



**T.C.**  
**ÇANKIRI KARATEKİN UNIVERSITY**  
**INSTITUTE OF SOCIAL SCIENCES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE EFFECT OF WORKPLACE HAPPINESS ON JOB  
SATISFACTION**

**Hayfaa Slahdein Mahmood MAHMOOD**

**MASTER'S THESIS**

**Thesis Advisor**

**Asst. Prof. Dr. Sevdije ERSOY YILMAZ**

**Çankırı - 2024**



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## SCIENTIFIC ETHICS STATEMENT

The process from the proposal stage to the conclusion of the study titled *the effect of workplace happiness on job satisfaction* is based on scientific ethics and academic rules, meticulously including the process from the proposal stage to the conclusion of the study. All the information in the thesis, what I have obtained within the framework of tradition, and what I have prepared in accordance with the thesis writing rules. I have cited every source I have used, directly or indirectly, in this work. The works that helped me write my dissertation are those in the bibliography.

26.01.2024

Hayfaa Slahdein Mahmood MAHMOOD

# THESIS ACCEPTANCE AND APPROVAL

## ÇANKIRI KARATEKİN UNIVERSITY

### TO THE DIRECTORATE OF THE INSTITUTE OF SOCIAL SCIENCES

This study, entitled *The Effect of Workplace Happiness on Job Satisfaction*, prepared by *Hayfaa Slahdein Mahmood MAHMOOD*, was successful *unanimously* as a result of the thesis defense held on *26.01.2024* and was accepted as a master's thesis defense in the *Department of Business Administration*.

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#### **APPROVAL**

This Thesis has been accepted by the jury determined in the session of Çankırı Karatekin University Social Sciences Institute Administrative Board, dated 18.01.2024 and numbered 2024-04-06-E

Prof. Dr. Coşkun POLAT

Director of the Institution

## **PREFACE**

This thesis “*The Effect of Happiness in the Workplace on Job Satisfaction*” was written on the basis of knowledge management literature. It has been written to fulfill the graduation requirements of a Master's Degree in business administration. The master's program was conducted at the institute of social science, which is part of the Cankiri Karatekin University.

**26.01.2024**

**Hayfaa Slahdein Mahmood MAHMOOD**

## ABSTRACT

**Thesis Title** : The Effect of Workplace Happiness on Job Satisfaction  
**Author of the Thesis** : Hayfaa Slahdein Mahmood MAHMOOD  
**Supervisor** : Asst. Prof. Dr. Sevdiye ERSOY YILMAZ  
**Department** : Business Administration  
**Type of Thesis** : Master's  
**Acceptance Date** :26.01.2024

This research paper discusses the role of happiness at work in enhancing job satisfaction among employees. This study was applied to the Council of Kirkuk Governorate in Iraq, where 193 questionnaires were distributed to employees of this institution. The study reached several results, including a strong relationship between happiness at work and job satisfaction, where without happiness, the employee does not provide good work with high efficiency, and the managers are responsible for the happiness of the employees by providing a suitable work environment, providing them with the appropriate support through incentives and rewards, and providing them with vacations when they need them. It was concluded that a happy employee in his work is a more productive and satisfied employee in his work.

**Keywords:** Happiness, Happiness At Work, Job Satisfaction

## TURKISH ABSTRACT

**Tez Bařlıđı** : İřyeri Mutluluđunun İř Tatmini Üzerindeki Etkisi  
**Tezin Yazarı** : Hayfaa Slahdein Mahmood MAHMOOD  
**Danıřman** : Dr. Öđr. Üyesi Sevdıye ERSOY YILMAZ  
**Bölümü** : İřletme Yönetimi  
**Tez Türü** : Yüksek Lisans  
**Kabul Tarihi** :26.01.2024

Bu arařtırma çalıřması, iř yerinde mutluluđun çalıřanlar arasında iř memnuniyetini artırmadaki rolünü tartıřmaktadır. Bu çalıřma, Irak'taki Kerkük Valiliđi Kurulu'na uygulanmıř ve bu kurumun çalıřanlarına 193 anket dađıtılmıřtır. Çalıřmada, iř yerinde mutluluk ile iř tatmini arasında güçlü bir iliřki olduđu, mutluluk olmadan çalıřanın yüksek verimlilikle iyi iř çıkaramayacađı ve yöneticilerin uygun bir çalıřma ortamı sađlayarak, teřvik ve ödülleri yoluyla uygun desteđi vererek ve ihtiyaç duyduklarında onlara tatil imkanı sađlayarak çalıřanların mutluluđundan sorumlu olduđu gibi çeřitli sonuçlara ulařılmıřtır. İřinde mutlu olan bir çalıřanın iřinde daha üretken ve tatmin olmuř bir çalıřan olduđu sonucuna varılmıřtır.

**Anahtar Kelimeler:** Mutluluk, İř Yerinde Mutluluk, İř Tatmini

## ABBREVIATIONS

<b>CO:</b>	Communication
<b>CO-W:</b>	Co-workers
<b>JCL:</b>	Job security and compliance with the law
<b>JP:</b>	Job preference
<b>JR:</b>	Job results
<b>JS:</b>	Job Satisfaction
<b>JWC:</b>	Job working conditions
<b>P:</b>	Pay
<b>PRO:</b>	Promotion
<b>SUP:</b>	Supervision
<b>TSD:</b>	Training and staff development
<b>WH:</b>	Work happiness

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# 1. INTRODUCTION

The term “happiness in the workplace” describes people’s contentment with their lives and careers. The idea of happiness is connected to one's overall well-being. Happiness in the workplace is of utmost importance for increasing productivity in any organization. Happy individuals are productive individuals who may not give full attention to any task. Some scientists believe that organizations can maintain happiness. Long-term happiness in the workplace leads to increased productivity and its sustainability. Therefore, every organization should identify the factors that can affect individuals' happiness, address the factors that negatively impact their happiness, and provide a suitable environment for them (Wesarat and Abdul Majid, 2014). Happy individuals tend to be more successful and have greater financial gains compared to unhappy individuals in their work. Happy individuals are also more productive, excel in their work, and contribute more than unhappy individuals. A happy person is someone who feels pleasant feelings, such as feelings of joy, job satisfaction, interest in work, and enthusiasm. The experience of these moderate emotions is a good measure of happiness judgments (Boehm and Lyubomirsky, 2008).

Happiness is an important and desirable aspect of life and has value, as most people aspire to attain it for themselves and their families. Happiness is described as the greatest goal to be achieved and is the essence of all desires. It is defined as a complex and mysterious concept, which has made it the focus of economic, social, and psychological research and scientific studies. The happiness index is a measure of national well-being that was first introduced in Burma in 1972, as it indicates an interest in happiness as a national and political issue. Some have suggested that it is an indicator that increases national income. The recent emergence of positive psychology has shifted the focus of psychological study from focusing on illness to exploring positive traits and strengths that contribute to an individual's happiness (McGonagle, 2015).

Human life is the pursuit of happiness, and this phenomenon can be a source of suffering for some people worldwide. This term is widely misunderstood because It is

mostly connected to joyful, funny, and positive feelings. The theory of happiness is an individual's self-well-being, but it remains one of the most incomprehensible phenomena in organizational environments. There are many misconceptions or negative beliefs about happiness at the organizational and individual levels, which ultimately lead to a decrease in the value of happiness (Bhatia and Mohsin, 2020).

It is crucial to take into account the elements that influence workers' satisfaction in the workplace. and many psychologists have addressed this issue. The importance of happiness in the workplace has significant consequences for the organization. This happiness applies to every organization as it determines productivity, innovation, and employee loyalty. Employee motivation and engagement levels can serve as indicators of employee happiness because they lead to better customer service, more effective teamwork, and higher levels of creativity. The impact of workplace happiness is influenced by various environmental factors within the organization, such as income, relationships with employers, and sectors of work, which can be determined through employees' self-factors (Merdeka and Wafa, 2020).

Many economists believe that job satisfaction is a subjective variable because it is a subjective variable. This latter appeal has resulted in a significant amount of study on the empirical investigation of well-being. especially concerning job satisfaction. Numerous academic fields, including economics, psychology and sociology have examined this type of satisfaction. Employers want employees to be satisfied because their satisfaction is linked to their behavior in the labor market, such as productivity, absence, or resignation. One indicator of job dissatisfaction is salary-related turnover. Therefore, it is necessary to study the determinants of job satisfaction (Ghazioglu and Tansel, 2006).

Job satisfaction is an academic concept that has garnered significant interest in various fields such as management, social psychology, and scientific theories in recent times. Research on this concept has a rich history in diverse academic domains. Job satisfaction describes employees' attitudes towards their work as they evaluate their satisfaction or dissatisfaction with various aspects of their job and formulate

comprehensive conclusions about whether it is satisfactory or not. Luthans defined job satisfaction in 2005 as the overall attitude of employees towards their work. Job satisfaction measures should focus on specific aspects of work, namely compensation, colleagues, work environment, supervisor, job content, self-organization, and promotion. This type of satisfaction is related to employees' emotions, meaning that if an employee is happy and has positive feelings at work, they will be considered to have job satisfaction (Zhu, 2013).

Because they impact how individuals behave inside the organization, employee roles are significant in management. where the general consensus is that satisfied employees are productive employees and that the workforce creates a good atmosphere within the organization for excellent performance. The organization's goal is always to provide the best production with high efficiency, and this is not possible without employees who are satisfied with their work because satisfied employees will provide their best skills in their work and make a great effort. This is what makes the organization achieve a high level of progress in its work (Linz, 2003).

The term job satisfaction is derived from the humanities, psychology, and sociology, and in psychology, this term is the emotional state that is in the employee's emotional state and interacts with feelings of pain and pleasure. It is a variable in sociology that pertains to different categories and how each employee is evaluated in his work and thinking, and job satisfaction is intimately tied to the performance and quality of job which employees provide, which thus leads to the success of the organization (Sypniewska, 2014).

