

People's Democratic Republic of Algeria

Ministry of Higher Education and Scientific Research

Mohamed Khider University-Biskra-

Faculty of Economic, Commercial and Management Sciences

Department of Management Sciences



Theme:

The impact of Happiness At Work (HAW) on Organizational Commitment

Case study: ENAC- SUPPLY CENTER- Oumache- Biskra

Thesis Submitted In Partial Fulfillment Of The Requirements To Get A
Master Degree In Management Sciences

Specialty: Human Resources Management

Supervisor:

Izzrech Kamilia

Students:

Hadid Manel
Ben hadad Asma

Committee Members	Rank	Status	University
Cherroun Reguia	Professor	Chairperson	Biskra
Izzrech Kamilia	MAA	supervisor	Biskra
Souleh Samah	Professor	Examiner	Biskra

Academic year : 2023/ 2024

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بِسْمِ اللَّهِ
الرَّحْمَنِ
الرَّحِيمِ

Dedication

I dedicate this work to you, a simple token of my indescribable appreciation and boundless love.

To my Mom:

- The sun of my life, the source of my compassion, the epitome of generosity and tenderness:

Thank you for every kind word, every loving look, every blessed prayer. Thank you for your patience and countless sacrifices. Thank you for being my safe haven, my source of strength, and my inspiration.

To my Dad:

- My pillar of support, the symbol of strength and protection:

Thank you for every wise advice, every word of encouragement. Thank you for always being there for me, and for believing in me and my abilities. Thank you for being my role model in life, and the epitome of success and perseverance.

Together, you are the beacon of light that illuminates my path, and the cornerstone of my life.

I pray that Allah grants you health and well-being, and may He keep you as my treasure in this world and the hereafter.

With all my love and appreciation,

Your daughter,

To everyone who contributed to this humble work especially to our lovely supervisor
"Dr Izzrech Kamilia"

[Asma&Manel]

Abstract :

Our study highlights the impact of happiness at work on organizational commitment among employees at the National Pipeline Company (ENAC) in Biskra. Using these dimensions: flow and intrinsic motivation, work repulsive feelings, supportive/unsupportive organizational experiences, to measure happiness at work, The study utilizes a field research approach, with data collected through a questionnaire distributed to a sample of 69 employees at the ENAC Supply Centre in Oumache, Biskra.

The data were analyzed using SPSS software. The results of the analysis showed that there is a positive correlation between happiness at work and organizational commitment. The study also provides evidence that ENAC is committed to providing employees happiness and ensuring their comfort, This means that employees who are happier with their jobs are also more likely to be committed to the organization.

Keywords: Happiness at work (haw), organizational commitment ,flow and intrinsic motivation ,work repulsive feelings ,supportive/unsupportive organizational experiences, ENAC company.

الملخص بالعربية:

دراستنا سلطت الضوء على تأثير السعادة في العمل على الالتزام التنظيمي لدى الموظفين في الشركة الوطنية للقنوات (Enac) ببسكرة -أوماش - ، حيث استخدمنا الأبعاد التالية: السعادة في مكان العمل, الالتزام التنظيمي, التدفق والدوافع الداخلية, مشاعر النفور من العمل, الممارسات التنظيمية الداعمة, الممارسات التنظيمية غير الداعمة, لقياس السعادة في مكان العمل.

اعتمدنا في الدراسة على منهجية البحث ميداني، حيث تم جمع البيانات من خلال استبيان تم توزيعه على عينة من 69 موظفًا يعملون بمركز الإمداد التابع للشركة الوطنية للقنوات بأوماش - بسكرة.

تمت تحليل البيانات باستخدام برنامج التحليل الإحصائي للعلوم الاجتماعية (SPSS). وأظهرت نتائج التحليل وجود علاقة إيجابية بين السعادة في العمل والالتزام التنظيمي. هذه الدراسة أيضاً أثبتت أن المؤسسة الوطنية للقنوات مهتمة بتوفير عوامل السعادة للعاملين وضمان راحتهم، وهذا يعني أن الموظفين الذين يشعرون بسعادة أكبر في وظائفهم هم أيضاً أكثر التزاماً بالمؤسسة.

الكلمات المفتاحية/الدالية: السعادة في مكان العمل, الالتزام التنظيمي, التدفق والدوافع الداخلية, مشاعر النفور من العمل, الممارسات التنظيمية الداعمة, الممارسات التنظيمية غير الداعمة, المؤسسة الوطنية للقنوات.

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الجمهورية الجزائرية الديمقراطية الشعبية
République Algérienne Démocratique et Populaire
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Ministère de l'Enseignement Supérieur et de la Recherche Scientifique

Université Mohamed Khider – Biskra
Faculté des Sciences Economiques
Commerciales et des Sciences de gestion



جامعة محمد خيضر – بسكرة
كلية العلوم الاقتصادية والتجارية وعلوم التسيير
عمادة الكلية

الرقم : 00549 /ك.ع.ات.ع ت / 2024

إلى السيد مدير: المؤسسة الوطنية للقنوات ENAC
أوماش - ولاية بسكرة

طلب مساعدة لاستكمال مذكرة التخرج

دعما منكم للبحث العلمي، نرجو من سيادتكم تقديم التسهيلات اللازمة للطلبة:

- 1- حديد منال
- 2- بن حداد أسماء
- 3- /

المسجلون بـ قسم علوم التسيير
بالسنة: ثمانية ماستر لإدارة الموارد البشرية
وذلك لاستكمال الجانب الميداني لمذكرة التخرج المعنونة بـ:

"" The impact of happiness at work on organizational commitment ""

وفي الأخير تقبلوا منا فائق الاحترام والتقدير.

بسكرة في: 2024-04-25

ع/ عميد الكلية
ن. ب. العميد الكافي بالدراسات والبحوث
المرتبطة بالطلبة
محمدي رشيدي
مستشار

تأشير المؤسسة المستقبلية



Le Directeur de Centre
Logistique
K. KOURBAK

جامعة محمد خيضر – بسكرة –

كلية العلوم الاقتصادية والتجارية وعلوم التسيير

قسم علوم التسيير



بسم الله والصلاة والسلام على رسول الله, أما بعد...

يسرنا أن نضع بين أيديكم هذا الإمتحان الذي صمم لجمع المعلومات اللازمة للدراسة التي نقوم بإعدادها استكمالاً للحصول على شهادة الماستر في إدارة الموارد البشرية, بعنوان " تأثير السعادة في مكان العمل على الالتزام التنظيمي – المؤسسة الوطنية للقنوات – مركز الامداد – أوماش - بسكرة " ونظراً لأهمية رأيكم, نأمل منكم التكرم بالإجابة على أسئلة الإمتحان بدقة, حيث أن صحة النتائج تعتمد بدرجة كبيرة على صحة إجاباتكم.

كما نحيطكم علماً أن المعلومات المحصلة من الإمتحان ستبقى سرية ولا تستخدم إلا في مجال البحث العلمي لا غير.

وفي الأخير تقبلوا منا فائق الاحترام والتقدير.

إعداد الطالبتين :

- منال حديد
- بن حداد أسماء

القسم الأول : البيانات الشخصية و الوظيفية

➤ الجنس : ذكر أنثى

➤ العمر : 30 سنة فأقل من 31 الى 40 سنة

Appendix

من 41 الى 50 سنة 51 سنة فأكثر

➤ المؤهل العلمي: ثانوي فأقل ليسانس ماستر دراسة عليا آخر

➤ الخبرة في المنصب الحالي أقل من 5 سنوات من 5 الى 10 سنوات

من 11 الى 15 سنة أكثر من 15 سنة

➤ المستوى الوظيفي: إدارة عليا إدارة وسطى عامل تنفيذي

القسم الثاني: عبارات القياس

المحور الأول: السعادة في مكان العمل

فيما يلي مجموعة من العبارات التي تقيس مدى سعادة الموظفين بالمؤسسة الوطنية للقنوات ، و المرجوا تحديد موافقتك أو عدم موافقتك عنها ، وذلك بوضع علامة (x) في المربع المناسب لاختيارك :

