

Mechanisms for Enhancing Organizational Happiness and its Impacts on The Organization



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Date of transmission: 15/06/ 2025, date of acceptance: 15/07/ 2025

Abstract:

This research paper aims to introduce the concept of organizational happiness, clarify its dimensions and the mechanisms that enhance it, and identify its impacts on organization. Based on a set of relevant studies, the research concludes that organizational happiness contributes to improving performance and fostering a sense of job security. It plays a pivotal role in strengthening organizational commitment, developing leadership skills, and increasing overall productivity.

Key words: mechanisms, enhancing, organizational happiness, impacts.

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Introduction:

Studying psychological disorders to find effective solutions to deal with them was the main focus of researchers especially after the unprecedented exacerbation of many psychological diseases during post-world wars. In addition, the pressures and complexities of daily life were among the main factors that contributed to the emergence of these disorders, which prompted specialists to search for ways to treat them and mitigate their impact on individuals.

Despite those great efforts, researchers neglected the positive side of the human psyche. Positive Psychology Science emerged later to become a leading system that enhances the aspects of strength and happiness in humans. "Ruut Veenhoven" believed that when an individual reaches life satisfaction, he values it positively which makes him feel true happiness that reflects his well-being. Some philosophies consider happiness as the highest goal of life, as in the utilitarian philosophy developed by the Scottish school, which believes that actions are judged morally based on their ability to achieve the greatest possible happiness for the greatest number of people. "Veenhoven " also asserts that happiness is related to a person's mood, and that seeking to promote the quality of life and pursuing a greater sense of happiness is achievable; making it a practical goal that can be realized through boosting positivity and psychological well-being. (Abdul Khaliq et al., 2017)

One of the great benefits of happiness is that it supports the stability of a person's life and gives him a sense of psychological and social security. What better goal should a man seek but his own happiness and well-being? "It is a deep emotional state and noble positive feelings that a person continuously try to obtain as they are the essence of achieving balance and satisfaction in his personal and professional life. " (Al-Samri and Al-Najjar, 2016)

Therefore, the individual tries to realize happiness in his work environment, as his level of performance and productivity directly affected by his psychological state. The more the employee feels the appreciation and belonging, the more he increases his will and desire to give and make achievements. Happiness at work is not limited to material incentives only, but also includes positive work environment, professional relationships based on respect and appreciation, and opportunities for growth and development.

Mechanisms for Enhancing Organizational Happiness and its Impacts on The Organization

Organizational happiness is one of the crucial factors in the success of institutions and promoting the efficiency of their employees, as it contributes to creating a positive work environment that boosts productivity and catalyzes creativity. The employees satisfaction is not the only positive result of feeling the appreciation and belonging within the organization but extends to affecting their performance and commitment to achieving organizational goals directly. With the growing awareness of the importance of quality of work life, it has become necessary for organizations to seek to provide a supportive and stimulating work environment that enhances cooperation and appreciation, which would contribute to achieving sustainability and institutional success in the long term.

Studies in the field of positive psychology have proven that the interest in positive factors, such as happiness in the work environment, has a significant impact on the success of individuals. Providing a supportive and harmonious work environment is one of the essential factors for enhancing employee well-being and organizations and motivating them to achieve outstanding performance. **(Pincheira & Garces, 2019)**. Organizations that seek leadership and excellence in a competitive market can achieve this goal by building a work culture based on quality and cooperation provided that they avoid conflicts that may well lead to an inevitable decline in efficiency and productivity. **(Al-Sawy & Al-Badawi, 2024)**

Happiness in the work environment is not a luxury, but a strategic necessity that enhances the efficiency of the employees and leads the organization towards achieving its goals. Studies indicate that happy employees demonstrate higher levels of productivity and innovation, in addition to the clear increase of the sense of belonging and commitment to their institutions. This positive impact extends to the work environment as a whole, as it contributes to creating an atmosphere of cooperation and harmony, which is reflected in the overall performance of the organization.

On the other hand, tangible negative effects come with the absence or decrease of happiness; Decreased motivation and productivity, increased rates of absence, and job stress are such effects that expose the organization to the risk of deteriorating performance and declining results.

This research aims to shed light on the concept of organizational happiness clarify the mechanisms for enhancing it , and explore its impacts on the organization .

In light of the above, the following questions are raised :

What is the concept of organizational happiness?

What are the mechanisms that contribute to enhancing organizational happiness as an effective means of developing the work environment ? and what potential impacts can enhancing organizational happiness have on the organization ?

1.The objectives of the research

- Identifying the concept of organizational happiness.
- Revealing the dimensions of organizational happiness.
- Exploring the mechanisms that support enhancement of organizational happiness.
- Identifying the potential impacts of enhancing organizational happiness on the organization .