Job satisfaction is regarded as one of the most complicated topics that managers confront nowadays while managing their personnel. According to numerous studies, it has been revealed that job satisfaction has a significant effect on motivating employees and that motivation levels also affect job satisfaction, productivity, and thus the performance of business organizations. Unluckily, at this time, scientists and managers of different business organizations have not yet given job satisfaction the attention it needs. (Aziri, 2011).

### **1.1. This Study Aims**

to provide innovative solutions to a scientific phenomenon and problem that the researcher has put forward. The study is required to provide evidence that confirms the validity of the results reached by the researcher. The aim of this study in the Kirkuk Council Governorate of Iraq is to measure the impact of happiness at work on job satisfaction within this organization. The study focused on providing all the means that make employees happy within their work to have job satisfaction. As a result, the more satisfied and happy the employee becomes, the better productivity they will provide in their work. Therefore, managers must provide a happy and suitable environment for employees. The study also clarified the relationship between happiness at work and job satisfaction.

### **1.2. The Study's Significance**

lies in its ability to inform managers in the Kirkuk Governorate about the connection between a joyful workplace and how it affects the psychological makeup of the worker who works there. It may be a positive place that makes the worker happy and has positive energy that affects their productivity. It may also be negative, making the worker depressed and lowering their morale, which negatively affects their energy and thus their productivity. Therefore, the workplace may play an essential role in boosting job satisfaction among employees.

### **1.3. The Thesis Contributes**

That a positive work environment plays an essential part in improving the happiness of employees at work, which depends on several factors, including job security, promotions, training and development, job conditions, wages, and communication within the organization, all of which play a role in the employee's sense of job satisfaction, which makes the employee satisfied and happy in his work. He offers the best of his skills in order to improve his work.

## **2. HAPPINESS AT WORK**

Human beings differ in happiness and in how to obtain it, and it differs in the differences in individuals' abilities, capabilities, and motivations because every person seeks to achieve something from his point of view that means happiness to him, such as a sick person seeing his happiness in recovery and a poor person seeing his happiness in obtaining money, as every human being aspires to happiness. He searches for it and believes that this happiness lies within the individual and how he makes his own decisions and lives his life, enjoying every day and every moment.

### **2.1. Concepts of Happiness**

Happiness is what everyone wants in life, and personal happiness is the ultimate goal of all life endeavors. This happiness is seen as elusive, and its achievement is more mysterious. Psychological research supports these assumptions, and over the past twenty years, studies have been developed to identify the nature of personal happiness and its clear causes, as well as personal traits and rational situations that achieve a high level of happiness (Fordyce, 1983). Veenhoven (2000) states that happiness is a mental state that refers to temporary feelings, and happiness is living in good conditions such as peace, wealth, and health that the individual possesses. Happiness is the thing through which a person is positively evaluated, and this term is related to the extent of the individual's liking for the life he is living (Veenhoven, 2000). Even Ambrose Bierce defined happiness as "a pleasant feeling that arises from contemplating the misery of others" (Buss, 2000).

Uchida et al. (2004) state that happiness is an emotional state that is more widespread and not limited to a specific situation or event. In this broad sense, happiness is expected to be universal. Although the experience of happiness is unconditional, this experience itself is an integral part of specific social and cultural contexts and circumstances. Therefore, these contexts and circumstances are probably going to have a big influence on it. It is evident that happiness is part of a large interconnected network that depends on culture, and therefore, it varies across cultures.

According to Veenhoven, the extent to which an individual feels content with the overall quality of their life is known as their happiness; to put it another way, it means the extent to which a person loves the life they live. When a person is happy, we mean that they judge their life positively and not negatively, and happiness is a sign that a person values life on a personal level. There is no specific objective criterion for happiness, and it means that the person who believes they are happy is truly happy (Veenhoven, 1993). Frey and Stutzer explain that happiness is the main goal of life for most people, if not the only goal, and it means permanent and complete (Frey and Stutzer, 2000).

## **2.2. Concepts of Happiness at Work**

Tayfun and Öneren (2021) clarified that happiness is the experience of positive feelings towards work in a repetitive manner, where these feelings can sometimes be negative. Adnan Bataineh stated that happiness at work is more than just feeling happy and experiencing positive emotions; it also means having a meaningful life. A person with positive emotions means they have a good life without any clear threats. Happiness at work is seen as the wise use of available resources and a wise response to challenges. By effectively appreciating the highs and managing the lows, an individual's performance can be maximized more easily, and their potential can be achieved. In return, you can also achieve happiness for yourself and others (Adnan, 2019).

Isa and Jam (2019) pointed out that happiness at the workplace is a positive feeling that employees experience every time they come to work. This feeling occurs when employees can manage and perform tasks and achieve results that satisfy them. Happiness at the workplace does not only refer to personal internal factors but also includes external personal factors such as the organizational environment, interpersonal relationships, and other factors directly related to the assigned task. Its implementation is similar to job satisfaction (Isa and Jam, 2019).

Merdeka et al. affirm that happiness at the workplace is a construct that reflects positive attitudes and enjoyable experiences (positive emotions, moods, affections,

flow states) or positive emotional experiences at the workplace. This type of happiness allows the individual's mindset to maximize their performance and achieve their potential (Merdeka et al., 2020). Happiness at the workplace is when individuals believe that the work they do should be purposeful and they have a sense of autonomy in work that dominates the work environment in interaction with behavioral standards. From an organizational perspective, happiness at the workplace is also described as "work spirit." Work spirit is a term that describes the experience of enthusiastic and vibrant employees in their work who find meaning and purpose in their work, feel the ability to express themselves fully, and feel connected with their colleagues (Abdullah and Ling, 2016).

### **2.3. The Importance of Happiness of Work**

Moral philosophers have long studied the significance of happiness at work, and in more recent years, social scientists have looked into the distribution of happiness to identify social groups that require special attention and the factors that influence happiness in the hopes of discovering ways to enhance it (Veenhoven, 1988).

Happiness is considered one of the most fundamental aims in human life, even if the individual has other means such as social and material means. Therefore, it is one of the basic standards of life. The majority of individuals work for a considerable length of time, and what happens at work affects the well-being of the individual because work life is an important dimension in space. The individual's living conditions, such as just having a high salary or a stimulating job, are not sufficient to provide happiness in life or work because happiness is a technical term that has nothing to do with the effectiveness of a positive impact on the person. Its impact on the individual is associated with a high degree of lack of positive impact. Today, the importance and value of employee happiness in the workplace are emphasized, and employee happiness has become more important because people want to care for human resources as a source of success in work (Demirbulat and Aymankuy, 2019).

The importance of happiness at work is crucial not only for creating an open atmosphere that fulfills vital employee needs but also for meeting their functional capabilities (Ravina-Ripoll et al., 2023). Happiness is also important because it is associated with employee needs and motivations and is not limited to financial operations but also focuses on the general well-being of employees (Firmansyah and Wahdiniwati, 2023). Since most people spend most of their time at work, it is essential to focus on happiness in the workplace more than in other places, where role of work and the workplace is responsible for providing happiness to individuals and society must be understood (Shamsi et al., 2018).

## **2.4. Components of Happiness at Work**

The components of happiness at work include three main elements, which are the focal points (Adnan Bataineh, 2019):

### **2.4.1. Employee Engagement**

Employee engagement is an important concept in management and its skills (Sun and Bunchapattanasakda, 2019). Some define it as organizational members benefiting from their functional roles. In engagement, individuals actively participate and express themselves physically, emotionally, and cognitively while performing a certain role. The cognitive aspect is one of the aspects of employee engagement. It includes employees' ideas about the organization, executives, and emotional working circumstances, as well as how workers are feeling and if they have negative or positive opinions about the organization and its executives. Engagement refers to the mental and physical presence in performing organizational roles. Employee engagement means emotional and intellectual commitment in an organization or discretionary effort that employees put into their work (Kular et al., 2008).

Saks (2006) explains that employee engagement is the result of cognitive judgment through the need to satisfy job capabilities, which is associated with the individual's image. Employee engagement is also linked to how individuals define themselves

when performing their roles. It includes the effective use of behaviors and emotions in perception. It has been found that there are three psychologically related states in work engagement, which are safety, meaning, and availability. It can be said that employees are more engaged in situations that provide them with more security and psychological meaning.

Communication between employees is a top priority for employee leadership in a company, as opportunities should be provided to feed their perspectives, as these perspectives are. It is among the key factors that affect employee engagement. The manager is the key to a committed workforce, as employees who have friendships with managers are more interactive, and employee engagement is linked to employer practices. Employee engagement is a result of personal characteristics such as knowledge, abilities, skills, mood, and personal attitudes. It has been found that most of the motives for employee engagement are non-financial. Any company or organization may reach the required level of employee engagement at lower costs if its leadership is dedicated to it. However, this does not mean ignoring the financial aspect of employees. It is important to link rewards to performance. As a result, it is obvious that motivations other than money drive employee engagement. The support of the manager and their relationship with employees play a very important role in this engagement (Markos and Sridevi, 2010).

#### **2.4.2. Job Satisfaction**

It combines the physiological, psychological, and environmental conditions through which a person is satisfied with their job. Even though job satisfaction is influenced by a wide range of external factors, it is still a personal matter for the employee. Job satisfaction is provided by many factors that make employees feel satisfied. Job satisfaction is described as how people feel about their employment and its numerous components. Job satisfaction is a mix of negative and positive emotions that people have about their jobs. This feeling of satisfaction is a feeling of pride and accomplishment for employees and success in their work. Since individuals like what they do and are compensated for it in their jobs, this satisfaction has a direct correlation

to both productivity and personal wellbeing. This satisfaction is an essential element in achieving goals, income, and promotion, leading to a sense of fulfillment (Aziri, 2011).

