

Exploring Happiness at Work among Blue-Collar Workers: A Literature Review

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Article Info	ABSTRACT
Article history: Received Sep, 2026 Revised Sep, 2026 Accepted Sep, 2026 Keywords: Happiness at Work Blue-Collar Workers HAW Job Satisfaction Literature Review	Blue-collar workers play an essential role across various industrial sectors and often face physically demanding working conditions that may affect their happiness at work. However, research on happiness at work has predominantly focused on white-collar workers, while studies involving blue-collar workers remain limited. This literature review aims to identify factors influencing happiness at work among blue-collar workers. Articles were retrieved from ScienceDirect, Google Scholar, Scopus, Springer Nature Link, and Frontiers using keywords related to happiness at work, blue-collar workers, and industrial workers. Thirteen primary articles were selected and analyzed. The findings identified four main themes: organizational and work environment factors, compensation and job security, social and interpersonal factors, and psychological factors. Supportive workplaces, positive leadership, good relationships, recognition, job security, and favorable psychological conditions were associated with greater happiness at work, whereas poor working conditions, high work pressure, burnout, depression, and anxiety were associated with lower happiness. <i>This is an open access article under the CC BY-SA license.</i> 

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1. INTRODUCTION

“Happy employees are more likely to be productive employees” [1], This statement highlights the importance of employee happiness for organizations, as happy employees tend to demonstrate better productivity than those who are unhappy. Work also plays an important role in individual well-being [2] leading organizations to pay greater attention to employees’ psychological conditions and work experiences. A positive organizational climate that values employee well-being, resilience, and satisfaction can improve

happiness at work and protect employees from the negative effects of work [2]. In addition, happiness at work is considered an effective approach to improving employee motivation in the workplace [3]. Happiness at work is particularly important because work represents an essential part of people’s lives and is closely related to their needs and aspirations [4]. Modern managerial strategies, and more broadly the objectives of organizations, increasingly focus on improving employee happiness as a way to enhance work productivity [5], [6] Employees who are happy with their work are generally

more likely to demonstrate good performance and contribute positively to organizational outcomes [7]. Despite the growing importance of happiness at work, research on blue-collar workers remains relatively limited. Blue-collar workers are primarily involved in physical and manual work that requires specific technical skills and can be found in industries such as manufacturing, construction, transportation, and other industrial sectors [8], [9]. Workers in these environments often face various challenges, ranging from demanding physical tasks to occupational safety concerns [7]. These conditions may create work-related stress and affect their happiness at work. Jobs involving high levels of physical activity are often associated with lower levels of workplace happiness, particularly in sectors such as manufacturing, construction, mining, transportation, agriculture, fishing, and forestry [10].

Research on happiness at work has largely focused on general employees and white-collar workers, while studies involving blue-collar workers remain limited. Although they often receive less attention, blue-collar workers play a fundamental role in many industrial and economic sectors. Without their contribution, many industries would not be able to operate effectively [8], [11]. In increasingly competitive industrial environments, workers often face demanding working conditions and long working hours to support organizational productivity [12]. The characteristics of blue-collar work, including physical job demands, work pressure, and specific working conditions, may also influence employees' happiness at work. Therefore, examining happiness at work among blue-collar workers is important.

2. LITERATURE REVIEW

Happiness at work refers to a positive evaluation of work or a pleasant experience in the workplace, including positive feelings, moods, emotions, and experiences of flow [1]. It can also be described as a positive psychological condition that involves both affective and cognitive evaluations of work

experiences [3]. Another perspective describes happiness at work as the satisfaction or enjoyment employees experience when they are able to complete their work successfully [4]. Happy employees also tend to be more creative and innovative in their thinking, allowing them to generate new ideas and find solutions to work-related problems [13]. Based on these perspectives, happiness at work can be understood as a positive workplace experience that encourages employees to perform their work effectively while supporting creativity and innovation.

