261	0.872	0.000

* Controlled variable (PSB), predicted variable (EB), Mediating variable (HF)

Table III Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
EB	<---	PSB	.048	.052	.842	.046
HF	<---	PSB	.130	.050	2.637	.019
EB	<---	HF	.044	.039	1.192	.035

Additionally, path analysis (Table III) also confirms that there is direct relationship between PSB and EB ($p=0.046$), PSB and HF ($p=0.019$) and between HF and EB ($p=0.035$). In addition to the multiple regression analysis, sobel test is carried out to verify the implication of mediation effect. Sobel test statistic ($z = 3.09$, $p < 0.001$) shows that there is no indication for the rejection of pre-defined Null hypothesis (H_4). These findings highlight the critical role of workplace happiness in strengthening employer branding through prosocial behaviour in IT organizations.

DISCUSSIONS

The study findings indicate that PSB directly impacts on EB. The HF is directly associated with EB, while PSB positively influences HF. Also confirms the mediating (partial) role of HF amid PSB and EB. Further, explicitly in IT Sector, where the business needs its employees rather than employees need the industry (Li *et al.*, 2024), it is vital to keep employees glued to organization by promoting the EB dimensions in the organization (Shetty *et al.*, 2023). The talent pool, affective and cognitive employee behavioural outcomes may be achieved with effective implementation of EB strategies. As findings indicate that PSB directly impacts on the EB, nurturing the PSB culture gained its high prominence in IT organizations. In addition, findings indicate that there is a positive link between PSB and workplace happiness which is also endorsed in the current research (Li *et al.*, 2023). Further, PSB is also influenced by psychological needs and organizational trust which has a positive impact on workplace happiness (Taştan *et al.*, 2020). The prosaically motivated individuals enhance the level of workplace happiness at work (Almazrouei *et al.*, 2024), the same is echoed in the present research. The factors such as job support and employee satisfaction influences the relationship such as optimism and pro-social behaviour (Bangun *et al.*, 2023). The outcomes of the study show confirm the affirmative association concerning PSB with psychological empowerment and resilience (Aggarwal *et al.*, 2024). As EI is a crucial motivational factor and predicts prosocial behaviour, PSB in conjunction with emotional intelligence leads to create friendly work environment which is also endorsed by earlier researchers (Rough *et al.*, 2016). The mental toughness is also a major factor that contributes to workplace happiness (He and Janney, 2022) leading to enhanced psychological well-being which is influenced by factors such as individuals’ social networks, health and socio-demographic factors (Akgun *et al.*, 2023). The happier individuals tend to have better physical and psychological health. Thus, workplace happiness describes the experience of employees who are energized by and enthusiastic about their work, find meaning and purpose and feel committed.

CONCLUSION

The present study underscores the pivotal role of prosocial behaviour in enhancing employer branding (directly and indirectly) through workplace happiness. Particularly in IT sector, where retaining talent is crucial, fostering a culture of PSB emerges as a strategic imperative. By promoting PSB and workplace happiness, organizations can strengthen their employer brand. As the IT sector contains a solid blend of youths and experienced professionals, the paybacks of EB revolves around the notion of committed employees in parallel to continually monitoring the company’s employment image (both internally and externally). In a broader social context and contemporary interconnected world, where the boundaries amid personal and social life are gradually blurred, fostering workplace

happiness is essential for both individual and community developments. It is evident that the work and workplace itself play a vital role in shaping happiness. The management should strive to improve workplace happiness through PSB, when employees experience kindness, genuine support, and a strong sense of purpose at work, they are more inclined to form positive and enduring perceptions of their organization's brand. Workplace happiness, a deeply rooted and universally pursued human aspiration, is no longer confined to material rewards-it has transcended beyond mere satisfaction and material gains, becoming a vital element of overall well-being of workforce. In this context, prosocial behavior, workplace happiness, and employer branding do not operate in isolation but intersect to create synergy. Together, they form a strategic foundation that drives organizational growth in the modern, people-centric era of work.

PRACTICAL IMPLICATION

Firstly, the present study offers vital and actionable insights for HR practitioners by deepening the knowledge of prosocial behavior, workplace happiness and employer branding which enables the design and development of a comprehensive HRM framework. Grounded in social identity theory, the findings imply that organizations, particularly IT sector should prioritize fostering a culture of prosocial behavior, authentic support, and shared purpose. Practically, this implies that HR managers and organizational leaders should implement structured initiatives such as value-based recognition programs and internal communication strategies that reinforce collective organizational identity. Secondly, the findings endow organizations to craft targeted intervention programs that nurture the psychological, emotional, and social drivers identified in this research. Drawing from the PERMA model, outcome emphasizes fostering workplace happiness and long-term employee flourishing in dynamic work environments. Thirdly, orienting the employees towards PSB guides their decision making process by encouraging them to balance between affective/emotionality (compassion, empathy, and interpersonal sensitivity) and cognitive/rationality (strategic thinking) as they must co-exist in contemporary workplaces (Freis, 2025; Lakomski and Evers, 2010). This dual emphasis fosters inclusive and psychologically safe work cultures, aligning with modern policy initiatives on workplace wellness. Lastly, achievement-oriented employees tend to experience higher levels of workplace happiness that contribute to a positive and congenial work environment collectively generating a ripple effect, reinforcing a culture of shared success. Over time, such an environment becomes a powerful driver of a compelling employer brand, as it reflects an organization where employees thrive, support one another, and identify with its values. Thus, workplace happiness and prosocial behaviors are not just internal benefits-they serve as strategic assets that shape and strengthen the organization's brand identity.

LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

Firstly, the study is confined to the IT sector, which, although dynamic and representative of contemporary knowledge work, may not reflect the distinct organizational dynamics of sectors such as healthcare. These fields are characterized by high emotional labor, service orientation, and unique stressors that differ significantly from the IT context. Future researchers can explore how prosocial behavior and workplace happiness manifest in emotionally demanding environments. Secondly, the research design is predominantly quantitative, which, while robust for identifying patterns and relationships, may overlook the deeper emotional and cultural contexts underlying employee behavior. Future studies could adopt ethnographic method to gain insights into how employees internalize and express prosocial values and workplace happiness. Thirdly, the study findings are reported based on cross-sectional data, future research is encouraged to employ panel data technique. Such improvements provide context-rich, and temporally grounded understanding of the evolving workplace phenomena.

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