Communication between the manager and the employee has a significant impact on job satisfaction at work. The way the supervisor views employees can have a positive or negative effect on job satisfaction. Communication behavior, such as facial expressions, vocal expressions, and body movements, is crucial for the importance of the relationship between the manager and the employee. An employee who dislikes their manager and thinks negatively of them will have less desire to communicate and less motivation to work. On the other hand, an individual who likes their manager, has a friendship with them, and thinks positively of them will be more satisfied and more likely to communicate with others. Therefore, the relationship between the manager and the employee is very important in the workplace, as it leads to the success of the work. Mood and emotions in the workplace are the raw materials that form the emotional component of job satisfaction (Mishra, 2013).

### **2.4.3. Emotional Organizational Commitment**

This commitment is important for employees because the fundamental concept of job commitment is defined through multiple dimensions such as commitment to personal work, career, job, union, and organization. This commitment is divided into two main dimensions: emotional and calculative. It involves being willing to exert great effort for the organization based on a strong belief in its goals, values, and acceptance. Empirically, higher levels of emotional commitment are associated with higher levels of job performance, lower absenteeism rates, lower turnover rates, and higher job satisfaction (Nyhan, 1999).

Effective organizational commitment is linked to customer performance, which refers to the performance of employees in public institutions that meet the expectations of citizens. In this way, the more committed employees are, the more proactive behaviors they will exhibit to improve public service for citizens. Other studies have examined

the extent to which different leadership practices in different leadership roles in the public sector affect the level of emotional organizational commitment among subordinates toward the organization. Research the results have shown That is mission-oriented leadership and integrity-oriented leadership will enhance organizational preference of members with high levels of emotional organizational commitment but have little impact on members with low levels of emotional organizational commitment. Emotional organizational commitment has a Very important and meaningful connection with the services provided by Appointment to the citizen (Luna-Arocas and Lara, 2020).

## **2.5. Employee Retention Strategies in the Workplace**

Human resource specialists oversee the process of employee retention to ensure employee retention. It is not easy for professionals to retain and keep employees on the team, so it is important to have strategies that help retain them. Nwokocha and Iheriohanma (2012) described these strategies as four strategies, and Mokaya (2014) described them as five strategies:

### **2.5.1. Reward and Recognition**

Rewards are all aspects of the financial returns, real services and benefits that an employee receives through their work. These rewards lead to increased morale and competition among employees to give their best abilities to their work. Some consider rewards to be compensation given to individuals in exchange for organizational performance at work. This compensation can be in the form of wages and incentives. Although employees receive salaries for their work, rewards and incentives are important and have various ways of being presented to them. The basic principle of using rewards is to encourage and motivate employees toward desired behaviors that are beneficial for organizational performance (Akafo and Boateng, 2015).

Rewards and recognition are key factors that increase employee motivation at work. These factors are highly preferred for an employee motivation program. Reward and

recognition programs are highly likely to maintain self-respect and high emotions among employees. Managers are responsible for successfully encouraging and influencing employees' behavior in order to increase organizational efficiency. Job performance is a result of ability and motivation. If an employee's performance is successful, it will lead to organizational rewards. Among finance, economics, and human resources, the most important thing is that human resources can provide organizations with a competitive advantage over other organizations. The commitment of all employees depends on rewards and recognition. Most organizations have made significant progress by providing their employees with a balanced program of rewards and recognition that aligns perfectly with their business strategy.

The success of an organization as a whole is greatly influenced by the performance of its employees. In order to establish a proper work environment, the organization implements effective incentives and recognition that motivates a employees to perform well. Rewards and recognition programs maintain high employee morale. Improving employee morale and establishing a link between performance and employee motivation. (Danish and Usman, 2010).

### **2.5.2. Training and Development**

It is an effort that is planned to facilitate the process of imparting knowledge and job-related behaviors to employees. It is the sole strategic approach for organizations to improve employee productivity and increase retention rates. The aim is to enhance the capabilities of employees through comprehensive training and development. However, to do this, organizations must invest in their staff in order for them to have the necessary knowledge, abilities, and skills they need to work effectively in a fast-changing and complex work environment. Training is linked to reducing the number of employees and increasing productivity. Employees perceive professional development, education, and training as essential to their overall success and career advancement and they are motivated to stay and build their professional lives in organizations that provide them with opportunities. Experimental data shows that the lack of training and promotion opportunities is one of the factors. When an

organization provides training to its employees, it significantly reduces employee turnover and increases employee retention (Nwokocha and Iheriohanma, 2012).

### **2.5.3. Supervisory Support**

Line supervisors play a vital role in an organization. Encouragement and support from direct supervisors are important because previous research shows that they are the people closest to employees. Therefore, direct superiors can manage the emotions of their subordinates effectively (Onn and Lung, 2014). Supervisors have a major role in structuring the work environment, as they give orders and information to employees, and the behavior of supervisors has a major role in employees' actions, especially emotional actions. Team structures reduce supervisory support in the organization (Griffin et al., 2001).

Whenever an employee receives appreciation and attention from his boss, he develops his own beliefs and contributes to the growth of organizational support. Employees tend to view the organization as an entity because it takes responsibility for the actions of its agents, sets policies and standards, provides continuity, prescribes role behaviors, and exercises authority over individual employees through its agents. Employees exchange their efforts and dedication to the organization in exchange for a tangible incentive, such as salaries and additional incentives, and social and emotional benefits, such as recognition, approval, and sponsorship. Supervisors act as agents of the organization in directing and evaluating individual employees and subordinates. Therefore, supervisory support is believed to have a strong influence on subordinates, supervisory support is believed to be positively related to employee turnover, and supervisors who are treated fairly by the organization can reciprocate by treating the subordinates more favorably (Shanock. and Eisenberger, 2006).

The support process provided by supervisors is a very important element in the organization. They are representatives of this organization, as their actions indicate the culture of safety within the organization. After all, it directs safe and compliant behaviors in the workplace (Haas, 2020).

#### **2.5.4. Work Environment**

It is the atmosphere and place where employees learn and work, including the support and ambition in work, the pressure of work, the degree of authority and responsibility recognized by workers, alternative work tasks and development opportunities, and providing challenging and purposeful work filled with development opportunities. In general, this term refers to the environment in which employees learn. More specifically, the concept is described in terms of guidance and recognition at work, work pressures, the level of delegation and responsibility, and options for work tasks and development that employees face. It also includes earning a living through hard and purposeful work, promotion, and opportunities for growth. If the manager pays a lot of attention or does not delegate tasks properly, employees may experience stress. Some employees find satisfaction in taking responsibility for others' work and become happier by facing and achieving these challenges at work. This makes employees more proud of their accomplishments and more enthusiastic about their work (Mokaya, 2014).

#### **2.5.5. Job Satisfaction**

Job satisfaction refers to the overall attitudes of individuals toward their current job, including thoughts and feelings about the job. It encompasses all aspects of the job, both positive and negative, that can contribute to enhancing the feeling of satisfaction or dissatisfaction. It is described as the emotional state of the employee and their perceptions of their job. This state is acceptable, and acceptance is derived from individuals' evaluation of their job as fulfilling for them or facilitating the achievement of their work values. Several variables impact job satisfaction, including wages, the relationship between managers and employees, rewards and incentives, and the work environment in which the employee operates. A satisfied employee has a high tendency to be productive and creative at the same time, and it is also suggested that a satisfied employee will increase their commitment to continue working within the organization (Nwokocho and Iheriohanma, 2012).

### **3. JOB SATISFACTION**

When an employee feels job satisfaction, he feels that he is in the right place in his career, where their performance is better and their tenure in the job is longer. Personal intuition and environmental factors are often the determinants of whether an employee is satisfied or dissatisfied with their work. When an employee has job satisfaction, they feel that they have a stable job and opportunities for growth in their professional life. The employee is happy with their work because it meets their criteria. The company's environment, circumstances, and level of work quality can all have an impact on employees' job satisfaction. This satisfaction is necessary in organizations because it motivates employees and makes them feel positive energy, creativity, and increased motivation for success.

#### **3.1. Concepts of Job Satisfaction**

Job satisfaction refers to individuals' self-assessment of various aspects of their work. An increase in job satisfaction among employees results from improvements in all objective aspects of the job, either by providing enjoyable aspects that reduce dissatisfaction or by lowering expectations (Gazioglu and Tansel, 2006).

Sypniewska (2014) defined the term "job satisfaction" as an emotional response or pain felt while carrying out particular tasks, roles, and functions. It is also defined as an emotional reaction to the work environment and surrounding conditions. Zhu (2013) clarifies that job satisfaction is a constitutional concept that includes functional characteristics and conditions related to the job, such as supervisors, tasks, colleagues, compensation, and promotion opportunities. It is also a type of affectionate state and positive energy during work.

Aziri (2011) states that job satisfaction is a combination of psychological, physiological, and environmental factors that make an individual genuinely recognize their satisfaction with their job. It is an emotional orientation towards the practical role they perform. The Job satisfaction is a process based on mental traits the employees,

which vary from person to person. It represents the emotional consequences that make employees perform their roles in the organization. Job satisfaction can also be seen as a treasure associated with environmental and physiological conditions for specific role performances (Taheri et al., 2020).

Thangaswamy and Thiyagaraj (2017) describe job satisfaction as employees' attitudes towards their jobs and as a pleasant emotional state resulting from evaluating an individual's job as an accomplishment that facilitates the value of the job.

Job satisfaction also refers to an employee's development of positive attitudes toward their work, their ability to maintain these attitudes and their experiences at work. It was defined as positive emotional associated with the state to satisfaction with emotional commitment, rewards, and all the benefits in the workplace that make employees satisfied with their work and motivated to give their best (Celi, 2011).

### **3.2. The Importance of Job Satisfaction**

The importance of job satisfaction is highlighted in creating a conducive environment that contributes to individuals' comfort and safety within the organization. This encompasses workplace facilities, equipment, vehicles, phones, and all aspects regulated by health and safety guidelines. The presence of these factors in the work environment enhances employees' satisfaction with their organization. Additionally, job satisfaction is crucial in processes such as salary increases, bonuses, promotions, and opportunities for advancement. Satisfaction contributes to employees' commitment to their roles, freeing them from stress (Sypniewska, 2014).