الرقم	العبارات	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
01	أشعر داخليا بأنني مندفع للقيام بأشياء جيدة في عملي					
02	في عملي، أشعر بالإلهام وأحاول أن ألهم الآخرين أيضاً					
03	عندما أبدأ في عملي، أنسى كل شيء آخر					
04	أستمتع بما أقوم به في العمل					
05	أواصل القيام بالمهمة حتى تُنجز بشكل ممتاز					
06	أنا مرتاحاً جداً في التعامل من رئيسي.					
07	أحب رؤية زملائي يلتفون حول الرئيس للحصول على مكاسب شخصية.					
08	أشعر بالراحة في العمل.					
09	أشعر برغبة في البقاء في عملي					
10	توفر المؤسسة جميع التدريبات اللازمة لإكمال العمل في الوقت المحدد					
11	عملية اتخاذ القرار في مؤسستي منصفة و عادلة					
12	يمتلك أصحاب القرار (رئيس الإدارة) في مؤسستي أهداف واضحة					
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المحور الثاني: الالتزام التنظيمي

فيما يلي مجموعة من العبارات التي تقيس مدى توافر أبعاد الالتزام التنظيمي بالمؤسسة الوطنية للقنوات و المرجوا تحديد درجة موافقتك أو عدم موافقتك عنها ، و ذلك بوضع علامة (x) في المربع المناسب لاختيارك:

الرقم	العبارات	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
01	لن اترك العمل حتى لو وجدت فرص أفضل في مؤسسات أخرى.					
02	هناك التزام يدفعني للاستمرار في العمل في المؤسسة .					
03	سوف اندم إذا تركت العمل في المؤسسة .					
04	سيمثل بقائي في المؤسسة ضرورة أكثر منه رغبة .					
05	هناك علاقة وثيقة مع زملائي في المؤسسة .					
06	أشعر بالانتماء للمؤسسة ولا أرغب بمغادرتها .					
07	في حال تركت عملي في المؤسسة سأفقد مزايا قد لا تتوفر في أماكن أخرى .					
08	من الصعب ترك عملي في المؤسسة .					
09	ان تمسكي بالعمل في المؤسسة سيجلب لي الكثير من المزايا في المستقبل .					
10	أشعر بعدم وجود فرص بديلة في حال قررت ان اترك العمل في المؤسسة.					
11	لو فقدت عملي في المؤسسة سأواجه مشاكل مادية.					
12	لدي خيارات محدودة في حال فكرت في ترك العمل في المؤسسة.					
13	أفتخر عند الحديث عن المؤسسة خارج ساعات العمل الرسمية.					
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15	أشعر أنني عضو مهم في المؤسسة.					
16	أي مشكلة تمر بها المؤسسة أعتبرها جزء من مشاكلها الخاصة .					
17	أشعر بارتباط قوي بالمؤسسة .					
18	أشعر بالتجانس بين قيمي الخاصة وبين القيم السائدة في المؤسسة .					
19	أشعر بالسعادة لو قضيت ما تبقى لي من سنوات عملي في المؤسسة .					

نرجو الإجابة بعناية على الأسئلة و شكرا على تفهمكم.

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des Sciences de Gestion
Département des Sciences de Gestion



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وزارة التعليم العالي و البحث العلمي
جامعة محمد خيضر بسكرة
كلية العلوم الاقتصادية و التجارية و علوم التسيير
قسم علوم التسيير

تصريح شرفي

خاص بالالتزام بقواعد النزاهة العلمية لانجاز بحث

(ملحق القرارالقرار 1082 المؤرخ في 27 ديسمبر 2020)

أنا الممضي أدناه: محمد بن صالح

الصفة: طالب

الحامل لبطاقة التعريف الوطنية رقم: 208717764 الصادرة بتاريخ: 11.01.2023

المسجل بكلية: العلوم الاقتصادية والتجارية قسم: التسيير

والمكلف بإنجاز: مذكرة ماستر

تحت عنوان: The impact of Happiness At work

on organizational commitment

أصرح بشرفي أنني ألتزم بمراعاة المعايير العلمية والمنهجية ومعايير الأخلاقيات المهنية والنزاهة الأكاديمية المطلوبة في انجاز البحث وفق ما ينصه القرار رقم 1082 المؤرخ في 27 ديسمبر 2020 المحدد للقواعد المتعلقة بالوقاية من السرقة العلمية ومكافحتها.

التاريخ: 03.10.2024

إمضاء المعني بالأمر

قسم علوم التسيير

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تصريح شرفي

خاص بالالتزام بقواعد النزاهة العلمية لانجاز بحث

(ملحق القرار رقم 1082 المؤرخ في 27 ديسمبر 2020)

أنا الممضي أدناه: السيد حماد كدصاء

الصفة: طالب

الحامل لبطاقة التعريف الوطنية رقم: 2097.14.167... الصادرة بتاريخ: 25/10/2023

المسجل بكلية: العلوم الاقتصادية و التجارية و التسيير قسم: التسيير
والمكلف بإنجاز: مذكرة ماستر

تحت عنوان:
The impact of Happiness at work
..... on organizational commitment

أصرح بشرفي أنني ألتزم بمراعاة المعايير العلمية والمنهجية ومعايير الأخلاقيات المهنية والنزاهة الأكاديمية المطلوبة في انجاز البحث وفق ما ينصه القرار رقم 1082 المؤرخ في 27 ديسمبر 2020 المحدد للقواعد المتعلقة بالوقاية من السرقة العلمية ومكافحتها.

التاريخ: 03/06/2024

إمضاء المعني بالأمر

قسم علوم التسيير

الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي

بسكره في: 2024/06/04

جامعة محمد خيضر-بسكره
كلية العلوم الاقتصادية والتجارية وعلوم التسيير
قسم علوم التسيير

إذن بالطبع

أنا الممضي أسفله الأستاذ: يزغش كميليا

الرتبة: أستاذ مساعد أ

قسم الارتباط: العلوم التجارية

أستاذ مشرف على مذكرة الماستر للطالبين:

1- بن حداد أسماء

2- حديد منال

الشعبة: علوم التسيير

التخصص: تسيير الموارد البشرية

بعنوان: **The impact of Happiness At Work (HAW) on Organizational Commitment**
Case study: ENAC- SUPPLY CENTER- Oumache- Biskra

أرخص بطبع المذكرة المذكورة.

الأستاذ المشرف

رئيس القسم

Introduction:

Historically, within the field of management science, researchers have focused on the economic (financial) aspects of individual work motivations, seeing them as the real factor explaining the large differences in performance observed between organizations and individuals alike. However, recently a new wave of researchers has emerged interested in exploring non-financial factors of work to broaden the focus on psychological, social, and personal aspects. They began studying the effects of work life from the side that was ignored in the worker's life, namely workplace happiness.

The emergence of Seligman's research on workplace happiness has played a key role in the increasing number of managers who claim to care about their employees' happiness for at least one reason: they expect happy workers to be more productive, perform better in their jobs, and *develop stronger organizational commitment*. Therefore, they practice management and provide services aimed at creating a happy work environment and happy employees while retaining them.

Accordingly, the workplace has an impact on employees' lives, as the individual can bring happiness from their workplace to their home, and vice versa. What happens with happiness also happens with depression and anger, and therefore, Workplace happiness has become a major demand for both employees and managers, in order to achieve the highest rates of achievement according to performance indicators that have been planned based on scientific specifications, standards, and measures in a time that only recognizes real achievements in numbers.

Research shows that employees who are happy at work are more likely to be committed to their organizations. A positive work environment, supportive leadership, and opportunities for growth contribute to higher levels of organizational commitment.