2.Importance of the research

The importance of this research lies in clarifying the role played by organizational happiness and its positive repercussions on the organization, such as enhancing belonging and job security, improving performance levels enhancing leadership skills, and increasing productivity.

3. Research methodology :

Given the nature of the topic and the objectives of the research paper the descriptive – analytical approach was adopted as a methodological framework that allows for addressing the various aspects of the research , relevant data were collected and analyzed from some studies in order to reach the most significant findings.

First Topic : The concept of organizational happiness and its dimensions

1. Definition of happiness

According to linguists, the word happiness is derived from the word " Saad" which means goodness and good fortune which is the opposite of bad luck.

- Aristotle contemplates the ultimate goal of human life, asking about the greatest good that a person can achieve with his effort. Despite the consensus that happiness is the desired good, its definition remains a matter of disagreement, as it is not just a passing feeling, but rather represents the supreme goal of human

existence and a universal concept that transcends borders and cultures. (Logan&Mehrzi,2021,p.03)

- Happiness is an emotional and mental state characterized by positivity experienced by a person himself , it includes feelings of satisfaction, pleasure, optimism, hope, and feeling of being able to influence events directly, this also points to the positive impact an individual can have on the society to which he belongs and his role in feeling happy.(Guenoune & Yehiaoui,2021,p.07)

- Happiness is a positive feeling expressed by an individual verbally or non-verbally, accompanied by internal and external physiological changes, it is shaped by various factors, including physical health, emotional well-being, cognitive outlook and social connections .Elements such as optimism about the future, feelings of friendship and love, contemplation and possession of some noble qualities , it results from the individual's ability to form a positive self-image, and the strength of their relationship with god and their surrounding environment, and their accomplishments in different areas of life , a supportive family atmosphere offering love ,warmth, and understanding plays a significant role. (Bouzidi & Hamza,2019,p.07)

- On the other hand, "Siegelman" believes that happiness cannot be realized without understanding the essence of human potential and moral virtues, as they represent the pillars on which the feeling of satisfaction and achieving psychological balance are based. (Logan&Mehrzi,2021,p.04)

2. Definition of organizational happiness

The concept of happiness has been the main interest of many scholars, and in recent years, their interest has extended to the topic of happiness in the workplace or organizational happiness, which is directly affected by the quality of the work environment, the opportunities available for professional development, and support for the continuous growth of employees. When individuals feel that their professional environment motivates them and supports their capabilities, their level of satisfaction and happiness increases, which enhances their productivity and may lead to achieving results that exceed expectations.

Job happiness refers to the activities that express a sense of satisfaction and positive well-being, making work not only fulfilling but also enjoyable, it goes beyond being merely content with job duties, encompassing a sense of joy and

emotional fulfillment, this state is nurtured by positive feelings like joy and the absence of negative emotions such as anger, frustration or sadness. (Manea & Bouhrawa, 2021,p.05)

According to researchers, organizational happiness is a state of internal satisfaction resulting from the employee's experiences at work and in professional life, which is enhanced by the initiatives and opportunities provided by the organization. This satisfaction enhances the employee's connection to the organization and increases his loyalty.

And in the same context happiness is an emotional state arises from the interaction of the individual's internal factors such as thinking, feelings, physical and social condition with the external influences surrounding him. It represents a goal that a person seeks to achieve in his career. In the organizational context, happiness reflects the extent of satisfaction that the individual feels towards the quality of his life in the work environment, and this is evident through his positive experience within the organization. (Al-Amri et al, 2021,P.08)

3. The importance of organizational happiness

Happiness in the work environment plays a pivotal role in enhancing the well-being of employees and increasing their sense of satisfaction, which is positively reflected in their productivity. Studies have shown that employees who feel happy in their workplaces are more efficient and creative, while the absence of this feeling may lead to a decrease in the level of performance. There is also a close relationship between job satisfaction and life satisfaction, as each affects the other reciprocally. Despite the challenges that institutions may face in creating a work environment that stimulates happiness, achieving this goal is an important investment that contributes to improving the performance of individuals and enhancing the success of the organization as a whole. (Khalaf, 2021,p.08)

4. Dimensions of organizational happiness

Scientists have classified the dimensions of organizational happiness into 3 dimensions : positive emotional impact, negative emotional impact, and satisfactory acceptance.

4.1. Positive emotional impact

positive impact contributes to the development of essential skills such as self-confidence, self-motivation, effective response to stress, and strategic

thinking, which enables individuals to adapt to changes and achieve psychological and professional balance, thus enhancing the quality of life in the long term.