A satisfied employee is a happy and successful employee. Job satisfaction becomes even more critical when considering the numerous negative consequences of dissatisfaction, including disloyalty, increased job turnover, and a higher incidence of accidents. Three main elements are involved in job satisfaction, one of which is that organizations follow human values. Organizations committed to fair and respectful treatment of employees can use job satisfaction assessments as good indicator of

employee effectiveness. High levels of job satisfaction can be an indicator of positive emotions and psychological states, influencing employee behavior and subsequently impacting organizational performance and business activities. Positive job satisfaction can lead to positive behavior, while dissatisfaction can result in negative behavior. Job satisfaction can serve as an indicator of organizational activity and performance improvements (Aziri, 2011).

Furthermore, job satisfaction is crucial as an indicator of an employee's feelings toward their job, in addition to work behaviors such as organizational citizenship, absenteeism, and employee turnover rate. Additionally, the association between inappropriate work behaviors and personality factors might be partially mediated by job satisfaction. Research commonly suggests that job satisfaction is linked to life satisfaction, showing a mutual relationship where individuals satisfied with their lives tend to be satisfied with their jobs, and vice versa (Mishra, 2013).

People's mental health is another area in which job satisfaction is crucial. It fosters goodwill within the organization and reduces absenteeism and employee turnover. Job satisfaction leads to improved morale and productivity among employees, fostering innovative thinking. Individuals are likely to be more loyal to the organization, and employees are more satisfied when their expectations are met. Job satisfaction is associated with employees' internal feelings, and a satisfied worker exhibits maximum effectiveness and efficiency in their work. Job satisfaction is important as it motivates employees to engage in long-term employment (Vrinda and Jacob, 2015).

### **3.3. The Relationship Between Job Satisfaction and Job Performance**

Job satisfaction is a very important factor in determining job performance, as individuals who have high job satisfaction can assist the organization in achieving strategic goals, leading to a competitive advantage for the organization. Therefore, individuals who are happy with their employment are typically hired by human resource managers and try to retain them because they understand the importance of

job satisfaction in improving job performance within the organization. Job satisfaction leads to better service delivery, creating a competitive environment that increases revenue and reduces costs, resulting in a market advantage (Perera et al., 2014).

Job performance is crucial for every organization, as it indicates whether an employee is performing their job effectively or not. Performance consists of the behaviors individuals exhibit in their work that are aligned with the organization's goals. It is based on the individual employee's behavior or a combination of employee behaviors that contribute to the success of the organization. Performance can be measured, monitored, and evaluated at the individual employee level, and it is linked to organizational goals. Therefore, job performance is important and vital for organizational success (Perera et al., 2014).

The correlation between job performance and job happiness is favorable, and job satisfaction plays a crucial role in estimating job performance. Satisfied employees have a positive attitude toward their jobs. They tend to arrive at work on time, show more goal orientation, work quickly, make fewer errors, demonstrate loyalty and commitment to their work, innovate new ideas, tend to improve their knowledge, and are willing to take on more responsibility, follow rules and regulations, reduce absenteeism, and try to maintain their current job. A positive attitude increases the quality and quantity of employee performance (Vrinda and Jacob, 2015).

Achieving high organizational performance through improved productivity and efficiency is a key goal for businesses. A crucial factor in reaching this goal is ensuring employee satisfaction, as content employees tend to invest more energy into their work, leading to a more effective and diligent workforce. Therefore, organizations prioritize creating a satisfied workforce to maintain their overall well-being. An organization's ability to succeed is largely dependent on each employee's individual performance. Organizations depend on the efficient and effective contributions of their staff to achieve high productivity. Employee efforts are crucial in determining individual performance, and when employees are satisfied with their jobs, they are

motivated to put in more effort, positively impacting the overall performance of the organization (Pushpakumari, 2008).



## **4. THE EFFECT OF HAPPINESS AT WORK ON JOB SATISFACTION**

The pursuit of happiness is considered the paramount objective in life, as it has been and continues to be the focus of researchers due to its numerous benefits. Happiness influences well-being and job satisfaction. The topic of happiness is crucial within companies that invest efforts in attracting happy employees for the success of their investments, promoting positive attitudes for beneficial outcomes. Numerous researchers and scholars have clarified that happiness and a positive mood in the workplace enhance productivity and cooperation among employees. These positive feelings facilitate teamwork. Job satisfaction, resulting from happiness at work, involves positive feelings derived from job evaluation or employee experiences, leading to contentment and expressing acceptable or satisfactory competence (Salas-Vallina and Alegre, 2021).

Job satisfaction is satisfaction with life, reflecting the quantity of joy and comfort associated with the job. It is a positive state resulting from the individual's evaluation of their job. Employees with job satisfaction are less likely to be absent or leave their jobs. Salary, organizational culture, communication, and organizational commitment are just a few of the complex factors that affect job satisfaction. The friendly relationship between managers and employees significantly contributes to job satisfaction, as a positive and happy relationship fosters satisfaction, leading to work success (Singh and Jain, 2013).

Organizations face various challenges in both the government and private sectors due to the work environment. To increase job satisfaction, the work environment is considered a fundamental factor that managers and leaders of these organizations must consider. The work environment is vital for employees, and organizations should focus on it to retain their workforce. The work environment includes material conditions, social conditions, job security, personal safety, performance appraisals, and maintaining understanding among colleagues. Wage levels, flexible working hours, and employee participation in decision-making have a significant role in improving

the work environment and achieving organizational goals based on understanding between employees and managers (Taheri et al., 2020).

Happiness in the workplace plays a crucial role in job satisfaction, contributing to increased organizational productivity, development, and a competitive edge over other organizations. Workplace happiness that meets all employee needs is the primary driver that makes employees satisfied and happy in their work. In our current reality, organizations, especially the Kirkuk Governorate Council, exert great effort to build an institution capable of keeping up with the times and facing challenges through modern methods. Ensuring a happy work environment makes employees satisfied with their work. Employee well-being in the workplace is one of the most significant challenges facing organizations, managers, and officials. Human resources provide employees with a sense of well-being, security, effective communication with colleagues, and the belief that their work is essential for both them and the organization. Job satisfaction arises from employees' positive feelings towards their jobs, improving productivity or work quality, leading to organizational success. All organizations prioritize employee job satisfaction, making it a crucial factor for any workplace aspiring to succeed. Job satisfaction varies among employees in the same workplace because the factors driving satisfaction may differ even under similar conditions. Therefore, companies should adopt a multidimensional approach to achieve employee satisfaction (Sypniewska, 2014).

Happiness is the positive emotional state that captures our emotions, minds, and spirits and gives meaning to our lives. Achieving happiness undoubtedly reflects on all aspects of life. Positive psychology contributes to motivating and encouraging individuals to exert more effort in achieving their aspirations. Currently, job satisfaction is considered a reflection of happiness and is a key factor in the efficiency and effectiveness of work teams. Job satisfaction requires a high degree of human interaction, information exchange, and comprehensive thinking and effort to solve problems. This necessitates a certain level of trust as a foundation for the success of individual and collective relationships within organizations. Therefore, enhancing job satisfaction in institutions receives significant attention due to its direct positive impact on the behavior of individuals and employees in organizations, driving them toward

improving their performance and achieving the organization's goals. Job satisfaction achieves several benefits, including stimulating innovation and achieving a high level of emotional stability for individuals working in the organization. A decrease in trust within an organization leads to the disappearance of values and motivations in others (Demirbulat and Aymankuy, 2019).



## **5. METHODOLOGY**

### **5.1. Overview**

The current section addresses the analysis of the relationship between job satisfaction and work happiness. Specifically, this section empirically examines the impact of job happiness on job satisfaction within the Directorate of Kirkuk Governorate. The analysis results may reveal the degree and direction of the influence of job happiness on job satisfaction within the institution. The current organization can leverage these findings to enhance overall job happiness, thereby increasing the status of job satisfaction within it. The study was conducted at the Directorate of Kirkuk Governorate, with a sample comprising 193 employees and the analysis of 193 valid questionnaires. The primary objective is to enhance employee job happiness as they provide outstanding services to citizens, benefiting the residents of the governorate.

The following steps in the analysis are elucidated, commencing with the employed statistical methods, followed by the encoding of study variables and dimensions. Subsequently, there is the testing of the normal distribution of data, the examination of the stability of the study scale, and an explication of its characteristics within the studied sample.

### **5.2. Overview**

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### **5.3. The Model**

The study's foundation is indicated by the correlations between work happiness (WH) and job satisfaction (JS), where the variable WH has been selected as a reference for its scale according to (Hackman, J. R., and Oldham, G. R. ,1976). Meanwhile, JS constitutes one of ten sub-dimensions: Pay (P), communication (CO), job working conditions (JWC), job security and compliance with the law (JCL), training and staff development (TSD), job preference (JP), co-workers (CO-W), supervision (SUP), job results (JR) and promotion (PRO). The scale for JS was based on the source Locke, E. A. (1969). A comprehensive list is presented in Table 5.1 below, encompassing the variables and their dimensions, along with the references that were relied upon and their designated codes. All variables, their dimensions, the references upon which they were built, and their coding are the listed in a Table 5.1 below.

**Table 5.1:** The details of the scales

Variables and dimensions	Code	Number of Items	The Sources
<b>Work happiness</b>	WH	16	(Hackman, J. R., and Oldham, G. R., 1976).
<b>Job Satisfaction</b>	JS	43	
Pay	P	7	
Communication	CO	6	
Job working conditions	JWC	5	
Job security and compliance with the law	JCL	5	
Training and staff development	TSD	4	Locke, E. A. (1969).
Job preference	JP	3	
Co-workers	CO-W	4	
Supervision	SUP	3	
Job results	JR	3	
Promotion	PRO	3	

#### **5.4. The Data and the Sample**

The researched institution is located in Kirkuk Governorate, Iraq, and includes the Directorate institution where several employees provide functional services to citizens. A sample of these employees was selected using the Krejcie, Robert V., and Morgan, Daryl W. (1970) method, given that the study population consisted of 416 employees. The valid questionnaires available for analysis amounted to 193.