1. Statement of the Problem:

The topic of happiness at work and its impact on organizational commitment is considered one of the most recent topics that has gained the attention of Arab and foreign researchers in the psychological field in general and in human resources management in particular, and in light of the competition witnessed in the business environment regarding talent attracting, retaining and investing in them, which has increased interest in the human resource and its psychology at work. here the need arose to study and research the extent of the worker's happiness during work, organizational commitment, and the extent to which its dimensions are applied in ENAC company , and for this reason the need arose to pose the following main question:

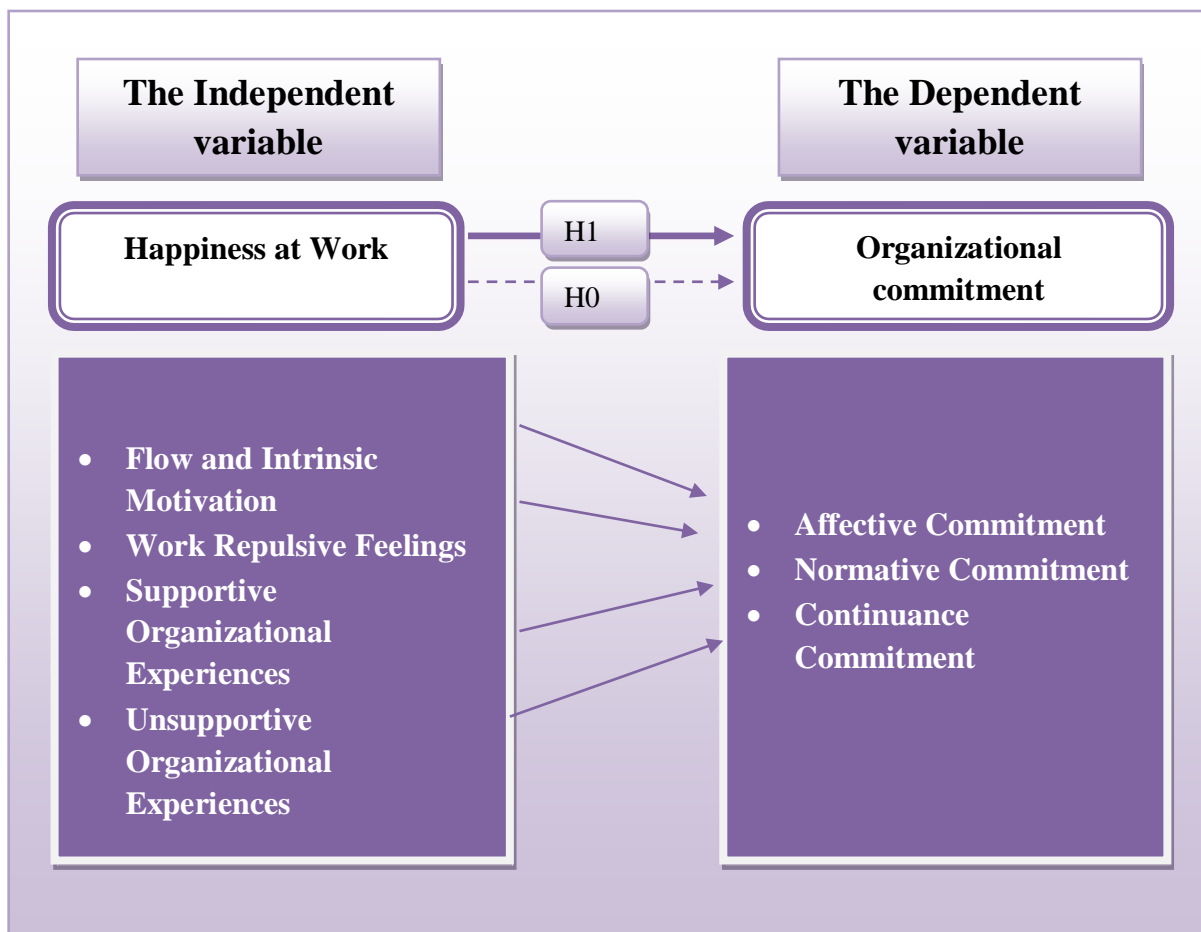
- *How does happiness at work impact the organizational commitment among ENAC employees?*

2. Research sub Questions:

- What are the factors that contribute in happiness at work?
- What are the features of organizational commitment?
- Are ENAC employees happy at their job environment?
- Does HRM department at ENAC measure job commitment?
- How has happiness been defined and measured?
- How does flow and intrinsic motivation impact the organizational commitment?
- How does work repulsive feelings impact the organizational commitment?
- How does supportive organizational experiences impact the organizational commitment?
- How does unsupportive organizational experiences impact the organizational commitment?

3. The study model:

Figure N°01: study model



(Source: Done by the researchers)

Introduction

According to the model above we will study the impact of happiness at work on organizational commitment in ENAC company where we used these four dimensions : flow and intrinsic motivation ,work repulsive feelings ,supportive/unsupportive organizational experiences to measure its impact on organizational commitment (Affective Commitment, Normative Commitment, Continuance Commitment).

- **The study hypothesis:**

To answer the main question “*How does happiness at work impact the organizational commitment among ENAC employees?*” we hypothesized the following:

H0: There is no significant relationship between happiness at work and organizational commitment in National pipeline company – supply center – oumache – biskra.

H1: There is a significant positive relationship between happiness at workplace and organizational commitment in National pipeline company – supply center – oumache – biskra.

➤ Subhypotheses :

- H₁₋₁ : There is a statistically significant effect of the availability of flow and intrinsic motivation on organizational commitment.
- H₁₋₂: There is a statistically significant effect of the availability of work repulsive feelings on organizational commitment.
- H₁₋₃: There is a statistically significant effect of the availability of supportive organizational experiences on organizational commitment.
- H₁₋₄: There is a statistically significant effect of the availability of unsupportive organizational experiences on organizational commitment.

4. Study objectives:

This study aims to probe the impact of happiness at work on organizational commitment, exploring how workers' situations of happiness impact their commitment to the organization, the study endeavors to shed light on the multifaceted factors shaping employee engagement and retention within organizational contexts. By unraveling these underlying mechanisms, the research aims to equip organizations with invaluable insights essential for cultivating a workplace culture that not only promotes positivity but also fosters unwavering commitment among employees, thereby enhancing overall organizational success and sustainability.

5. Significance of the Study:

- Provide a deeper understanding of the relationship between employee happiness and organizational commitment, shedding light on the psychological dynamics within the workplace.

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- Offer evidence-based recommendations for organizations to foster happier work environments, ultimately improving employee commitment, retention, and overall organizational performance.
- Address contemporary challenges and address the growing importance of employee well-being in modern workplaces.
- Foster positive work cultures and promote the development of positive work cultures that prioritize employee happiness, thereby creating more fulfilling and sustainable work experiences for individuals and fostering a healthier organizational climate.

6. Research Methodology:

The study will adopt a quantitative survey design to quantitatively measure the impact between happiness at work and organizational commitment.

A structured questionnaire based on approved scales will be developed to measure happiness at work and organizational commitment. The questionnaire will include demographic questions, as well as details regarding job satisfaction, engagement, and other applicable dimensions.

The questionnaire will be presented to the study sample, ensuring confidentiality. They will also be provided with clear instructions on how to complete the questionnaire.

Descriptive statistics will be used to summarize the demographic characteristics of the sample. - Inferential statistics, such as correlation analysis and regression analysis, will be used to examine the impact of happiness at work on organizational commitment.

- Informed concurrence will be obtained from all actors.
- Participation will be voluntary, and actors will have the right to withdraw from the study at any time.
- Data will be stored securely and confidentiality will be maintained throughout the analysis process.

1. A review of the Previous Literature:

i. Organizational commitment:

First study:

- نصر الدين قعودة، منيرة سلامي، (أثر مستوى الالتزام التنظيمي في التقليل من نية ترك العمل لدى العاملين دراسة حالة مديرية توزيع الكهرباء والغاز بباتنة") مجلة نماء للإقتصاد والتجارة، المجلد 4 العدد 01، جوان 2022، جامعة ورقلة الجزائر

Introduction

This study aims to identify the role of organizational commitment in reducing the intention to leave workers in the Gas and Electricity Distribution Directorate in Batna. To achieve this, the study relied on the questionnaire that was distributed to a random sample of (75) workers. The study concluded that organizational commitment, in its three dimensions, emotional, Continuous, standard

It negatively affects the intention to leave work, and normative commitment had the greatest effect in reducing the intention to leave work.

Second Study :

- Madhumita Nag, Dr. Lokesh (A Study on Organisational Commitment, Organisational Climate and Job Satisfaction Among Defence Employees) The International Journal of Indian Psychology , Volume 11, Issue 2, April-June, 2023

The present study was a descriptive research design using a comparative approach to assess Organisational Commitment, Organisational Climate, and Job Satisfaction among defence employees. The data from 130 defence employees were selected for the present study and the data was collected using a purposive sampling technique. IBM SPSS was used for analysing the data, which included descriptive statistics, the Independent Samples T-Test, and Analysis of Variance (ANOVA). The study found a significant difference in Organisational Commitment among defence employees (scientists and officers) and highlighted the importance of the factor Concerned for the Organisation. Additionally, the result showed that there were significant differences between the factors of Organisational Climate and Job Satisfaction such as Result, Reward, Interpersonal Growth, Organisational Process, and Job Concrete on Employee Work Experience.