Happiness at work provides an integrated perspective on employees' working lives and consists of three dimensions: engagement, which reflects enthusiasm at work; job satisfaction, which refers to employees' evaluations of their job characteristics; and affective organizational commitment, which reflects employees' emotional attachment to their organization [14]. Satisfaction is also often used interchangeably with happiness in the workplace literature [15]. Happiness at work can also be understood through two complementary dimensions. The hedonic dimension relates to pleasure and positive emotions, whereas the eudaimonic dimension relates to meaning, personal growth, and fulfillment [2]. Therefore, happiness at work is reflected in employees' enthusiasm, satisfaction with their jobs, and sense of belonging to the organization. It can also contribute to positive emotions, meaningful work experiences, and personal growth. However, the experience of happiness at work may differ across occupational groups, including blue-collar workers who have distinct job characteristics and working environments.

Blue-collar workers are generally characterized by relatively lower levels of formal education and job complexity and are primarily engaged in manual occupations [16]. Blue-collar work is often perceived as physically demanding, low-skilled, and low-paid, and as providing limited intrinsic value to workers [17]. Blue-collar workers are primarily involved in manual forms of work

and are sometimes described as “invisible workers” [18]. Their jobs are generally structured and standardized, with a focus on manual or technical tasks that require less cognitive problem-solving and strategic decision-making. Blue-collar occupations include technicians, construction workers, service workers, waiters, and manufacturing machine operators [8]. Although there are different definitions of blue-collar workers, most perspectives emphasize the role of technical skills and manual labor. Despite often being undervalued, blue-collar workers remain essential to business and industrial operations.

Blue-collar workers face substantial physical and economic demands and often perform repetitive and intensive tasks under potentially hazardous working conditions [19]. These challenging working conditions may result in various negative consequences. At the individual level, industrial employees face challenges related to health, personal development, power distance, mental workload, work overload, and job-related stress [20]. Employees working on production floors, including blue-collar workers, are often under pressure to meet productivity targets while maintaining high standards of quality [21]. Performing the same tasks continuously while maintaining intense concentration may increase fatigue and stress and eventually lead to burnout [21]. Blue-collar workers also face high physical demands, including frequent heavy lifting, which is commonly associated with musculoskeletal disorders affecting the muscles, bones, joints, and connective tissues [22]. In addition, several studies indicate that blue-collar workers are more likely to experience obesity, hypertension, and dyslipidemia [23].

Many blue-collar workers are employed in manufacturing industries, where long working hours, limited organizational support, and high levels of occupational stress may increase the risk of mental health problems [12], [24]. Stress is also a major contributor to absenteeism, reduced productivity, and health problems in the workplace [25]. Employees’ organizational

commitment, workplace stress, absenteeism, and turnover may also be influenced by the extent to which they are satisfied with their jobs [5]. These conditions indicate that various aspects of the blue-collar work environment may influence happiness at work. Therefore, identifying the factors that can improve happiness at work among blue-collar workers is important.

2.1 Research Objectives

This study aims to understand and explore the factors associated with happiness at work among blue-collar workers based on findings from previous studies.

2.2 Research Benefits

This study contributes to the literature on happiness at work among blue-collar workers, a group that remains relatively underexplored. It also provides a better understanding of the factors that influence happiness at work based on findings from previous studies. From a practical perspective, the findings may serve as a reference for organizations in developing working environments that better support employee well-being and happiness.

3. RESEARCH METHODS

This study employed a literature review to explore the factors influencing happiness at work among blue-collar workers. Articles were searched online through several databases, including ScienceDirect, Google Scholar, Scopus, Springer Nature Link, and Frontiers. The search process used combinations of keywords such as “happiness at work,” “employee happiness,” “workplace happiness,” “blue-collar workers,” “industrial workers,” “manufacturing employees,” “factory workers,” “job satisfaction,” “quality of work life,” and “worker well-being.” These keywords were combined using Boolean operators, including AND and OR, to identify articles relevant to the research topic.