The questionnaire was structured into three dimensions, with the first dimension encompassing demographic information about the sample. The second dimension represents the section dedicated to the variable (WH) while the third dimension represents the section specific to the variable (JS). The response scale was constructed based on a five-point Likert scale, with the ratings as follows: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

#### **5.5. Statistical Coding of Variable and Items**

The researcher encodes the research variables, their dimensions, and terminologies using mathematical symbols commonly employed by most researchers and represented in statistical software, as illustrated in Table 5.2, as follows:

**Table 5.2:** Statistical coding of variable and items

Variables	Variables Type	Statistical Coding	Coding Items
<b>Job Satisfaction</b>	Dependent Variables	Y	Q1-Q43
Pay	Dependent Variables	Y1	Q1-Q7
Communication	Dependent Variables	Y2	Q8-Q13
Job working conditions	Dependent Variables	Y3	Q14-Q18
Job security and compliance with the law	Dependent Variables	Y4	Q19-Q23
Training and staff development	Dependent Variables	Y5	Q24-Q27
Job preference	Dependent Variables	Y6	Q28-Q30
Co-workers	Dependent Variables	Y7	Q31-Q34
Supervision	Dependent Variables	Y8	Q35-Q37
Job results	Dependent Variables	Y9	Q38-Q40
Promotion	Dependent Variables	Y10	Q41-Q43
<b>Work happiness</b>	Independent Variables	X	Q44-Q59

## 5.6. Statistical Methods

The researcher employs various statistical methods, as illustrated in Table 5.3, which are extracted using the statistical software (SPSS V26) to achieve the desired results.

**Table 5.3:** Statistical methods

<b>Sequencing</b>	<b>Method or statistical test</b>
1	Coding for the Likert scale
2	Cronbach's Alpha Coefficient
3	Kolmogorov-Smirnov Test
4	Frequencies and Percentages
5	Mean, Standard Deviation, Variance Coefficient
6	Simple Linear Regression

### 5.7. Demographic Information

The demographic information of the sample is presented first in the results. Table (5.4) displays the gender distribution of the sample. According to the table, males constitute 47.67% of the sample, while females make up 52.33%. The distribution appears to be unbalanced, as the number of females in the sample increases by 4.66% compared to the number of males.

**Table 5.4:** Gender information

<b>Items</b>	<b>Frequencies</b>	<b>Percentage %</b>
Male	92	47.67%
Female	101	52.33%
Total	193	100 %

The second section includes information about the ages of the sample participants, as illustrated in Table (5.5). The participants' ages were encoded as follows: [(1): 18 to 30 years, (2): 31 to 40 years, (3): 41 to 50 years, and (4): 51 years and above]. The table indicates, as specified in the questionnaire, the presence of four age categories. The age category (18-30 years) has the highest proportion, accounting for 33.16%.

The category (18-30 years) constitutes 33.16%. The age category (31-40 years) represents 32.12%. Meanwhile, the age category (41-50 years) accounts for 26.42%. The age category (51 years and above) represents 8.29%. In summary, the age distribution of the sample indicates that the majority of individuals fall within the age range of 18 to 50 years, with a noticeable concentration in the 18-30 years category.

**Table 5.5:** Age information

Items	Frequencies	Percentage %
18-30 years	64	33.16%
31-40 years	62	32.12%
41-50 years	51	26.42%
51 years and above	16	8.29%
Total	193	100 %

The educational information for the third respondent is illustrated in Table (5.6). The participants' educational levels were categorized as follows: [(1) High school, (2) Diploma, (3) BA (4 years Collage), (4) Master's degree, and (5) Doctorate]. According to the table, the percentage of participants with a High school education is 6.74%, while those with a diploma constitute 19.17% of the sample. BA (4 years Collage) holders make up 62.69% of the participants, with 7.77% having a Master degree. The Ph.D. degree category represents 3.63%. Overall, this indicates that the majority of the sample possesses higher education levels, with a significant representation of BA (4 years Collage) holders.

**Table 5.6:** Educational information

Items	Frequencies	Percentage %
High school	13	6.74%
Diploma	37	19.17%
BA (4 years Collage)	121	62.69%
Master degree	15	7.77%
Ph.D. degree	7	3.63%
Total	193	100 %

The information related to employment status is found in the fourth section. Job positions are categorized into [(1) Managers, and (2) Employees]. Table (5.7) presents the distribution of participants according to their job roles. The distribution indicates that Managers represent 25.39% of the sample, while Employees constitute 74.61%. Overall, this suggests that the sample is primarily composed of employees, forming the overwhelming majority.

The number of employees far exceeds the number of managers. Overall, having a sample that includes a diverse group of individuals in various job roles is beneficial because it provides valuable information.

**Table 5.7:** Work positions information

Items	Frequencies	Percentage %
Managers	49	25.39%
Employees	144	74.61%
Total	193	100 %

Details of work experience were presented in Table (5.8). Information about participants' work experiences was classified as follows: [(1): For (1-3 years), (2): For (4-10 years), (3): For (11-15 years), and (4): For more than (15 years)]. According to the table, it is evident that approximately 11.40% of the participants have work the experience ranging from 1 to 3 a years, while 40.41% possess experience ranging from 4 to 10 years. The category with experience from 11 to 15 years constitutes 41.45%, and 6.74% of participants have experience exceeding 15 years.

This indicates majority of participants have work experience, where total with experience in the specified periods (1-3 years, 4-10 years, and 11-15 years) is approximately 93.26% of the total sample. This distribution demonstrates diversity in the durations of work experience, reflecting a broad range of professional backgrounds among the participants.

**Table 5.8:** The work experience information

<b>Items</b>	<b>Frequencies</b>	<b>Percentage %</b>
1-3 years	22	11.40%
4-10 years	78	40.41%
11-15 years	80	41.45%
more than 15 years	13	6.74%
<b>Total</b>	<b>193</b>	<b>100 %</b>

### **5.8. The Reliability Test**

The Job Satisfaction and Work Happiness Scale (DMS) utilized Cronbach's Alpha test. The scale is considered statistically ready for analysis when the alpha coefficient is equal to or exceeds 0.70. The coefficients for the dimensions and variables are presented in the following Table 5.9

**Table 5.9:** Scale reliability test results

Variables Dimensions	Items	Cronbach's Alpha Value
<b>Job Satisfaction</b>	Q1-Q43	0.960 > 0.70
Pay	Q1-Q7	0.889 > 0.70
Communication	Q8-Q13	0.823 > 0.70
Job working conditions	Q14-Q18	0.786 > 0.70
Job security and compliance with the law	Q19-Q23	0.785 > 0.70
Training and staff development	Q24-Q27	0.883 > 0.70
Job preference	Q28-Q30	0.777 > 0.70
Co-workers	Q31-Q34	0.879 > 0.70
Supervision	Q35-Q37	0.818 > 0.70
Job results	Q38-Q40	0.814 > 0.70
Promotion	Q41-Q43	0.894 > 0.70
<b>Work happiness</b>	Q44-Q59	0.950 > 0.70
<b>The Scale</b>	Q1-Q59	0.973 > 0.70

### 5.9. Measuring the Levels of Study Variables

The levels of study variables were measured, and the mean, Coefficient of difference, and standard deviations were calculated, as shown in Table 5.10 below.

**Table 5.10:** Analysis of the variables of the study

Variables	mean	standard deviations	Coefficient of difference
Job Satisfaction	3.456	0.585	16.93%
Work happiness	3.619	0.666	18.40%

The arithmetic mean of the Job Satisfaction variable is 3.456, indicating a moderate level of satisfaction among the sample members. The standard deviation of 0.585 suggests that there is some variability in their responses, but the relatively high coefficient of relative difference (16.93%) points to a notable dispersion in opinions regarding job satisfaction. This suggests that opinions within the sample are somewhat diverse, with a significant spread in the level of satisfaction.

The arithmetic mean of the Work Happiness variable is 3.619, suggesting a moderate level of happiness among the sample members in relation to their work. The standard deviation of 0.666 indicates some variability in their responses, and the relatively high coefficient of relative difference (18.40%) signifies a considerable dispersion in opinions regarding work happiness. This implies that there is a notable diversity in the sample's perceptions of happiness at work, with a significant spread in the level of satisfaction.

#### **5.10. Linear Regression Analysis**

These hypotheses posit an impact between a single variable (work happiness) and a diverse set of variables related to job satisfaction. The theoretical framework suggests that work happiness plays a crucial role in enhancing various aspects of job satisfaction. Logical conclusions can be drawn from this influence. Moreover, the hypotheses specify these relationships, which can be of significant importance. These hypotheses are based on a fundamental assumption regarding the impact of workplace happiness on multiple elements constituting facets of job satisfaction. It is assumed that the presence of a high level of happiness in work environment will lead to the improvement and enhancement of individual job satisfaction.

H1a: The work happiness positively influences the type of Pay expended in job satisfaction.

H1b: The work happiness positively influences the type of Communication expended in job satisfaction.

H1c: The work happiness positively influences the type of Job working conditions expended in job satisfaction.

H1d: The work happiness positively influences the type of Job security and compliance with the law expended in job satisfaction.

H1e: The work happiness positively influences the type of Training and staff development expended in job satisfaction.

H1f: The work happiness positively influences the type of Job preference expended in job satisfaction.

H1g: The work happiness positively influences the type of Co-workers expended in job satisfaction.

H1h: The work happiness positively influences the type of Supervision expended in job satisfaction.

H1i: The work happiness positively influences the type of Job results expended in job satisfaction.