Third study :

- Carolina Machado Dias Ramalho Luz Faculdade Boa Viagem , Organizational commitment, job satisfaction and their possible influences on intent to turnover , www.emeraldinsight.com/2177-8736.htm , 84 , 17/10/2016

The purpose of this paper is to investigate the extent to which the organizational commitment and job satisfaction influence intent to turnover. Following a quantitative approach regarding methodological aspects of this research, a case study was carried out in a company of information technology and communication located in Porto Digital, in the Northeast of Brazil. A data collection technique with 172 forms, a self-administered form with 18 closed questions with a Likert-type scale and an open questionnaire were used. In this analysis, Statistical Package for the Social Sciences (SPSS) software was used: sed as the technique, besides the descriptive statistics, a currelation was made between dependent variables (intention of rotation) and independent variables (affective, normative, instrumental and work satisfaction). The level of organizational commitment in its three dimensions (affective, normative and instrumental, the job satisfaction in its five dimensions (satisfaction with nature of the task, with leadership, with colleagues, with salary and promotions) and the level of intent to turnover from the respondents were investigated.

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ii. Happiness at work:

- Khairunesa Isa, Siti Solehah Tenah, Asliaty Atim, Nor Aishah Mat Jam - Leading Happiness: Leadership and Happiness at a Workplace (2019) :

The study aimed to investigate how high levels of happiness in human resources affect productivity and the smoothness of tasks execution, and how a happy workplace and leadership factors influence employee happiness. One of the study's findings is that leaders who possess listening skills and consider employees' career paths significantly impact the happiness of their employees in the organization.

- AbdulQuddus Mohammed - Workplace Happiness and Positivity: Measurement, Causes and Consequences (2019) :

This study discussed the literature defining happiness, identifying current practices, factors, consequences, and also measuring workplace happiness to propose suggestions for improving workplace happiness. Several findings were reached, indicating that workplace happiness encompasses more than job satisfaction. Individual happiness can be measured through engagement at work and organizational commitment. Additionally, happiness can be measured at multiple levels, including job experiences and attitude towards work.

- Clement S. Bellet & Jan-Emmanuel De Neve & George Ward ,(2020) Does Employee Happiness Have an Impact on Productivity:

The study aimed to provide empirical evidence on the relationship between employee happiness at work and their productivity. Researchers measured employee happiness in a British telecommunications company over a period of 6 months using a weekly measurement tool. The study found strong evidence of the impact of employee happiness on sales, as evidenced by employees working efficiently by increasing the number of calls per hour, adhering more to their work schedule, and converting many calls into sales.

- Our study differs from other studies :

Studies on happiness at work show more variation in results compared to studies on organizational commitment. This difference likely stems from the use of varying dimensions to measure happiness in each study. In contrast, research on organizational commitment tends to agree on the relevant dimensions, leading to more consistent findings.

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Imagine a company where employees go beyond simply clocking in and out. They're invested in the organization's success, feeling a sense of belonging and a desire to contribute. This powerful force driving employee loyalty and dedication is known as organizational commitment.

This chapter's main focus areas include the following theoretical aspects of the concept of organizational commitment: conceptualisation with a specific focus on definition, approaches and models of organizational commitment.

1. Organizational commitment definition :

This section will focus on the various definitions of the concept of organizational commitment. A definition specific for this study will be formulated. Defining organizational commitment is the first step at conceptualising organizational commitment.

Definitions of the concept of organizational commitment include Porter's (Steers & Porter, 1979) definition, which define organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization.

According to Mowday, Steers and Porter's (Steers & Porter, 1979) definition, organizational commitment entails three factors: 1) a strong belief in and acceptance of the organization's goals and values, 2) a willingness to exert considerable effort on behalf of the organization and 3) a strong desire to maintain membership in the organization.

(Meyer & Allen, 1991) defined organizational commitment as reflecting three broad themes: Affective, Continuance, and Normative. Thus commitment is viewed as reflecting an affective orientation toward the organization, recognition of the costs associated with leaving the organization, and a moral obligation to remain with the organization.

Subsequently, many definitions have been proposed for the commitment concept, but a recurring strand seems to be the idea of a psychological bond - an intrinsic attachment or identification of a person with something outside of oneself (Firestone & Pennell, 1993).

(O'Reilly, 1998) defines organizational commitment as "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization". Organizational commitment from this point of view is characterised by employee's acceptance of organizational goals and their willingness to exert effort on behalf of the organization (Miller & Lee, 2001 (Lee & Miller, 2001)).

(Chow, 1994) defined organizational commitment as the degree to which employees identify with their organization and the managerial goals, and show a willingness to invest effort, participate in decision making and internalise organizational values.

According (Meyer & Herscovitch, 2001) organizational commitment can be conceived as a binding force that is experienced as a mind- set or as a psychological state that leads an individual towards a particular course of action, while according to (Zangaro, 2001), employees are regarded as committed to an organization if they willingly continue their

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association with the organization and devote considerable effort to achieving organizational goals.

2. Characteristics of organizational commitment:

- ✓ Organizational commitment is an intangible condition inferred from organizational phenomena that are followed through the behavior and actions of workers in the organization, which embody the guidance of their loyalty.
- ✓ Organizational commitment is the result of the interaction of many human and organizational factors and other administrative phenomena within the organization. (العوفي، 2005)
- ✓ Organizational commitment will not reach the level of absolute stability, but the degree of change in it will be relatively less than the degree of change related to other administrative phenomena.
- ✓ Organizational commitment is a multidimensional construct, not a single dimension. Although most researchers agree on its multidimensionality, they differ in defining these dimensions. However, these dimensions affect each other. (معمر، 2008/2007)

3. Commitment and loyalty:

Some researchers, such as "George Logan", believe that loyalty and commitment are synonyms that indicate the same meaning and content. They both represent a positive trend that contributes significantly to achieving the goals of both the organization and the individual. For these people, commitment is one dimension that shares with loyalty, as both are an expression of the intersection of the organization's values and goals. However, recent studies in the field of organizational commitment have proven its multi-dimensionality, and based on this, loyalty turns from being synonymous with commitment to one of its basic components. Loyalty is an emotional or sentimental connection between an individual and another destination within it. The organization may be referred to by several terms such as conformity, integration, and involvement. (نعموني، 2006)

4. The importance of studying organizational commitment:

The interest in this topic is due to the fact that employee commitment is one of the most important factors that determine the effectiveness and efficiency of the organization. The higher the level of commitment, the higher the level of performance, the lower the level of absence and the lower the turnover rate. In addition, the impact of commitment in workers' lives may extend to their private lives outside of work, as it has become clear that an employee with high organizational commitment feels a high degree of satisfaction, happiness, and family connection. (الباقي، 2004) Therefore, the importance of organizational commitment as follows :

- 1) Organizational commitment represents an important element in linking the organization and the individuals working in it, especially in times when organizations

are unable to provide appropriate incentives to their employees and push them to achieve the highest level of achievement.

- 2) Individuals' commitment to the organizations in which they work is considered a more important factor than job satisfaction in predicting whether they will remain in their organizations or leave working in other organizations.
- 3) Organizational commitment is one of the issues that most concerns the management of organizations, as it has become responsible for maintaining the organization in a healthy and sound state that enables it to stabilize and survive. From this, the need has emerged to study human behavior in those organizations for the purpose of motivating it and increasing the degree of its commitment to its goals and values.
- 4) The commitment of individuals to their organizations is considered an important factor in ensuring the success of those organizations, their continuity, and increasing their production. (الوزان، 2006)

5. Stages of organizational commitment:

An individual's organizational commitment passes through three successive stages, which are as follows:

- 1- *The experience phase*: which extends from the date the individual begins his work for a period of one year during which the individual is subject to training, preparation, and experience. During that period, his interest is focused on securing his acceptance into the organization, trying to adapt to the new situation and the environment in which he works, and trying to reconcile His directions, goals, and the organization's goals, and his attempt to prove himself.
- 2- *Stage of work and achievement*: This stage ranges between two and four years. During this period, the individual tries Confirming the concept of achievement, and the following experiences appear at this stage:
 - Personal importance
 - Fear and helplessness
 - Clarity of commitment to work and loyalty to the organization.
- 3- *The stage of trust in the organization*: which begins approximately from the fifth year of the individual's joining the organization and continues indefinitely, as his loyalty increases, his relationship with the organization strengthens, and the transition to the stage of maturity.)B.Brown)(2003 'Laka-Mathebula(this is shown in figure as follows:

Figure N°02: Stages of organizational commitment



(B.Brown, 2003) (Laka-Mathebula)

6. Managing organizational commitment :

Organizations are continuously faced with the demand and supply challenges of the changing market. In order for the organization to adapt to the intense competition in the market place and the rapid changes in technology, it requires organizational members have to be internally committed . The organization is then faced with a challenge of managing its employees' commitment throughout, to ensure sustainability.