The articles included in this review were published between 2015 and 2025 and

selected based on their relevance to the research topic. The article selection process involved identification, screening, eligibility assessment, and final selection based on their relevance to the focus of the study. Articles were screened according to the relevance of their titles, abstracts, and full texts to the factors influencing happiness at work among blue-collar workers. The selected articles were English-language scientific publications available in full text and published within the specified period.

The inclusion criteria covered studies examining happiness at work, employee well-being, job satisfaction, or quality of work life among blue-collar workers, industrial workers, and manufacturing employees. Articles that were unrelated to the topic, did not focus on blue-collar or industrial workers, or were not associated with happiness at work were excluded from the review. The articles that met the inclusion criteria were subsequently analyzed through a data extraction process to identify their research

characteristics and main findings related to the factors influencing happiness at work among blue-collar workers.

4. RESULTS AND DISCUSSION

This section presents the findings of the literature review on happiness at work among blue-collar workers based on the articles selected according to the research focus. The results begin with an overview of the article selection process and the development of publications related to happiness at work among blue-collar workers. The review findings are then presented through the identification of factors associated with happiness at work based on previous studies. Articles obtained from various scientific publication sources underwent a selection process according to the focus and criteria of the study. Details of the article selection process are presented in Table 1.

Table 1. Article Selection Process

Stage	Database	Number of Articles
Identification	ScienceDirect	28
	Google Scholar	160
	Scopus	1
	Springer Nature	5
	Frontiers	13
	Total	207
Screening	ScienceDirect	21
	Google Scholar	64
	Scopus	1
	Springer Nature	3
	Frontiers	13
	Total	102
Eligibility	ScienceDirect	5
	Google Scholar	10
	Scopus	1
	Springer Nature	2
	Frontiers	1
	Total	19
Included	ScienceDirect	3
	Google Scholar	9
	Springer Nature	1
	Total	13

The development of research publications on happiness at work among

blue-collar workers indicates growing academic interest in this topic in recent years.

Based on the articles that met the study criteria, the publication trends related to

happiness at work among blue-collar workers are presented in Figure 1.

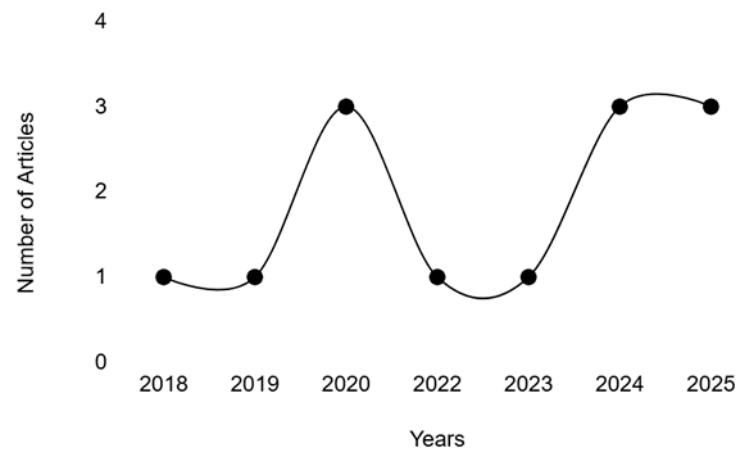


Figure 1. Publication Trends in Research on Happiness at Work among Blue-Collar Workers

The selected articles were subsequently analyzed through a data extraction process to identify the main findings related to the factors influencing

happiness at work among blue-collar workers. A summary of the article extraction results is presented in Table 2.