George believes that the positive impact in the work environment is closely related to the level of interaction and job commitment of employees, as it contributes to reducing absences and increasing engagement in work. Employees who feel appreciated and motivated in the work environment are less likely to be absent and more willing to participate effectively in tasks. On the other hand, the absence of this positive impact may increase the likelihood of employees withdrawing from their jobs or leaving work, which leads to a decrease in job stability and a negative impact on the overall performance of the organization. (khalaf, 2021,p.08)

4.2. Negative emotional impact

negative emotional impact is those negative feelings such as depression, anxiety, sadness and fear that cause harmful effects on the well-being of individuals, so it is important to work on reducing or treating these feelings, as this can contribute to improving overall well-being and happiness. Accordingly, researchers point out the importance of reducing employee suffering in the work environment by eliminating negative behaviors that affect relationships between individuals, such as imposing personal opinions. Instead, employees' ability to bear responsibility and their understanding of the importance of their role within the organization should be enhanced. These foundations are essential to creating a healthy work environment that enhances performance and productivity, which is positively reflected in the organization's success in achieving its goals. (Al-Amri et al, 2021,P.09)

4.3. Satisfactory acceptance

Satisfactory acceptance and life satisfaction are considered essential elements that greatly affect the feeling of happiness. Therefore, personal appreciation and recognition of daily achievements can enhance the state of psychological stability and comfort. Also, an appropriate work environment that includes providing the necessary conditions and striving to achieve personal satisfaction leads to improved job performance, (Al-sawi&Al-Badawi,2024,p.16)

Therefore, management aims to develop employees' skills and enhance their capabilities in the work environment to achieve superior performance on both the professional and personal levels, especially with the increasing interest

in seeking personal satisfaction and self-acceptance, which has become an essential part of individuals' lives, Happiness arises in work environments where positive influences outweigh negative ones, which contributes to improving personal acceptance experiences, this acceptance is embodied in internal harmony and achievements that are achieved when individuals overcome internal psychological challenges. (khalaf, 2021, p.09)

Second Topic: Enhancing organizational happiness : mechanisms and impacts

Researchers differed in identifying the mechanisms that influence job happiness within the institution, as their opinions were divided between focusing on the professional environment or the nature of the job, or the personal qualities of employees. Accordingly, we present the following steps that combine these aspects with the aim of developing an integrated strategy that enhances happiness at work.

1. Mechanisms for enhancing organizational happiness in work environment

The most important mechanisms that specialists agreed upon are as follows:

1.1. Establishing the goal

It is necessary for the institution to have a clear vision and a specific value system that reflects the identity of employees, which contributes to achieving a balance between the aspirations of individuals and the goals of the institution.

1.2. Health promotion

Taking care of the physical, mental and psychological health of employees, while promoting a culture that supports their intellectual, physical and psychological growth, which contributes to achieving their comprehensive development within the work environment.

1.3. Strengthening relationships

It is necessary to strengthen the spirit of one team and establish trust and loyalty between individuals and institutions, which enables individuals to break the usual stereotype that gives them a sense of comfort and security, and also contributes to strengthening relationships with others and promoting acceptance of the culture of diversity.

1.4. Realizing potential

Empowering employees and helping them achieve professional development, honing their skills, promoting a culture of development and growth, and appreciating their achievements at work. (Shoshan and Midoun, 2022,p.10)

1.5. Respecting clear organizational values

Values are a fundamental pillar for achieving happiness and reducing stress among the organization's employees, as clear and shared values contribute to promoting a healthy work environment. Despite this, some believe that putting pressure on employees will improve their performance, but the result is often their exhaustion, which prompts them to look for other jobs, lose promotion opportunities, or leave work. Instead, officials can spread a culture of respect and compassion, which contributes to creating an environment full of positive social relationships that alleviate work pressures and encourage cooperation and mutual support, which increases productivity and employee commitment to the organization.

1.6. Transparent and effective communication

Effective and open communication is one of the basic pillars of building a happy organizational environment. Therefore, it is necessary for officials to listen to the opinions and concerns of their subordinates, even if they include opinions they may not want to hear, because this enhances positive energy and enhances trust. The most important point in communication is that the dialogue is constructive, as employees are encouraged to express their ideas freely and without fear of being judged because of their opinions or positions. The success of effective communication depends on several basic elements that can be summarized as follow :

- * Periodic and non-periodic meetings
- * The extent to which the employee is able to request a meeting with the manager.
- * The period of time between the request for a meeting and the response to it
- * The extent to which the manager follows the open-door policy.
- * The extent to which the manager is willing to listen to the employee.

- * The extent to which the manager encourages the employee to contact him.
- * The employee feels reassured to present everything he has in the presence of the manager.
- * The extent of mutual trust between the two parties. (Manea & Bouhrawa, 2021,p.08)

1.7. Appreciation and focus on strengths

Employees seek to achieve self-satisfaction through their work, as members of the organization want their achievements to be appreciated, and when managers and colleagues thank and congratulate them, they feel happy and their self-esteem increases, which enhances social and functional relationships between members of the organization. If the manager focuses only on the employee's weaknesses, the percentage is only one employee who increases his productivity, but when the focus is on the employee's strengths, the percentage rises to 4/3 of the total employees whose strengths are focused on. (Manea and Bouhrawa, 2021,p.09)

Further more,"Januwarsono" also pointed to a group of mechanisms influencing organizational happiness, which are the following:

A. Individual performance

Previous studies indicate that individual performance plays an important role in achieving happiness in the workplace through the competencies he possesses, which make him more prepared to search for a positive work environment.