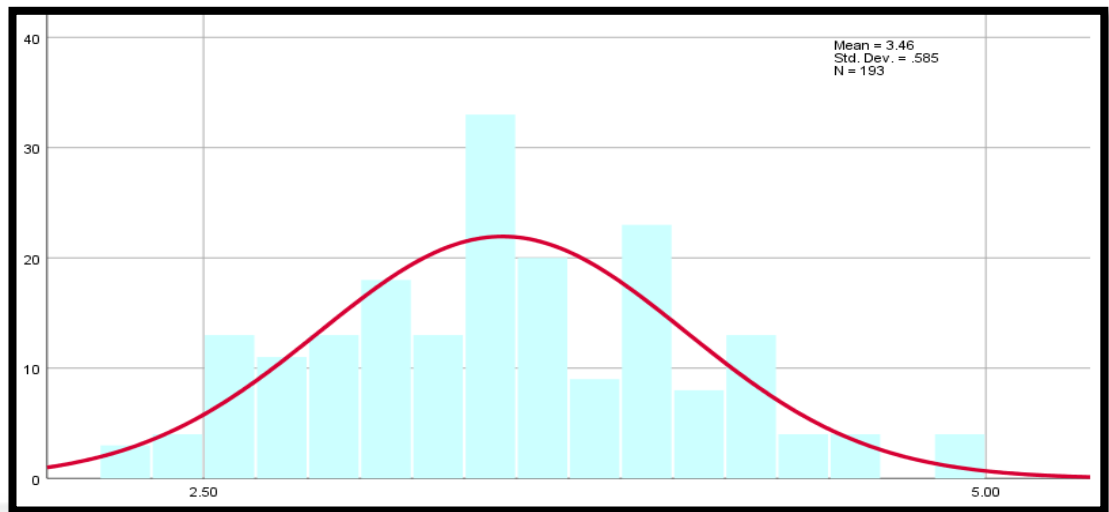
H1j: The work happiness positively influences the type of Promotion expended in job satisfaction.

Before commencing the linear regression analysis, it is a prerequisite that the data follows a normal distribution. The following table (5.11) illustrates this requirement:

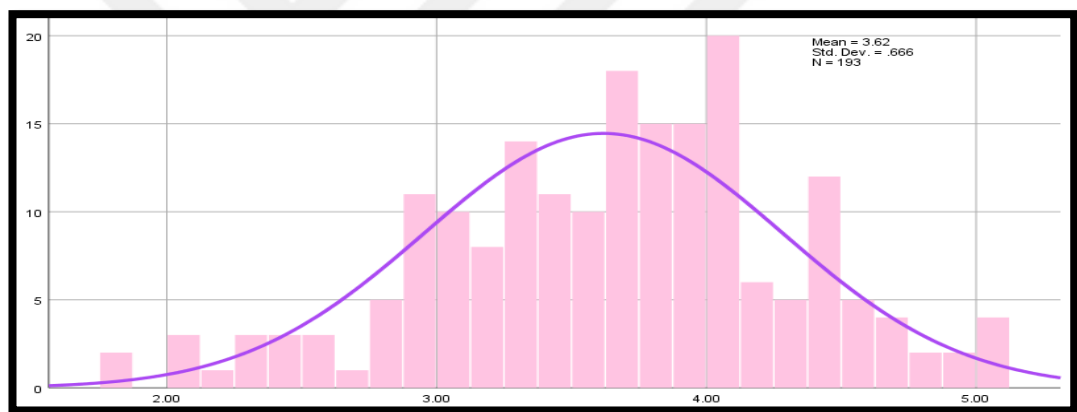
**Table 5.12:** Kolmogorov-Smirnov test

<b>Variables</b>	<b>Statistic</b>	<b>df</b>	<b>Sig.</b>
<b>JS</b>	.055	193	.200*
<b>WH</b>	.063	193	.056

**Figure 5.1:** Graphical representation of variable (JS) data



**Figure 5.2:** Graphical representation of variable (WH) data



The table (5.12) demonstrates the relationship between variables, indicating statistically significant correlations among them. Specifically, correlations are evident between (WH) and (P, CO, JWC, JCL, TSD, JP, CO-W, SUP, JR, PRO). This means that the variables (P, CO, JWC, JCL, TSD, JP, CO-W, SUP, JR, PRO) will be included in regression models as dependent variables. As for the variable (WH), it will be introduced into regression models as an independent variable. Therefore, the regression analysis will involve one independent variable and ten dependent variables.

**Table 5.13:** Correlation matrix

		Correlations									
		P	CO	JWC	JCL	TSD	JP	CO- W	SUP	JR	PRO
W H	Pearson Correlati on	.581*	.508*	.601*	.526*	.639*	.731*	.705*	.702*	.784*	.840*
		*	*	*	*	*	*	*	*	*	*
	Sig. (2- tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	193	193	193	193	193	193	193	193	193	193

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Ten linear regression models were employed to test the study hypotheses. These results include the variables (P, CO, JWC, JCL, TSD, JP, CO-W, SUP, JR, PRO) as dependent variables, while the independent variable influencing them will be (WH).

The results of simple linear regression for the ten models are presented in tables of ANOVA analysis. This statistical test indicates whether there are statistically significant differences among the means of the variables by analyzing the variance levels within them.

The tables also display the estimated coefficients for each linear regression model. Every independent variable that is predicted to explain the dependent variable is evaluated for significance (sig = p-value). Variables with (sig = p-value) less than 0.05 significantly explain the dependent variable at a 5% confidence level (Freund et al., 2006).

Furthermore, the standardized beta coefficients in the tables of coefficients indicate the extent of the independent variable's contribution to the dependent variable. Regarding the R<sup>2</sup> measure, it signifies the model fit in regression. As the determination coefficient R<sup>2</sup> approaches 1, it confirms the strength of the analysis, indicating

statistically proportional regression predictions, and the independent variable's explanation for the dependent a variable (Hair et al., 2011). The Table 5.13 illustrates values and comments on the R2 determination coefficients.

**Table 5.14 :** The interpretation of the ( $R^2$ ) value

Comment	$R^2$ value
Very Weak	$R^2 < 0.25$
Weak	$0.25 < R^2 < 0.50$
Moderate	$0.50 < R^2 < 0.75$
Substantial-Strong	$R^2 > 0.75$

Source: Hair et al.,2011

The values in Table 5.14 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Pay with statistical significance

**Table 5.15 :** ANOVA for Model 1

ANOVA							
Model	Sum of Squares	Df	Mean Square	F	Sig.	$R^2$	
1	Regression	45.694	1	45.694	97.225	.000 <sup>b</sup>	.337
	Residual	89.766	191	.470			
	Total	135.459	192				

a. Dependent Variable: P

b. Predictors: (Constant), WH

In Table 5.15, the  $\beta$  value = 0.733 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Pay.

**Table 5.16 :** Regression coefficient for model 1

Model		Coefficient			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.505	.273		1.846	.066
	WH	.733	.074	.581	9.860	.000

a. Dependent Variable: P

P(Pay) = .000 < 0.05  (Acceptance of H1a)

The values in Table 5.16 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Communication with statistical significance.

**Table 5.17 :** ANOVA for Model 2

ANOVAa						
Model	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	22.532	1	22.532	66.370	.000b	.258
Residual	64.842	191	.339			
Total	87.373	192				

a. Dependent Variable: CO

b. Predictors: (Constant), WH

In Table 5.17, the  $\beta$  value = 0.514 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Communication.

**Table 5.18 :** Regression Coefficient for Model 2

Model	Coefficient				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
2	(Constant)	1.711	.232		7.365	.000
	WH	.514	.063	.508	8.147	.000

a. Dependent Variable: CO

P(Communication) = .000 < 0.05  (Acceptance of H1b)

The values in Table 5.18 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Job working conditions with statistical significance.

**Table 5.19 :** ANOVA for Model 3

ANOVAa							
Model	Sum of Squares	Df	Mean Square	F	Sig.	R <sup>2</sup>	
3	Regression	32.313	1	32.313	107.888	.000	.361
	Residual	57.205	191	.300			
	Total	89.517	192				

a. Dependent Variable: JWC

b. Predictors: (Constant), WH

In Table 5.19, the  $\beta$  value = 0.616 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Job working conditions.

**Table 5.20 :** Regression coefficient for model 3

Model		Coefficient				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	.992	.218		4.544	.000
	WH	.616	.059	.601	10.387	.000

a. Dependent Variable: JWC

P(Job working conditions) = .000 < 0.05  (Acceptance of H1c)

The values in Table 5.20 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Job security and compliance with the law with statistical significance.

**Table 5.21:** ANOVA for Model 4

ANOVAa							
Model	Sum of Squares	Df	Mean Square	F	Sig.	R <sup>2</sup>	
4	Regression	25.607	1	25.607	72.992	.000	.276
	Residual	67.007	191	.351			
	Total	92.614	192				

a. Dependent Variable: JCL


b. Predictors: (Constant), WH

In Table 5.21, the  $\beta$  value = 0.548 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Job security and compliance with the law.

**Table 5.22:** Regression coefficient for model 4

Model		Coefficient				T	Sig.
		Unstandardized Coefficients		Standardized Coefficients	Beta		
		B	Std. Error				
4	(Constant)	1.450	.236		6.139	.000	
	WH	.548	.064	.526	8.544	.000	

a. Dependent Variable: JCL

P(Job security and compliance with the law) = .000 < 0.05 

(Acceptance of H1d)

The values in Table 5.22 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Training and staff development with statistical significance.

**Table 5.23 :** ANOVA for Model 5

ANOVAa							
Model		Sum of Squares	Df	Mean Square	F	Sig.	R <sup>2</sup>
4	Regression	49.985	1	49.985	131.637	.000	.408
5	Residual	72.526	191	.380			
	Total	122.510	192				

a. Dependent Variable: TSD


b. Predictors: (Constant), WH

In Table 5.23, the  $\beta$  value = 0.766 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Training and staff development.

**Table 5.24 :** Regression coefficient for model 5

Model		Coefficient				T	Sig.
		Unstandardized Coefficients		Standardized Coefficients	Beta		
		B	Std. Error				
5	(Constant)	.654	.246		2.660	.008	
	WH	.766	.067	.639	11.473	.000	

a. Dependent Variable: TSD

P(Training and staff development) = .000 < 0.05  (Acceptance of H1e)

The values in Table 5.24 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Job preference with statistical significance.