Table 2. Results of the Selected Article Extraction

Article Title, Author, and Year	Sample	Research Design	Main Findings
Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company (Santhanam & Srinivas, 2020)	1,197 blue-collar manufacturing workers in India	Quantitative, cross-sectional survey	The findings showed that low employee engagement increased burnout and turnover intention, while happiness helped reduce both burnout and turnover intention.
Analyzing the impact of employee job satisfaction on their job behavior in the industrial setting: An analysis from the perspective of job performance (Gazi et al., 2024)	300 industrial workers in Bangladesh	Quantitative, cross-sectional survey	The findings showed that job satisfaction improved job behavior, job performance, and workplace happiness among industrial workers.
Organizational Culture and its Motivational Potential in Manufacturing Industry: Subculture Perspective (Copus et al., 2019)	1,818 manufacturing workers in Slovakia	Quantitative, cross-sectional survey	The findings showed that organizational culture, communication, and organizational support improved motivation and job satisfaction among manufacturing workers.
Factors Affecting Employee Happiness in Manufacturing Industries (Seenikannan & Prakash, 2022)	100 manufacturing industry workers in India	Quantitative, cross-sectional survey	The findings showed that the work environment, compensation, workplace relationships, job security, and career development influenced employee happiness.

The effects of tools and rewards provided to white-collar and blue-collar workers and impact on their motivation and productivity (Setiawan et al., 2020)	White-collar and blue-collar workers	Quantitative, comparative survey	The findings showed that compensation, work facilities, and job security improved the motivation and productivity of blue-collar workers.
To analyse quality of life in industrial worker using work related quality of life questionnaire (Soni & Ganvir, 2025)	10 female industrial workers in India	Quantitative, cross-sectional survey, pilot study	The findings showed that working conditions, job stress, work-life balance, and organizational support influenced the quality of work life of industrial workers.
Socio-Cultural Factors of Industrial Workers in Low-Middle Income Countries (LMIC): Pilot Study (Asgher et al., 2023)	60 industrial workers in Pakistan	Quantitative, cross-sectional survey, pilot study	The findings showed that cultural factors, economic conditions, social support, and the work environment influenced the well-being of industrial workers.
Psychological Distress Among Chinese Manufacturing Employees: Prevalence and a Symptom Network Analysis (Meng & Meng, 2025)	1,673 manufacturing workers in China	Quantitative, cross-sectional survey	The findings showed that stress, anxiety, and work pressure increased psychological distress among manufacturing workers.
Promoting health literacy to prevent depression among workers in industrial factories in the eastern economic corridor of Thailand (Thongnopakun et al., 2020)	416 factory workers in Thailand	Mixed methods, survey and semi-structured FGD interviews	The findings showed that health literacy, social support, and a supportive work environment helped reduce the risk of depression among industrial workers.
Contributing factors of job satisfaction among industrial workers in the Johor industrial sector (Goindan et al., 2025)	150 industrial workers in Malaysia	Quantitative, cross-sectional survey	The findings showed that compensation, the work environment, workplace relationships, and organizational communication improved job satisfaction among industrial workers.
Exploring the impact of authentic leadership: A statistical analysis of supervisor qualities and employee retention rates in U.S. manufacturing (Adams et al., 2024)	More than 103 manufacturing workers in the United States	Quantitative, correlational survey	The findings showed that authentic leadership improved employee retention, job satisfaction, and interpersonal relationships among manufacturing workers.
The Impact of Transformational Leadership Style, Organizational Citizenship Behavior, and Work Satisfaction on A Galuh Protank Logistics Group's Employees' Performance (Setyaningrum, 2018)	96 employees of a logistics company in Indonesia	Quantitative, cross-sectional survey	The findings showed that transformational leadership, organizational citizenship behavior, and job satisfaction improved employee performance in the logistics sector.
Factors affecting the quality of work life for industrial labour force: Empirical evidence from a developing country (Gazi et al., 2024)	510 industrial workers in Bangladesh	Quantitative, cross-sectional survey	The findings showed that the work environment, compensation, job security, organizational support, and work-life balance influenced

			the quality of work life of industrial workers.
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Based on the article extraction results, several key factors influencing happiness at work among blue-collar workers were identified. These factors were subsequently grouped into several themes according to similarities in the characteristics and findings reported across the studies.

4.1 Organizational and Work Environment Factors

Factors such as the work environment, organizational culture and climate, interpersonal relationships and collaboration, salary and incentives, adequate resources, autonomy, job satisfaction, and job security have been found to have a direct and substantial positive effect on the quality of work life (QWL) of industrial workers [5] QWL has also been identified as an important indicator of job satisfaction and positive feelings among workers in the industrial sector [7]. Studies suggest that organizations that empower employees to work collaboratively toward shared goals by providing clear and meaningful objectives, autonomy, a supportive and open work environment, and adequate resources are more likely to foster happiness in the workplace [26].