O' Reilly states that "to understand what commitment is and how it is developed, is by understanding the underlying psychology of commitment so that we can think about how to design systems to develop such an attachment among employees". It is therefore crucial for the organization to first understand commitment in order to manage it.

According to Arnold organizational commitment can be fostered by giving individuals positive experiences". A study suggests that affective commitment correlates with an organization perceived to value humanity, while the value of convention is correlated with continuance commitment

7. Approaches of organizational commitment :

Approaches to organizational commitment is conceptualised in a variety of ways. (Stevens, 1978)) suggested that the different conceptions of organizational commitment can be subsumed in two categories, exchange approaches and psychological approaches. Exchange approaches view commitment as an outcome of inducement/contributions transactions between the organization and member, with an explicit emphasis on the instrumentalities of membership as the primary determinant of the member's accrual of advantage or disadvantage in the ongoing process of exchange. In contrast to the exchange-based conception. of commitment, the psychological approach as originally conceived by (Porter & Smith, 1970) is

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a more active and positive orientation toward the organization. The two approaches will be discussed further in the following sections:

➤ *7.1 Exchange approaches :*

The exchange approach is made up of two approaches, namely behavioural and attributions approach. The two approaches are discussed in detail in the following paragraphs.

a. Behavioural Approach:

The behavioral approach grew out of (Becker, 1960)s' work. This is known as the exchange-based or side-bet theory (Becker, 1960) and holds that individuals are committed to the organization as far as they hold their positions and accumulate better benefits (or incur greater costs at departure), this may dissuade them from seeking alternative employment. Individuals are committed to the organization because the benefits assimilated with staying in the organization are higher than the alternative opportunities and costs to leave (Blau & Boal, 1987) (Collins f . & Seller, 1988). Commitment is thus an outcome of inducement or contribution transactions between an organization and its members (Blau & Boal, 1987).

According to (Stevens, 1978), a limitation of exchange-based measures of commitment stems from the lack of empirical evidence that they are, in fact related to particular ongoing behavioural outcomes within the organization.

b. Attributions Approach:

This approach focuses on attitudes that result in the attribution of commitment. According to (Johnston G.P & Snizek, 1991), these attributions are made in part in order to maintain consistency between one's behaviour and attitudes. This is a moral or attitudinal approach in which the individual behaviour is guided by. emotions or heart, or what Etzioni called affective/value rationality (Johnston G.P & Snizek, 1991). The individual is socialised by showing active participation and affective participation for the goals of the organization (Bar-Hayim A & Berman, 1992; Randall, 1990). Accordingly, organizational commitment is conceptualised as a state in which an individual identifies with a particular organization and its goals, and he/she wishes to maintain membership in the organization in order to facilitate its goals (Blau & Boal, 1987).

The attributions approach (Reichers, 1985) conceptualises commitment as a binding of the individual to behavioural acts, which occurs when individuals attribute an attitude of commitment to themselves after engaging in behaviours that are volitional, explicit, and irrevocable.

➤ *7.2 Psychological Approach :*

The psychological approach relates to the process of identification and dedication of one's own energies to the organization's goals. An organization has to foster in its employees

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feelings of commitment to their work world, commitment to the organization and its values and goals, commitment to one's occupation,

commitment to one's career, and a strong work ethic . This is also known as the psychological approach, and conceptualises commitment as an attitude or an orientation toward the organization that links or attaches the identity of the person to the organization. The three components of this. orientation consist of:

- a) Identification with the goals and values of the organization,
- b) High involvement in its work activities
- c) A strong desire to maintain membership in the organization (Porter W & Steers R.M & Mowday R.T & Boulian, 1974) (Steers, 1977).

According to Buchanan (1974), together these psychological approaches to commitment depict a decidedly positive, high-intensity orientation towards the organization. In addition, they include, but go beyond the hesitancy to leave component that has been the fundamental dimension represented in exchange- based measures of organizational commitment.

There are thus two approaches to organizational commitment, namely exchange based and psychological approaches.

8. Models of organizational commitment :

A search in the literature shows that the study of organizational commitment can be classified into various models. Models are important in the study of organizational commitment as they explore the different perspectives studied and documented and how they are expressed in an organizational setting. The various models classify organizational commitment as either unidimensional or multidimensional. The following paragraphs will explore these models in detail.

1. O'Reilly and Chatman's model :

O'Reilly and Chatman (1986), as discussed in Meyer and Herscovitch developed their multidimensional framework based on the assumption that commitment represents an attitude toward the organization, and that there are various mechanisms through which attitudes can develop. Based on Kelman's (1958) work on attitude and behaviour change, O'Reilly and Chatman (1986) argued that commitment takes on three forms, namely:

- *Compliance*: This occurs when attitudes and corresponding behaviours are adopted in order to gain specific rewards.
- *Identification*: This occurs when an individual accepts influence to establish or maintain a satisfying relationship.
- *Internalisation*: This occurs when influence is accepted because the attitudes and behaviours an employee is being encouraged to adopt are congruent with existing values. The employee's psychological attachment can reflect varying combinations of these three psychological foundations .

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Organizational commitment is thus multidimensional and takes on three forms namely: compliance, identification and internalisation. (Maguqulwa, 2008)

2. Morrow's major commitments :

in her book, Morrow (1983) identifies five major commitments which she thinks have a reciprocal influence on each other. These five commitments are divided into two main groups. The first group examines commitments that influence work attitude with no relation to the organization in which the worker is employed. It includes commitments such as: Protestant work ethic , Career commitment and Job commitment (Blau & Boal, 1987). The second group includes commitments that are influenced directly by the organization in which the worker is employed, including both continuance and affective organizational commitment.

According to Morrow (1983), career commitment is connected to continuance and affective commitment to the organization. In turn, continuance commitment on the organization relates to affective commitment, and both of these commitments influence job involvement. Morrow (1983) argued that there is a reciprocal connectedness between the different levels of commitment. (Maguqulwa, 2008)

3. Etzioni's model :

Etzioni's model encompasses three perspectives, namely: Moral commitment, Calculative commitment and Alienative commitment. These perspectives will be explored in the paragraphs below:

(a) *Moral commitment:*

Moral commitment represents one of the two affective perspectives of organizational commitment. Calling it moral commitment, Etzioni viewed it as emanating from a symbolic compliance structure. Moral commitment is characterised by the acceptance of and identification with organizational goals (Patchen, 1970). According to Hall , it may be thought of as a kind of organizational identification. Wiener (1982) labelled such forms of affective organizational attachment (e.g. moral involvement), commitment. He used this label because of his association of organizational identification with the commitment work of Porter and his colleagues (Porter W & Steers R.M & Mowday R.T & Boulian, 1974). Thus measures such as those of Hall (1970) and Porter (1974) are currently intended to operationalise affective dimensions of commitment, similar to Etzioni's (1961) moral involvement.

(b) *Calculative commitment:*

Calculative commitment is based on the employee receiving inducements to match contributions. Etzioni (1961) saw this type of organizational attachment as typical compliance systems which are based on an exchange. Thus, it is conceptually rooted in the exchange theory of Barnard (1938) and March and Simon (1958). Calculative commitment needs not be reduced to willingness to retain organizational membership. It may be thought of in the broader terms of an instrumental organizational attachment. In fact, retention or forfeiture of organizational membership the traditional concept of calculative commitment may be more closely associated with an affective form of organizational commitment. For example, a

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willingness to forfeit organizational membership may be the result of anger (negative affect) towards the organization. Consistent with Etzioni's (1961) model, such feelings emanate from alienation (affective organizational attachment) rather than a calculative commitment. Moreover, retention of membership may reflect a personal identification with the organization, and such positive affect may be more appropriately associated with moral involvement in the Etzionimodel.