**Table 5.25 :** ANOVA for model 6

ANOVAa						
Model	Sum of Squares	Df	Mean Square	F	Sig.	R <sub>2</sub>
6	52.020	1	52.020	219.598	.000	.535
	Regression					
	Residual	191	.237			
	Total	192				

a. Dependent Variable: JP

b. Predictors: (Constant), WH

In Table 5.25, the  $\beta$  value = 0.782 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Job preference.

**Table 5.26:** Regression coefficient for model 6

Model	Coefficient				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
6	(Constant)	.712	.194		3.670	.000
	WH	.782	.053	.731	14.819	.000

a. Dependent Variable: JP

P(Job preference) = .000 < 0.05  (Acceptance of H1f)

The values in Table 5.26 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Co-workers with statistical significance.

**Table 5.27:** ANOVA for Model 7

ANOVA <sup>a</sup>						
Model	Sum of Squares	Df	Mean Square	F	Sig.	R <sup>2</sup>
7	52.229	1	52.229	188.765	.000	.49
	Regression					
	Residual	191	.277			
	Total	192				

a. Dependent Variable: CO-W  
b. Predictors: (Constant), WH

In Table 5.27, the  $\beta$  value = 0.783 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Co-workers.

**Table 5.28 :** Regression coefficient for model 7

Model	Coefficient				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
7 (Constant)	.701	.210		3.342	.001	
WH	.783	.057	.705	13.739	.000	

a. Dependent Variable: CO-W

$P(\text{Co-workers}) = .000 < 0.05$   (Acceptance of H1g)

The values in Table 5.28 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Supervision with statistical significance.

**Table 5.29 :** ANOVA for model 8

ANOVAa						
Model	Sum of Squares	Df	Mean Square	F	Sig.	R <sub>2</sub>
8 Regression	51.816	1	51.816	185.919	.000	.49
Residual	53.232	191	.279			
Total	105.048	192				

a. Dependent Variable: SUP

b. Predictors: (Constant), WH

In Table 5.29, the  $\beta$  value = 0.780 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Supervision.

**Table 5.30 :** Regression coefficient for model 8

Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
8 (Constant)	.730	.210		3.467	.001
WH	.780	.057	.702	13.635	.000

a. Dependent Variable: SUP

P(Supervision) = .000 < 0.05  (Acceptance of H1h)

The values in Table 5.30 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Job results with statistical significance.

**Table 5.31 :** ANOVA for model 9

ANOVAa						
Model	Sum of Squares	Df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	77.150	1	77.150	303.694	.000	.614
9 Residual	48.521	191	.254			
Total	125.671	192				

a. Dependent Variable: JR

b. Predictors: (Constant), WH

In Table 5.31, the  $\beta$  value = 0.952 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Supervision.

**Table 5.32:** Regression coefficient for model 9

Model	Coefficient				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
9 (Constant)	.143	.201		.710	.479	
9 WH	.952	.055	.784	17.427	.000	

a. Dependent Variable: JR

P(Job results) = .000 < 0.05  (Acceptance of H1i)

The values in Table 5.32 indicate that the Sig. value for the F-test is less than 0.05, This implies the presence of an effect of the independent variable on the dependent variable. Furthermore, the variable Work happiness explains the variation in the dependent variable Promotion with statistical significance.

**Table 5.33:** ANOVA for model 10

ANOVAa					
Model	Sum of Squares	Df	Mean Square	F	Sig.
10 Regression	98.869	1	98.869	456.068	.000
10 Residual	41.406	191	.217		
10 Total	140.275	192			

a. Dependent Variable: PRO

b. Predictors: (Constant), WH

In Table 5.33, the  $\beta$  value = 1.078 is statistically significant, indicating that the variable Work happiness has a positive impact on the variable Promotion.

**Table 5.34:** Regression coefficient for model 10

Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.		
	B	Std. Error	Beta				
10	(Constant)	-.367	.186			-1.979	.049
	WH	1.078	.050	.840		21.356	.000

a. Dependent Variable: PRO

P(Promotion) = .000 < 0.05  (Acceptance of H1j)

## 6. RESULTS AND DISCUSSION

It has been evident that employees' salaries are considered appropriate and high in the Directorate of Kirkuk Governorate to the salaries of individuals working in other companies. The salary exceeds its counterparts in other companies that offer similar work. Additionally, employees' evaluations of their salaries reflect commendation that it surpasses what others receive in similar companies.

It is evident that employees in the Directorate of Kirkuk Governorate lack a strong source of inspiration, facing difficulties in motivating themselves and their colleagues. They also lack personal motivation to achieve significant accomplishments in their professional lives. The situation indicates a lack of a stimulating environment that guarantees individual motivation and inspiration to achieve their goals, negatively impacting their performance and engagement with work. Additionally, it hinders their focus when starting work, making it challenging for them to effectively achieve their objectives.

Employees feel that they are performing their tasks to the best of their ability, reflecting their satisfaction and confidence in effectively carrying out their responsibilities. They also possess the capability to see the results of their work, indicating their positive engagement and awareness of the positive impact resulting from their efforts. Additionally, they demonstrate a continuous readiness to achieve their personal and professional goals.

The results showed significant relationships between dependent and independent variables. Specifically, (P, CO, JWC, JCL, TSD, JP, CO-W, SUP, JR, PRO) as dependent variables had a significant relationship with (WH) as an independent variable. Accordingly, ten regression models were created to test the study hypotheses.

The results showed that regression analysis and ANOVA analysis of the ten models provided statistically significant F-tests. This indicates significant differences between the groups. Regression analysis of the ten models also showed that (WH) as

independent variable had a significant impact on variables (P, CO, JWC, JCL, TSD, JP, CO-W, SUP, JR, PRO), with standardized coefficient values of (0.733, 0.514, 0.616, 0.548, 0.766, 0.782, 0.783, 0.780, 0.952, 1.078) respectively. This result aligns with the study conducted by Merdeka and Wafa in 2020.

The regression analysis indicates how these factors influence various variables, supported by a study (Abdullah and Ling, 2016) emphasizing the importance of the work environment. The results also demonstrate that workplace happiness has a comprehensive impact on multiple variables, such as productivity, interaction with supervisors, and motivation. This underscores the effectiveness of happiness in enhancing diverse aspects of job performance (Isa and Jam, 2019).

## 7. CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Conduct a comprehensive salary review to ensure that salaries in the Directorate of Kirkuk Governorate remain competitive and fair compared to industry standards. Consider implementing a regular salary adjustment mechanism to address any discrepancies and ensure that employees feel appropriately compensated for their work.

Establish employee appreciation programs to recognize and reward outstanding performance, fostering a positive work environment and enhancing motivation. Encourage team-building activities and events to promote close camaraderie among employees and create a supportive atmosphere. Give staff members the chance to grow professionally by offering training and development opportunities that will improve their knowledge and abilities and enable them to make notable career achievements. Additionally, create mentorship programs to facilitate guidance, support, and promote personal and professional growth among employees.

Evaluate the workplace environment and identify areas for improvement to create a more stimulating and positive atmosphere. Implement initiatives such as employee engagement surveys to gather feedback and insights on workplace satisfaction and areas that need enhancement. Conduct workshops on time management and focus to help employees improve their concentration and overcome challenges in starting their work effectively. Clear performance goals need to be established, and resources and support should be provided to enable employees to efficiently achieve their objectives.

Results indicate that executive leaders in the Governorate of Kirkuk possess a clear vision guiding the institution's strategies towards specific goals. It is observed that leaders maintain effective focus on the organization's key objectives, enhancing organizational organization and effective guidance. Specific strategies are adopted to achieve primary objectives, contributing to organizational success.

The results indicate a positive impact of the level of workplace happiness on employees' experiences and job satisfaction. Additionally, the influence of the workplace happiness variable is shown to be positive on factors such as salary, communication, working conditions, safety and compliance, training and staff development, job preferences, relationships with colleagues, supervision, job outcomes, and promotions.

Furthermore, The importance of managing and improving happiness in the workplace was highlighted the work environment to achieve employee satisfaction and enhance their job performance. Increasing the level of happiness at work has a direct impact on various aspects of professional life, deserving deep consideration and the implementation of necessary measures to bring about improvements in this context.

It is worth noting that the results align with previous research indicating that workplace happiness plays a crucial role in enhancing job satisfaction and improving performance. This study sheds light on the significance of integrating human resource management strategies with the principles of promoting happiness at work to establish a positive and productive work environment.

### **Recommendations**

By conducting a comprehensive salary review to ensure that salaries in the Directorate of Kirkuk Governorate remain competitive and fair compared to industry standards. Consider implementing a regular salary adjustment mechanism to address any discrepancies and ensure that employees feel appropriately compensated for their work. Establish employee appreciation programs to recognize and reward outstanding performance, fostering a positive work environment and enhancing motivation. Encourage team-building activities to promote close camaraderie among employees and create a supportive atmosphere. Provide training and development opportunities to enhance employees' skills and knowledge, empowering them to achieve significant accomplishments in their professional lives. Additionally, create mentorship programs to facilitate guidance, support, and promote personal and professional growth among

employees. Evaluate the workplace environment and identify areas for improvement to create a more stimulating and positive atmosphere. Implement initiatives such as employee engagement surveys to gather feedback and insights on workplace satisfaction and areas that need enhancement. Conduct workshops on time management and focus to help employees improve their concentration and overcome challenges in starting their work effectively. Clear performance goals need to be established, and resources and support should be provided to enable employees to efficiently achieve their objectives. Results indicate that executive leaders in the Governorate of Kirkuk possess a clear vision guiding the institution's strategies towards specific goals. It is observed that leaders maintain effective focus on the organization's key objectives, enhancing organizational organization and effective guidance. Specific strategies are adopted to achieve primary objectives, contributing to organizational success. The results indicate a positive impact of the level of workplace happiness on employees' experiences and job satisfaction. Additionally, the influence of the workplace happiness variable is shown to be positive on factors such as salary, communication, working conditions, safety and compliance, training and staff development, job preferences, relationships with colleagues, supervision, job outcomes, and promotions. Furthermore, The results where important of managing workplace happiness and improving the work environment to achieve employee satisfaction and enhance their job performance. Increasing the level of Happiness at the work has a direct impact on various aspects of professional life, deserving deep consideration and the implementation of necessary measures to bring about improvements in this context. It is worth noting that the results align with previous research indicating that workplace happiness plays a crucial role in enhancing job satisfaction and improving performance. This study sheds light on the significance of integrating human resource management strategies with the principles of promoting happiness at work to establish a positive and productive work environment.