Factory work has been associated with high levels of stress and lower levels of happiness among workers [27], highlighting the importance of creating a positive organizational culture. An organizational culture that motivates employees is considered one of the ways to support sustainability in manufacturing organizations [28]. The work environment, organizational culture, income, and incentives have also been identified as key factors influencing job satisfaction among industrial workers [7], [29]. Research has shown that the subculture of production workers has lower motivational potential than that of non-production workers [28]. This finding suggests that employees working in production departments may experience lower levels of motivation than those working in other areas. Employee

motivation is closely related to happiness at work, which has been associated with creativity, motivation, and employee performance [3]. These findings suggest that a supportive organizational culture can create a positive work environment that strengthens employee motivation and happiness at work.

Greater control over work is often associated with more positive perceptions of working conditions and improved overall well-being [25]. Well-being can be supported by happiness, while happiness in life is also influenced by happiness experienced at work [30] Research has also shown that work environment and culture, training and development, remuneration, and recognition substantially improve employee satisfaction among industrial workers in Johor, Malaysia [31]. Well-designed training and development programs can improve employees' motivation, confidence, and job satisfaction [31].

A positive work environment that promotes safety, comfort, and collaboration can improve employee satisfaction and productivity [31]. Good workplace facilities and conditions that are clean, safe, and well maintained can create greater comfort and happiness at work [31]. In contrast, poor working conditions may increase stress and reduce employee satisfaction [31]. Therefore, the work environment and working conditions are important determinants of happiness at work, particularly for blue-collar workers who regularly face physically demanding tasks and challenging work environments.

4.2 Compensation and Job Security Factors

Income is considered one of the most important determinants of job satisfaction [5]. Employees who perceive their salaries as inadequate may experience emotional dissatisfaction, which can contribute to job dissatisfaction and turnover [31]. Industrial workers tend to be more satisfied when their compensation is perceived as appropriate for

their effort, skills, and job demands [31]. However, studies have shown that blue-collar workers who receive salaries above the industry average may still leave their organizations when they are unhappy at work [21]. Rewards and recognition play an important role in improving employee motivation and job satisfaction by acknowledging employees' efforts and achievements [31]. Employee motivation can increase when workers receive recognition for their hard work and loyalty. For example, attendance allowances may reduce absenteeism, recognition of long-term service may encourage employee retention, and promotion opportunities may motivate employees to perform better [31]. Many employees also seek career advancement and development. Providing high-performing employees with opportunities for new roles, promotion, and learning can contribute to employee happiness [26].

Regular recognition and praise for employees' efforts can foster positive feelings and happiness at work [26]. Research on job satisfaction among construction workers in Ghana found that recognition, job tasks, the work atmosphere, interpersonal relationships, and job security were more important than wages in determining job satisfaction [5]. Nevertheless, job security and adequate wages remain strongly associated with job satisfaction among industrial workers in the tourism sector [5]. Additional benefits, such as social events, gym memberships, transportation cards, and health programs, may also improve employee well-being, strengthen team relationships, and increase employee happiness [26]. A study by [32] examining the effects of rewards on the motivation and productivity of white-collar and blue-collar workers found that blue-collar workers placed greater value on non-financial incentives. These workers preferred jobs that offered greater flexibility, opportunities for innovation, skill variety, and a sense of value and meaning in their work [32]. Such conditions can strengthen the meaningfulness of work, intrinsic motivation, and work outcomes. Work quality, knowledge, quantity of work, initiative,

creativity, collaboration, ability, and personal development have also been found to significantly influence job satisfaction [7]. These findings indicate that compensation, recognition, job security, and career development opportunities play important roles in improving job satisfaction and happiness at work among blue-collar workers. However, workplace happiness is not determined solely by financial factors. It is also influenced by recognition, rewards, work flexibility, meaningful work, and opportunities for personal development.