(c) Alienative commitment:

Alienative commitment represents an affective attachment to the organization. Etzioni (1961) originally described alienative involvement as typical of a prison or military basic training camp in which a coercive compliance system is prevalent. Alienation can be viewed as a basis for organizational commitment if one thinks of an employee's commitment to the organization as a consequence of:

- a) a lack of control over the internal organizational environment and
- b) the perceived absence of alternatives for organizational commitment (Etzioni, 1961).

Etzioni (1961) borrowed the word alienation from the work of Karl Marx who gave alienation its classic definition, a lack of control which is a perceived inability to change or control the organization in this context. To the alienatively committed worker, rewards and punishment may seem random rather than a direct result of the quality or the quantity of work (Etzioni, 1961). The employee's perceived sense of randomness provides the sense of loss of control. Thus the negative affective attachment to the organization, ascribed by Etzioni to the alienatively involved employee develops. An employee who is alienatively committed to the organization may stay because of lack of alternatives or fear of serious financial loss. Thus, according to Etzioni (1961), alienative commitment is a negative organizational attachment which is characterised by low intensity of intentions to meet organizational demands coupled with intentions to retain organizational membership.

Organizational commitment is thus classified into various models, namely O' Reilly and Chatman's model, Morrow's major commitments and Etzioni's model.

In the following few paragraphs, Meyer and Allen's three component model will be explored further. This is the model used in the current study. (Maguqulwa, 2008)

4. Meyer and Allen's three-component model

Meyer and Allen made the biggest contribution to the organizational commitment literature, with over fifteen studies published from 1984. Meyer and Allen's three- component model of commitment was chosen for this study, because it has undergone the most extensive empirical evaluation to date .

Meyer and Allen (Allen & Meyer, 1996) developed their three component model from an identification of common themes in the conceptualisation of commitment from existing literature. Common to all conceptualisations, they argued the belief that commitment binds an

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individual to an organization and thereby reduce the likelihood of turnover. The key difference is in the mindset presumed to characterise the commitment. The mindsets reflected three distinguishable themes:

Affective attachment to the organization, labelled Affective commitment, perceived cost of leaving, labelled Continuance commitment and obligation to remain at the organization, labelled Normative commitment .

Meyer and Allen noted that organizational commitment is the view that commitment is a psychological state that a) characterises the relationship with the organization, and b) has implication for the decision to continue membership with the organization. They describe these three components as affective, continuance and normative. The components are explored in the paragraphs below:

(a) *Affective orientation (affective):*

The first component of organizational commitment in the model is affective commitment. According to Meyer and Allen (1997) affective commitment is the employee's emotional attachment to, identification with, and involvement in the organization. Organizational members who are affectively committed to the organization continue to work for the organization because they want to . Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization .

Kanter (1968) defines it as the attachment of an individual's fund of affectivity and emotion to the group, it is an attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization.

Hall (1970) defines the affective component as the process by which the goals of the organization and those of the individual become increasingly congruent. It is also viewed as a partisan, affective commitment to the goals and values of the organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth . Gould (1979) observed that some employees put effort into their work beyond what appears to be instrumentally required for the expected reward, and attributed this to the affective component of organizational commitment. Meyer and Allen (1997) further indicate that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Affective commitment development involves identification with the organization and internalisation of organizational values .

(b) *Cost based (continuance):*

The second component of Allen and Meyer's model of organizational commitment is continuance commitment. Meyer and Allen define continuance commitment as "awareness of the costs associated with leaving the organization". Kanter supports this definition and states

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that it is the "profit associated with continued participation and a cost associated with leaving the organization". It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization. Further state that employees whose primary link to the organization is based on continuance commitment remain because they need to do so.

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on assessment of economic benefits gained. Another view to continuance commitment is that it is a structural phenomenon, which occurs because of individual-organizational transactions and alterations in side bets or investments over time.

Meyer also maintain that "accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to". Individuals stay in the organization because of the investments they accumulate due to the time spent in the organization, not because they want to. This is different to affective commitment wherein individuals stay in the organization because they want to, and they identify with the organization and its values. (Maguqulwa, 2008)

(c) *Obligation or moral responsibility (normative):*

The last component of the organizational commitment model is normative commitment. Meyer and Allen (1997) define normative commitment as a feeling of obligation to continue employment. Internalised normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Allen & Meyer, 1990). The normative component is viewed as the commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years.

According to Wiener and Gechman commitment behaviours are socially accepted behaviours that exceed formal and/or normative expectations relevant to the object of commitment. Normative commitment is also viewed as the totality of internalised normative pressures to act in a way which meets organizational goals and interests (Maguqulwa, 2008)

The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members. The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way. Meyer and Allen argue that this moral obligation arises either through a process of socialisation within the society or the organization. Employees consequently feel obliged to repay the benefits from the organization by remaining as part of the work force.

The intergration of the forms of commitment sensitised researchers to the multidimensional nature of commitment. What differentiates the various dimensions of commitment in the multidimensional conceptualisation is the nature of the underlying mindset. Meyer and Allen (1991) argued that affective, continuance and normative commitment are components of organizational commitment, rather than types because the employee-employer relationship

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reflects varying degrees of all three. The multi- dimensional framework or conceptualisation does not seem to be incompatible. Meyer and Allen (1991) suggested the lack of consensus in the definition of commitment contributed greatly to its treatment as a multidimensional construct.

Meyer and Allen (1997) use the tri-dimensional model to conceptualise organizational commitment in three dimensions namely, affective, continuance and normative commitments. Allen and Meyer (1996) urged researchers to investigate the dimensionality of organizational commitment across cultures to discern if multidimensional conceptualisations developed in the US are applicable to other cultures or not. Within past decades, a multidimensional approach to the conceptualisation and assessment of organizational commitment has been proposed and refined Allen & Meyer Many studies have examined the construct validity of the Meyer and Allen's (1991) three component model and its measures. Allen and Meyer (1996) reviewed results from over 40 samples and claimed that construct validity was strong enough to support the continued use of scales.

Many studies have attempted to explore its effect on work outcomes such as job performance. According to Meyer and Allen, "the models of commitment have been developed and tested in Western countries. There is a need for more systematic research to determine whether these models apply elsewhere" . The author wanted to test this model in South Africa. The model of Allen and Meyer is thus used as the basis for this study.

Allen and Meyer (1997) view commitment as a multi-dimensional concept. The tri-dimensional model was discussed in this section focusing on affective continuance and normative commitments. (Maguqulwa, 2008)

9. Results of organizational commitment:

- I. At the individual level: it includes both positive and negative results. The positive results confirm that a high level of organizational commitment is linked to many positive outcomes for individuals, such as: increased feelings of belonging, safety, positive self-perception, power, and the presence of goals or purposes for the individual's life. While we find negative results confirm that the benefits and advantages that accrue to individuals from commitment to the organization are linked to costs. Although commitment has many benefits For the individual, there are some negative aspects, including:
 - Lack of opportunities for career advancement, which is achieved in some jobs through movement between organizations.
 - Lack of opportunities for development and self-advancement.
 - Increased family and social pressures. When an individual is committed to a specific organization, he spends effort and time for it, which affects his other commitments, which leads to increased pressures on him.
- II. At group work level: This level of commitment leads to multiple results, whether on the group's work or its effectiveness. The positive results of commitment to the work group are:

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- The greater the degree of group commitment, the greater the degree of stability and effectiveness.
- The greater the degree of commitment of the group, the more it is willing to make an effort and thus increases Their effectiveness.
- The greater the degree of commitment, the greater the degree of cohesion between them.

While we find negative results are:

- Decreased ability to create, innovate, and adapt through worker stability.
- Low turnover rate, and thus the lack of entry of individuals with new and useful ideas. In this regard, Oliver Oliver believes that it is a mistake to believe that a high turnover rate represents a negative indicator. When less committed individuals leave the organization, other individuals with new and useful ideas may come and see... Better organization.
- Groupthink makes the group less open to new opinions and values.
- Increasing the chances of conflict between the group and other groups.