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## THE STUDY QUESTIONNAIRE

### Dear Participant,

This questionnaire form is one of the criteria for finishing a master's degree thesis titled "The Effect of Work Happiness on Job Satisfaction" by HAYFAA SLAHDEİN MAHMOOD MAHMOOD.

Participation in this study is fully optional, and you have the opportunity to withdraw from the study at any point after enrolling. Your response to the study will be interpreted as your agreement to take part in the study. While filling out the documents, don't let anyone put you under any pressure or make any suggestions. Personal information collected through these forms will be kept strictly confidential and used solely for research purposes.

### Notes:

1. Before answering these questions, please read the phrases carefully, and then mark the box that represents your best answer using the correct sign (✓).
2. Please, answer the questions accurately and do not leave any question without answer since that can negatively affect the collected information.
3. You do not have to write your name on the questionnaire sheet.

Thank you so much for your cooperation to complete this research.

### Researcher Information

HAYFAA SLAHDEİN MAHMOOD MAHMOOD

Master Student, Cankiri Karatekin University, Turkey

General Information

Gender	( ) Male ( ) Female
Age	( ) 21-30, ( ) 31-40, ( ) 41-50, ( ) More than 51
Highest Academic Level	( ) High School ( ) Diploma ( ) BA (4 Years College) ( ) Postgraduate Degree
Specify your job title	( ) Director of the Department ( ) Division manager ( ) Employees
Working Experience with this Organization	( ) Less than 1 Year ( ) 1-3 Year ( ) 4-10 Year ( ) 11-15 Year ( ) More than 15 Year

Please rate your of agreement with each statement.

<b>Job Satisfaction</b>					
(1)Strongly Disagree, (2) Disagree, (3)Neutral, (4)Agree, (5) Strongly Agree					
<b>Pay</b>					
My pay falls within the national guaranteed minimum wage.	(1)	(2)	(3)	(4)	(5)
My ORGANIZATION'S pay policy complies with current legislation.	(1)	(2)	(3)	(4)	(5)
My ORGANIZATION's pay policy follows the norms and procedures.	(1)	(2)	(3)	(4)	(5)
My salary is determined by my degree.	(1)	(2)	(3)	(4)	(5)
My remuneration is competitive with what others earn for comparable work in other organizations.	(1)	(2)	(3)	(4)	(5)
I'm given advantages because of my position.	(1)	(2)	(3)	(4)	(5)
At the end of each year, I am paid for the 13th month.	(1)	(2)	(3)	(4)	(5)
<b>Communication</b>					
Many of the rules and processes that regulate my ORGANIZATION make it easier to do a good job.	(1)	(2)	(3)	(4)	(5)
Formal channels of communication are used for communication.	(1)	(2)	(3)	(4)	(5)
Every employee in my ORGANIZATION is informed of everything that is happening on.	(1)	(2)	(3)	(4)	(5)
My ORGANIZATION encourages employees to voice their concerns regarding management.	(1)	(2)	(3)	(4)	(5)
My ORGANIZATION's information is delivered systematically and uniformly throughout all departments.	(1)	(2)	(3)	(4)	(5)

My ORGANIZATION holds regular meetings that include representatives from all departments.	(1)	(2)	(3)	(4)	(5)
<b>Job working conditions</b>					
My current position is ideal for me.	(1)	(2)	(3)	(4)	(5)
The structure in which my ORGANIZATION is housed is in decent condition.	(1)	(2)	(3)	(4)	(5)
My ORGANIZATION frequently provides personnel with tools and equipment.	(1)	(2)	(3)	(4)	(5)
Employees are given appropriate tasks.	(1)	(2)	(3)	(4)	(5)
My ORGANIZATION'S management system is automated.	(1)	(2)	(3)	(4)	(5)
<b>Job security and compliance with the law</b>					
My employer strictly adheres to the labor code.	(1)	(2)	(3)	(4)	(5)
Every employee has signed a labor contract.	(1)	(2)	(3)	(4)	(5)
Employees are guaranteed job security.	(1)	(2)	(3)	(4)	(5)
My ORGANIZATION has a good recruitment policy.	(1)	(2)	(3)	(4)	(5)
The employer keeps all of the commitments he made in the job contract.	(1)	(2)	(3)	(4)	(5)
<b>Training and staff development</b>					
My company teaches employees skills that will prepare them for future jobs and professional advancement.	(1)	(2)	(3)	(4)	(5)
Employees at MY ORGANIZATION receive career counseling and planning support.	(1)	(2)	(3)	(4)	(5)
My company permits employees to spend time learning new skills that will prepare them for future careers.	(1)	(2)	(3)	(4)	(5)
My company is open to requests from employees who want to switch departments.	(1)	(2)	(3)	(4)	(5)
<b>Job preference</b>					
My job is fascinating.	(1)	(2)	(3)	(4)	(5)
My job is rewarding.	(1)	(2)	(3)	(4)	(5)
I enjoy my work and take pride in it.	(1)	(2)	(3)	(4)	(5)
<b>Co-workers</b>					
Employee relationships in my ORGANIZATION are great.	(1)	(2)	(3)	(4)	(5)
Employees in my ORGANIZATION have a high level of mutual respect.	(1)	(2)	(3)	(4)	(5)
My coworkers are quite pleasant.	(1)	(2)	(3)	(4)	(5)
I like my coworkers.	(1)	(2)	(3)	(4)	(5)
<b>Supervision</b>					
The manager and the employees are working well together.	(1)	(2)	(3)	(4)	(5)
The level of cooperation between employees and management is ideal.	(1)	(2)	(3)	(4)	(5)
Employees like the attention they receive from their superiors.	(1)	(2)	(3)	(4)	(5)
<b>Job results</b>					

I believe I execute a profession in which I do everything feasible.	(1)	(2)	(3)	(4)	(5)
I can see the effects of the job I do (create).	(1)	(2)	(3)	(4)	(5)
I approach my work in such a way that I expect the best results.	(1)	(2)	(3)	(4)	(5)
<b>Promotion</b>					
When compared to other ORGANIZATIONs, my employees are promptly promoted.	(1)	(2)	(3)	(4)	(5)
Promotions are always made based on ability.	(1)	(2)	(3)	(4)	(5)
During promotions, the criteria specified in the promotion guide document are still used.	(1)	(2)	(3)	(4)	(5)
<b>Work happiness</b>					
<b>Items</b>					
At work, I am motivated and strive to inspire others.	(1)	(2)	(3)	(4)	(5)
I am internally motivated to achieve big things at work.	(1)	(2)	(3)	(4)	(5)
When I start working, I forget about everything else.	(1)	(2)	(3)	(4)	(5)
I enjoy what I do at work.	(1)	(2)	(3)	(4)	(5)
continue working on a task until it is completed precisely	(1)	(2)	(3)	(4)	(5)
I'm not sure I'm ready to confront my manager.	(1)	(2)	(3)	(4)	(5)
I despise a lot of people here for constantly being around the boss for personal advantage.	(1)	(2)	(3)	(4)	(5)
I am stressed at work.	(1)	(2)	(3)	(4)	(5)
I frequently consider quitting my job.	(1)	(2)	(3)	(4)	(5)
My organization offers all essential training and information to ensure that job is completed on schedule.	(1)	(2)	(3)	(4)	(5)
My company's decision-making process is fair and just.	(1)	(2)	(3)	(4)	(5)
My organization's operational leaders have a clear vision and focus.	(1)	(2)	(3)	(4)	(5)
We rejoice and congratulate one other on when goals are met.	(1)	(2)	(3)	(4)	(5)
My organization lacks suitable procedures for regulating team behavior and work that requires group effort.	(1)	(2)	(3)	(4)	(5)
My company lacks a proper interface that would allow us to operate for a social purpose.	(1)	(2)	(3)	(4)	(5)
I don't get enough credit for my contributions.	(1)	(2)	(3)	(4)	(5)

Research tool		
Research variables	Research Scale Or Measurement Scale	Research Questionnaire
<b>Work happiness</b>	Hackman, J. R., and Oldham, G. R. (1976). Motivation through the design of work: test of a theory. <i>Organizational Behavior and Human Performance</i> , 16(2), 250–279. doi:10.1016/0030-5073(76)90016-7	Singh, S., and Aggarwal, Y. (2018). Happiness at work scale: Construction and psychometric validation of a measure using mixed method approach. <i>Journal of Happiness Studies</i> , 19, 1439-1463.
<b>Job satisfaction</b>	Locke, E. A. (1969). What is job satisfaction? <i>Organizational Behavior and Human Performance</i> , 4(4), 309–336. doi:10.1016/0030-5073(69)90013-0	Kanyurhi, E.B., Akonkwa, D.B.M., Cubaka, P.M. and MBONEKUBE, W.B., 2023. Frontline Employees' Job Satisfaction in Microfinance Institutions: Scale Development and Validation. <i>Finance Contrôle Stratégie</i> , (26-2).

## CURRICULUM VITAE

### PERSONAL INFORMATION

Name and surname:	Hayfaa Slahdein Mahmood MAHMOOD
Place of birth:	
Date of birth:	

### UNDERGRADUATE EDUCATION INFORMATION

University:	Undergraduate Kirkuk University
Degree:	Management and Economic faculty
Department:	Business Administration department

### MASTER EDUCATION INFORMATION

University:	Çankırı Karatekin University
Institute:	Graduate School of Social Sciences
Department:	Department of Business Administration

### FOREIGN LANGUAGES

English	C-1
Arabic	C-2

### CONTACT INFORMATION

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