4.3 Social and Interpersonal Factors

Employees who have positive relationships with colleagues and direct supervisors tend to be happier in their work [5], [7]. Employees who work in open and communicative environments generally develop better relationships with management and colleagues and tend to be more committed to the organization's long-term goals [26]. Clear communication can also foster a sense of purpose, which may strengthen employee engagement and overall self-esteem [26]. Previous studies have identified interpersonal relationships, quality of work life, and leadership as important predictors of job satisfaction among employees in small and medium-sized enterprises in Thailand [26]. Similar findings have been reported in other studies, where job satisfaction and workplace happiness were associated with leadership, productivity, compensation, and motivation [5]. These findings suggest that happiness at work and job satisfaction are strongly influenced by social relationships among employees and the role of leadership.

Leadership can help create an organizational culture that reduces fear, fatigue, and negative emotions that may hinder both personal and organizational growth and affect employees' subjective well-being [26]. Effective leaders influence employees through their leadership styles and managerial skills while shaping a positive work environment and organizational culture [31]. Happy leaders may also contribute to improved employee performance and

productivity, which is particularly important in competitive business environments [26]. These findings highlight the important role of leadership in shaping work environments and organizational cultures that influence employee well-being and happiness at work. Different leadership styles may produce different effects on the work experiences and job satisfaction of blue-collar workers. Strict or authoritarian leadership may create a high-pressure work environment and negatively affect employee job satisfaction [31].

Authentic leadership plays an important role in motivating and retaining employees in the manufacturing sector [33]. Studies have associated authentic leadership with positive outcomes, including employees' satisfaction with their supervisors, team effectiveness, psychological ownership, work engagement, and the fulfillment of employees' basic needs [33]. Other studies have found that transformational leadership contributes to job satisfaction [34]. Transformational leadership consists of four dimensions: inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, all of which are associated with job satisfaction [34]. Transformational leadership that promotes innovation and provides support has been found to positively influence job satisfaction [31]. This leadership approach can also strengthen interpersonal relationships between supervisors and employees while improving job satisfaction and organizational commitment [34]. Overall, positive interpersonal relationships and supportive, open leadership are associated with higher levels of job satisfaction, work engagement, and happiness at work among blue-collar workers. In contrast, authoritarian leadership and poorly communicative work environments may create work pressure that negatively affects psychological well-being and workplace experiences.

4.4 Psychological Factors

Psychological factors also influence happiness at work among blue-collar workers. Research has shown that 25% of industrial workers experience high levels of burnout, while 69.3% experience moderate

levels of burnout [12]. Another study reported that 29.77% of employees experienced burnout and 30.91% experienced high levels of exhaustion among workers in an automobile manufacturing company in China [12]. The same study found that 26.53% of workers experienced symptoms of depression and 21.14% experienced symptoms of anxiety [12]. Similar findings were reported among 416 industrial workers in Thailand, where 17.1% experienced depression [27]. Depression and anxiety are common psychological problems among workers in the manufacturing sector [12]. Highly demanding work, such as that often experienced by blue-collar workers, can reduce happiness and negatively affect their quality of life (QoL) [20], [35].

Burnout is often associated with physical illness, depression, and anxiety [12]. High levels of burnout are negatively related to job satisfaction, suggesting that employees experiencing burnout are more likely to be dissatisfied with their work [5], [7]. A study involving 1,197 blue-collar workers in a manufacturing company in India found that happiness moderated the relationship between employee engagement and burnout as well as turnover intention [21]. This finding suggests that blue-collar workers who experience greater happiness at work tend to report lower levels of burnout and turnover intention, while happiness may also strengthen the positive effects of employee engagement on their work-related experiences.