B. Organizational culture

The focus is on the extent of homogeneity that the organization has reached in the work environment, as this indicates the compatibility of common values between individuals and the organization's management, which enhances the positive feeling among employees.

C. Organizational trust

Organizational trust is considered one of the most complex administrative concepts due to its association with many influential factors. It reflects the positive expectations that arise between individuals, and appears in practices such as fair decision-making, group cohesion, and individual behavior. The study here has

shown that building organizational trust can only be achieved when the commitment between the individual and the organization is strengthened in an integrated manner.

D. Job satisfaction: Through justice in promotion systems.

E. Leadership behavior: Trust in the leader.

F. Individual characteristics: The importance of work for individuals (Betga, 2022, p.09)

2. The impacts of enhancing organizational happiness on the organization :

- Work life quality programs play a major role in improving the work environment and providing a preferred environment that satisfies and pleases employees. When employees enjoy their jobs and are proud of them, they develop a strong commitment to the instructions, procedures and quality of work. Studies have shown that work life quality programs have positive effects on the organization. If the physical work environment is sound, healthy and safe from risks, it is positively reflected on the individual's psychology, behaviors, compatibility and good and effective psychological response to his job. (Shoshan and Midoun, 2022,p.17)

- Happiness plays a pivotal role in achieving success in various aspects of life, especially in work environments, professions, and institutions. Happy employees are characterized by more efficient performance, as they achieve higher sales rates, receive positive performance evaluations and higher wages, and demonstrate better leadership skills. In addition, they feel more secure in their jobs, and are less exposed to stress and illness, which reduces their sick leave and limits their adoption of unhealthy habits. Happy leaders are also more able to motivate work teams and create a positive professional environment that enhances productivity and overall well-being. (Manea & Bouhrawa, 2021,pp.05-06)

success of the institution is directly related to the well-being of its employees, as the efficiency of the institution depends on the level of satisfaction and happiness of its members. To achieve this, a stimulating and balanced work environment must be provided that gives employees a sense of comfort and belonging, which enhances their desire to continue and innovate. Happy employees have a greater ability to adapt to work pressures and organizational changes, which contributes to improving their performance. By caring for their

mental health and enhancing their job satisfaction, organizations can achieve higher levels of productivity, which in turn leads to increasing their organizational efficiency and their ability to achieve their strategic goals. (Shoshan and Midoun, 2022,p.17)

enhancing organizational happiness has been shown to improve employee performance and reinforce perceptions of job security. Moreover, it contributes to improving organizational commitment and leadership competencies, and increasing overall productivity within the organization .

Conclusion:

The research aimed to clarify the concept of organizational happiness and explore the impacts of its enhancement on organization .Based on conducted discussions and analyses, the research arrived at the following key findings :

- * Organizational happiness is one of the main factors that directly affect employee performance within the organization.
- * Organizational happiness leaves a sense of job security in employees, enhances their belonging to the organization, and increases their commitment to work instructions and procedures.
- * Organizational happiness plays a vital role in developing leadership skills among employees.
- * Organizational happiness is one of the main factors that contribute to increasing the productivity of the organization, When employees feel comfortable and happy in their work environment.

it can be said that organizational happiness is an essential element in enhancing performance and achieving job stability. It is not only related to feeling comfortable, but it directly affects productivity and creativity. When employees enjoy a positive work climate in which they feel appreciated and supported, this motivates them to give And innovation, which is reflected in the success of the institution as a whole, so investing in employee well-being and creating a work environment that stimulates growth and balance is an essential step towards building more sustainable and successful institutions, where work becomes a source of inspiration and self-realization rather than just a daily commitment.

In the light of the findings reached through this research, and considering the significance of promoting organizational happiness in the work environment

Mechanisms for Enhancing Organizational Happiness and its Impacts on The Organization

it becomes essential to provide a set of practical recommendations. these aim to support organizations in fostering a positive work environment and maximizing the benefits of organizational happiness.

Accordingly, the following recommendations are proposed :

- * working to support employee satisfaction and implementing effective strategies to make them motivated.
- * ensuring fairness and equality for all employees within the organization.
- * ensuring employees care and meeting their needs by providing psychologically and physically safe environment, along with enhancing financial incentives such as bonuses and salaries.
- * Create a positive and motivating work environment where employees feel valued and encouraged.
- * Involving employees in the decision-making process of the organization.

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