III. *At the organizational level:* the positive results are as follows:

- Increasing the chances of effectiveness for the organization through
- Increase the effort expended.
- Low turnover rate
- Reduced absenteeism and tardiness.
- Increasing the organization's profile for individuals outside the organization, because more committed individuals give a positive image of the organization, making it more capable of attracting highly skilled individuals.

We must note in this area that the rate of turnover and absence has positive or negative results, in light of the circumstances surrounding the organization, the workplace, the benefits that workers obtain from the organization, and the cost of obtaining them.

As for the negative results, they are represented by a decrease in the ability to innovate and adapt, as individuals who are highly committed to the organization do not tend to discuss the organization's policies, which limits the ability to have innovation, and this is what a researcher found in a study he conducted at General Motors. (الصيرفي، 2005)

Chapter One : Organizational commitment

The following table summarizes the most important effects on organizational commitment:

Table N°01 : the effects of organizational commitment

Level of analysis	Possible effects	
	Positive	Negative
Individual level	<ul style="list-style-type: none"> • Sense of belonging and connection. • Job security . <ul style="list-style-type: none"> • Objectives and direction. • Positive self-perception. • Organizational rewards. • Increased stress related to family and social relationships. • Attractiveness to potential employees 	<ul style="list-style-type: none"> • Decreased ability to move and advance career. • Decreased ability for growth and self-development. • Increased stress related to family and social relationships
Group work level	<ul style="list-style-type: none"> • Membership stability • Community effectiveness • Cohesion 	<ul style="list-style-type: none"> • Group thinking • Decreased ability to innovate and adapt • Conflict between groups
Organizational level	<ul style="list-style-type: none"> • Low turnover rate • Low absenteeism rate • Low delay rate 	<ul style="list-style-type: none"> • Increased turnover rate • Increased absenteeism rate • Decreased ability to develop and adapt

(الصديري, 2005)

Chapter One : Organizational commitment

Conclusion:

Organizational commitment is the lifeblood of any successful company, representing the emotional attachment and dedication of employees to their organization.

Through this chapter, we have explored the definition of organizational commitment, encompassing affective, continuance, and normative dimensions.

It is evident that fostering high levels of commitment among employees is essential for achieving organizational goals, enhancing employee retention, and promoting a positive workplace culture. By understanding the effects of organizational commitment, such as sense of belonging and connection, job security...Etc., companies can implement strategies to cultivate a committed workforce.

As we conclude, it becomes apparent that nurturing a sense of belonging, providing opportunities for growth and development, and fostering open communication channels are key elements in fostering organizational commitment. Embracing these principles can not only drive organizational success but also create a fulfilling and rewarding experience for employees, leading to a harmonious and thriving workplace ecosystem.

Chapter two ; Happiness At Work
(HAW)

Chapter two :Happiness At Work (HAW)

Happiness at work is a hot topic these days, and for good reason. It turns out that happy employees are not only more satisfied, but also more productive, creative, and loyal. Research shows a link between happiness and benefits for both workers and employers. While traditionally seen as a perk, happiness is increasingly recognized as a key factor in success.

Happiness in the form of pleasant moods and emotions, well-being, and positive attitudes has been attracting increasing attention throughout psychology research. The interest in happiness has also extended to workplace experiences

1. Happiness at work (HAW) Definition:

I. Happiness definition :

- The Oxford dictionary: the excellent state of mind, the deep pleasure and satisfaction of the circumstances, in general, or in a particular event, good luck, success, prosperity, the quality or condition of being happy.
- The Cambridge dictionary: the feeling of being happy.
- Keser: defines happiness as a situation that reflects the positive state of the individual.
- Shin and Johnson: defined happiness as a product of firstly evaluating a person's life situations and a favourable comparison of those life situations with others and one's past (Kirpik, 2020).
- Emotional state with joy, satisfaction, contentment, and fulfillment. (Chaudhary, 2023)

II. Happiness at work definition:

- According to Maenapothi : Happiness in the workplace is a situation in a workplace where the employees like to work and do not feel burdened with their jobs, able to work efficiently and achieve targeted goals, both for themselves and their companies. (Rahmi, 2018)
- Feeling happy, resourceful, achieving goals at workplace. (Nishi & Shobhna)
- Positive emotion from comfort in work environment and culture. (Ranauli & Euginia, 2021)
- Positive emotions, satisfaction, fulfillment in job. (Frederique Melief, Schulp, & Rinck de Boer, 2020)
- We operationally define HAW as an experience of subjective well-being at work reflected through a high amount of positive individual (e.g., highly valuing one's work, feeling engaged to work) and organizational (e.g., providing supportive work environment) experiences and low amount of negative individual and organizational experiences.

2. The importance of happiness at work:

Happiness in the workplace poses several beneficial effects. The effects range from physical to social aspects:

Happy team members have been documented to be better placed to understand their roles and responsibilities, as well as participate in the required tasks actively. Such employees feel involved and also responsible. The eventuality is that happy employees are better placed to realize successful problem-solving.

Happy employees are more likely to be inspired to accommodate changes in the workplace, besides understanding and accomplishing the roles and responsibilities expected of them. Also, companies that cater for the well-being of their employees gain benefits by achieving an atmosphere marked by respect and trust, besides team-work and idea sharing. Also, happy employees are more likely to give opinion during team sessions as they feel valued and anticipate reinforcements. It is also worth indicating that a friendly workplace environment, a product of employee happiness paves the way for high-quality communication and socialization. Similarly, happiness ensures that the target personnel are attentive to instructions and comply with privacy and work-balance requirements. Overall, the members feel relaxed because of the resultant work-life balance in which adequate time is spent both in the workplace and home settings.

In addition, there is likely to be superior performance among happy employees because happiness reduces turnover rates and, instead, increases firm profitability. Hence, happiness in the workplace is seen to introduce a sense of purpose in which workforces feel relevant and also perceive their contribution to the organization as that which is well acknowledged. The beneficial outcome becomes more pronounced when members of the team realize that the organizations with which they work are not only engaged in the implementation of employee happiness programs but also strive to engage in corporate social responsibility initiatives that seek to benefit the communities in which they operate – or to which they belong.

Physically, happy employees have been documented to exhibit a feeling of security. Also, happy employees tend to have enough sleep, access quality health care services, and also participate in physical exercising; having found themselves living stress-free life. For senior leaders and managers of organizations, it becomes important to implement employee happiness programs. In situations involving multitasking, high workload and constant stress, it remains notable that negative effects tend to arise. These effects include poor health and non-commitment to the workplace; which translate to delayed deadlines – as work plans are poorly designed. To make the employees happy, some of the specific programs that are worth implementing include those that encourage smoking cessation, engagement in weight loss programs, and the promotion of nutritious and healthy meal programs. With healthy lifestyles realized, employee happiness is likely to dominate the concerned workplaces, hence improved productivity – and increase profitability (Fadillah Ismail, 2019).

3. The content of happiness at work:

a) *Job satisfaction:*

Locke described job satisfaction largely as affect: ‘a pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences’. (Locke, 1976)

b) *Job involvement:*

Job involvement is a traditional construct, dating from 1965, which belongs in the happiness family . Job involvement is a state of engagement with one’s job, identifying with one’s work, and viewing the job as central to one’s identity and self-esteem ,roughly opposite to the concept of alienation or meaninglessness (Brown, 1996)

c) *Engagement:*

Personal engagement and psychological presence at work are concepts introduced by Kahn (1990, 1992) to refer to the amount of the authentic physical, cognitive, and emotional self that individuals devote to their work and the feelings of attentiveness, connection, integration and focus that accompany moments of high engagement. Since then, a number of scholars have taken up the term engagement, and have defined it in a variety of ways . Engagement has been viewed as everything from a trait to a relatively stable state to a momentary state, and from cognition to affect to behavior. After an exhaustive review, (Macey & Schneider, 2008) describe person-level engagement as ‘positive affect associated with the job and the work setting connoting or explicitly indicating feelings of persistence, vigor, energy, dedication, absorption, enthusiasm, alertness, and pride. As such, engagement has components of organizational commitment, job involvement, and the positive affectivity components of job satisfaction.’