Employees' attraction to their work can be a strong source of happiness at work [5]. Job satisfaction is one of the factors that contributes to employees' appreciation of their work and feelings of personal satisfaction [5]. Job satisfaction can be understood as an employee's emotional response to the work environment [5]. Positive emotional experiences resulting from successfully completing assigned tasks have been shown to improve job satisfaction [5]. Self-perception, self-love, self-esteem, and self-confidence can increase workers' awareness of the importance of health and healthy behavior. Without these positive

psychological resources, workers may find it more difficult to recognize their own value, which may contribute to stress, fatigue, pessimism, and self-harm [27]. Therefore, psychological factors such as burnout, depression, anxiety, job satisfaction, employee engagement, and positive emotional states play an important role in determining happiness at work among blue-collar workers. The high levels of psychological distress reported among industrial workers further indicate that employees' psychological conditions are closely connected to their work experiences, job satisfaction, and happiness at work.

Discussion

Happiness at work among blue-collar workers is not influenced by financial factors alone. Organizational factors, the work environment, social relationships, leadership, economic conditions, and psychological factors also shape how blue-collar workers experience happiness at work. Among these factors, organizational conditions and the work environment appear to play a particularly important role. Organizations with high levels of happiness at work generally also report high levels of job satisfaction, suggesting a close relationship between employee satisfaction and happiness [36]. A safe, supportive, and communicative work environment can improve employees' comfort at work and contribute to better performance, job satisfaction, and happiness at work. In contrast, poor working conditions may create stress and work pressure, reducing happiness among blue-collar workers. The work environment and working conditions are therefore important determinants of employee satisfaction and dissatisfaction [15]

Poor working conditions combined with a lack of work-life balance may create dissatisfaction among employees, increasing turnover and the loss of valuable talent [37]. The work environment, organizational structure, culture, processes, and policies can shape employees' perceptions of workplace happiness and quality of work life [37]. Previous findings suggest that quality of work

life and workplace happiness contribute to organizational commitment, achievement orientation, and positive employee emotions [37]. High workloads, which are common among blue-collar workers, may also create work-related stress and negatively affect employee happiness [38]. Employees who are continuously exposed to demanding work conditions, including high work pressure, emotionally demanding tasks, and role ambiguity, may find it more difficult to maintain their happiness at work [35].

Employees' evaluations of their work are important because work serves as a means of fulfilling personal and social needs and may influence mental health [37]. Employee mental health, often associated with workplace well-being, can be supported when employees perceive their work as purposeful and relevant to the meaning of their lives [39]. Employees who work in an environment characterized by respect, partnership, and recognition, and whose skills and abilities are aligned with job challenges and demands, are also more likely to achieve greater well-being at work [39]. When employees work in an environment that promotes a sense of togetherness, they have more reasons to experience happiness, which may positively influence how they perform within the organization [15]. This is consistent with evidence showing that organizational culture influences employee happiness [29]. Organizations should therefore develop a positive organizational culture and work environment. Efforts such as supporting work-life balance and managing workloads may improve the work experience of blue-collar workers and contribute to greater job satisfaction and happiness at work.

Compensation also plays an important role in supporting happiness at work among blue-collar workers. Compensation and employee benefits have been identified as important factors influencing job satisfaction [15]. Previous research has shown a positive and significant relationship between salary and employee happiness [15]. Happiness at work is also closely associated with job satisfaction [36]. However, blue-collar workers require more

than financial compensation. Job security is equally important. Blue-collar workers may face uncertainty about their employment and the risk of job loss. Such conditions can generate anxiety, fear, and defensive attitudes, which may reduce happiness at work [15]. Job insecurity has also been associated with lower affective organizational commitment, job satisfaction, and work engagement [40], all of which are closely related to happiness at work. When employees feel insecure about their jobs, they may attempt to conserve their work-related resources by reducing the effort they invest, which can eventually lower job satisfaction [40].

Interpersonal relationships and leadership are also important factors influencing happiness at work among blue-collar workers. Communication and social relationships in the workplace can improve employee happiness by fulfilling needs for integration, support, adaptation, recognition, and other social needs [38]. Support from supervisors and colleagues may also predict employee happiness and retention [29]. Positive relationships with supervisors and coworkers can create a more comfortable work environment and strengthen employees' sense of being valued. Employees' perceptions of positive supervisor support are particularly important in promoting happiness and satisfaction at work [38]. Employees who are satisfied with their leaders are more likely to be satisfied with their jobs, which may ultimately contribute to greater happiness. Effective leaders establish two-way communication, encourage openness, and help maintain a work environment that supports employees [15]. Career development opportunities, job characteristics, and harmony between employees and their work environment also contribute significantly to workplace happiness and well-being [38].

Psychological problems frequently experienced by blue-collar workers, including extreme stress, burnout, depression, and anxiety resulting from heavy workloads, may reduce happiness at work. Workload, role conflict, and role ambiguity have been shown

to negatively affect employee happiness [38]. In contrast, motivation, positive emotions, and interest in one's work can enhance happiness at work. Believing that one's work is valuable and beneficial can also positively influence happiness at work [39]. Employees' perceptions of happiness at work and their positive attitudes toward work are influenced by how they perceive their jobs [37]. When employees find their work interesting, they are more likely to develop stronger intrinsic motivation, approach their tasks with greater determination, and engage in activities beyond their formal job responsibilities, often referred to as extra-role performance in the organizational literature [39]. Research has shown that motivational factors account for 81% of job satisfaction factors, while hygiene factors account for 69% of factors associated with workplace dissatisfaction [37]. The more inspiring employees perceive their work to be, the more satisfied they are likely to become. Employees who are satisfied with their work are also better able to achieve their work-related goals and outcomes [15].

Organizations should pay greater attention to the well-being of blue-collar workers rather than focusing solely on productivity. Supportive, safe, communicative, and comfortable work environments are associated with greater job satisfaction and happiness at work. Organizations should also provide fair compensation, recognize employees' contributions, offer career development opportunities, and ensure adequate job security. These efforts are not only associated with higher job satisfaction but may also improve employee retention, morale, work engagement, and productivity [31]. The findings also suggest that blue-collar workers need more than financial compensation. Recognition, positive interpersonal relationships, and work that holds personal meaning are also important. Organizations should help workers understand how their work creates value, provides a sense of purpose, and contributes to their lives, allowing them to experience greater meaning in their work [39]. From a social and psychological perspective, leadership and

interpersonal relationships also influence happiness at work among blue-collar workers. Supportive, communicative, and open leadership can create a more positive work environment and contribute to greater employee engagement and psychological well-being.

This study has several limitations. As a literature review, its findings depend on the availability and quality of the articles included in the analysis. The study was also limited to articles retrieved from selected databases using predetermined keywords, meaning that some relevant studies may not have been identified. Most of the reviewed articles used quantitative and cross-sectional designs, which provide limited insight into the deeper and long-term experiences of happiness at work among blue-collar workers. In addition, most of the articles focused on the manufacturing sector, and the findings may therefore not fully represent blue-collar occupations in other sectors. Differences in cultural contexts, work environments, and organizational systems across the countries represented in the reviewed studies may also result in different experiences of happiness at work. Future research could use qualitative approaches to develop a deeper understanding of how blue-collar workers subjectively experience and interpret happiness in the workplace.

5. CONCLUSION

Based on this literature review, happiness at work among blue-collar workers is influenced by a range of organizational, work environment, social, economic, and psychological factors. Supportive work environments, positive leadership, good interpersonal relationships, recognition and appreciation, job security, and meaningful work are associated with greater job satisfaction and happiness at work among blue-collar workers. In contrast, poor working conditions, high work pressure, burnout, depression, and anxiety are associated with lower levels of workplace happiness. The findings also show that blue-collar workers need more than financial compensation. They need safe and comfortable working environments, work-life balance, organizational support, opportunities for personal development, and work that provides personal value and meaning. These findings indicate that happiness at work among blue-collar workers is a complex work experience shaped by multiple interconnected factors. Overall, this review highlights the importance of employee well-being and workplace happiness among blue-collar workers because they are closely related to job satisfaction, motivation, work engagement, productivity, and employee retention within organizations.

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