(Bakker & Demerouti, 2008)defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while working. Dedication refers to being strongly involved in one’s work and experiencing a sense of significance, enthusiasm, and challenge.

d) *Thriving and vigor:*

There has been an explosion of new constructs involving employee happiness and well-being in the past decade. One might argue that these are similar to or part of the larger concept of engagement. Spreitzer’s concept of thriving at work combines feelings of vitality and energy with beliefs that one is learning, developing and making progress towards selfactualization. (Spreitzer, Sutcliffe, Sonenshe, Dutton, & Grant, 2005)

Flow and intrinsic motivation:

Both flow states and intrinsic motivation refer to the enjoyment experienced when engrossed in a task. Flow occurs when one is totally absorbed in using one’s skills to progress on a challenging task, such that irrelevant external stimuli and the passage of time are excluded from

Chapter two :Happiness At Work (HAW)

awareness. Flow is a very enjoyable state, having been described as exhilarating, euphoric, providing a deep sense of enjoyment, being an optimal or peak experience, and being characterized by high activation positive affect, but it also requires feelings of learning, development, and mastery. ((Csikszentmihalyi, 1990) Flow states may occur when individuals are working on tasks that are above their own average on both challenge and skill requirements. When this occurs, ‘the person is not only enjoying the moment, but is also stretching his or her capabilities with the likelihood of learning new skills and increasing self-esteem and personal complexity’ (Csikszentmihalyi & LeFevre, 1989).

4 . Factors influencing employee happiness :

According to Maenapothi (Chaiprasit & Santidhirakul, 2011)there are five factors that influence the happiness in the workplace, namely:

1. Job inspiration: employees are satisfied with the job assigned, and are able to reach the goal.
2. The value shared by the organization: the collective behavior and the culture of the organization.
3. Relationships: there are interactions, group ties and acceptance among the coworkers.
4. The quality of the work life: the relationship between 3 elements, namely the work environment, employee participation, and work humanization. A good balance between the 3 elements produces satisfaction which leads to the highest level of efficiency.
5. The leadership: the executives or the heads of organizations promote and create happiness for the employees when they work by creating motivation, awareness and dedication to their subordinates. The leaders also engage in 2-way communication and transparency with their staff and for themselves.

According to (Price-Jones, 2010), the happiness in the workplace depends on five factors:

- 1) Contribution (the effort you make).
- 2) Beliefs (the motivation you have).
- 3) Culture (how well you work).
- 4) Commitment (how you are involved).
- 5) Trust self (believe in yourself and your work).

(Januwarsono, 2015)found six determinants of happiness in the workplace, namely, the employee performance, organizational culture, organizational trust, job satisfaction, leadership behavior and the individual characteristics.

5. Causes of happiness in organizations:

This section will first review dispositional and person by situation contributors to happiness , followed by consideration of intentional means of improving happiness at work.

I. Dispositional contributors to happiness in organizations:

As in the general happiness literature, there is evidence that happiness at work displays some stability and may be due to personal as well as environmental factors. The stability of job satisfaction over time has already been discussed. Findings that both genes and personality predict job satisfaction verify that there is a dispositional component to happiness at work that operates independently of the characteristics of the work situation. In general, individuals

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high on dispositional positive affectivity and core self evaluations (comprised of internal locus of control, self-esteem, generalized self-efficacy and emotional stability) tend to be happier at work as well as in other areas of life.

The mechanisms by which dispositions contribute to happiness at work have been explored by several scholars (Bowling, Beehr, Wagner, & Libkuman, 2005) suggest three such mechanisms: ‘that dispositions (a) influence employees’ equilibrium or adaptation level of job satisfaction, (b) influence employees’ sensitivity to workplace events, and (c) influence the speed at which job satisfaction returns to equilibrium after one is exposed to a workplace event’. Other researchers have shown that the effects of trait affectivity on job satisfaction are mediated by state affect. Finally, individuals high in core self-evaluations are more likely to adopt self-concordant, intrinsic goals, the pursuit of which brings happiness (Fisher c. , 2010).

II. *Person by situation contributors to happiness in organizations:*

Another category of antecedents of happiness at work involves the fit between person and situation. The Theory of Work Adjustment states that satisfaction occurs when the work environment meets the employee’s requirements. The concept of fit has been defined in a number of ways, assessed at the level of person– organization fit as well as person–job fit. ‘Supplementary fit’ involves the person having similar qualities to the organization and is often conceptualized as value fit or personality fit with the organization’s culture or with others in the organization.

‘Needs–supplies fit’ occurs when the job and organization supply what the individual needs, wants or prefers. ‘Demands–abilities fit’ is when the employee’s skills and abilities fulfill what the job requires. There is considerable evidence that supplementary fit and needs–supplies fit are related to job satisfaction and organizational commitment. Individuals are happier when embedded in a work environment that matches their values and goals, and that meets their needs and preferences. The finding that a personal quality, growth need strength, moderates employee reactions to job scope is additional evidence for the importance of fit between the employee and the job. (Fried & Ferris, 1987)

6.Increasing happiness atwork:

The preceding discussion of causes of happiness may suggest scope for individuals and organizations to increase individual happiness in the workplace.

1) *Individual actions to increase happiness at work:*

There is relatively little research on how individuals may volitionally contribute to their own happiness at work, though much of the advice on how to improve happiness in general (e.g. practice gratitude, pursue intrinsic goals, nurture relationships, find flow) could also be applied in the work setting. Momentary happiness is associated with perceptions of effective performance or progress towards goals, so setting and pursuing challenging but achievable short-term goals may enhance real time feelings of happiness. At the more stable person-level,

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individuals could seek both person–job and person–organization fit when choosing employment, and adjust expectations to match reality. If dissatisfied, they might decide to leave one job and find another that suits them better, though very few studies have investigated this phenomenon by following individuals across organizations. An exception is (Boswell, Boudreau, & Tichy, 2005), who found that executives who were less satisfied in a given year were more likely to change jobs and be more satisfied the following year in the new job. They dubbed this the ‘honeymoon effect’. Unfortunately, the increase in happiness was short-lived and, by the second year in the new job, satisfaction had returned to baseline levels.

It has been suggested that individuals will be more authentically happy if they feel a ‘calling’ or a connection between what they do at work and a higher purpose or important value. (Wrzesniewski & Dutton, 2001) describe ‘job crafting’ by employees, which is defined as modifying the tasks to be performed, building or changing relationships with co-workers or clients, and psychologically reframing the meaning of work. Individuals are thought to craft their jobs to assert control, create a positive self-image at work, and fulfill basic needs for connection to others.

For instance, nurses may redefine their work as helping patients heal as opposed to performing menial tasks as directed by physicians. Such changes should be quite effective in creating both supplementary and needs– supplies fit, and would be expected to improve happiness at work. Another approach for individuals to improve demands–abilities fit is provided by the strengths based view.

This approach suggests that each individual has a unique configuration of personal or character strengths, talents, and preferences. Individuals should discover what their personal strengths are, and then design their job or career to allow them to cultivate these strengths and spend much of each day applying them while minimizing demands to complete activities that do not use strengths. Following this advice should improve both eudaimonic and hedonic happiness, as individuals enjoy greater competence and self-actualization. Strengths and the means to identify them have been approached differently by the various scholars associated with this view (Fisher c. , 2010).

2) *Organizational actions to increase happiness at work:*

Perceptions of a number of attributes of organizations and jobs are reliably correlated with job satisfaction and affective commitment, suggesting that these attributes might be levers for organizations wishing to improve happiness in the workplace. Specific, if idealistic, suggestions include the following: (Proudfoot, Corr, Guest, & Dunn, 2009)

- Create a healthy, respectful and supportive organizational culture.
- Supply competent leadership at all levels.
- Provide fair treatment, security and recognition.
- Design jobs to be interesting, challenging, autonomous, and rich in feedback.
- Facilitate skill development to improve competence and allow growth.
- Select for person–organization and person–job fit.
- Enhance fit through the use of realistic job previews and socialization practices.
- Reduce minor hassles and increase daily uplifts.

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- Persuade employees to reframe a current less than ideal work environment as acceptable .
- Adopt high performance work practices.

7. Measuring Happiness at Work:

Various studies have delved into measuring happiness at work from different perspectives. The following studies illustrate different views to measure HAW.

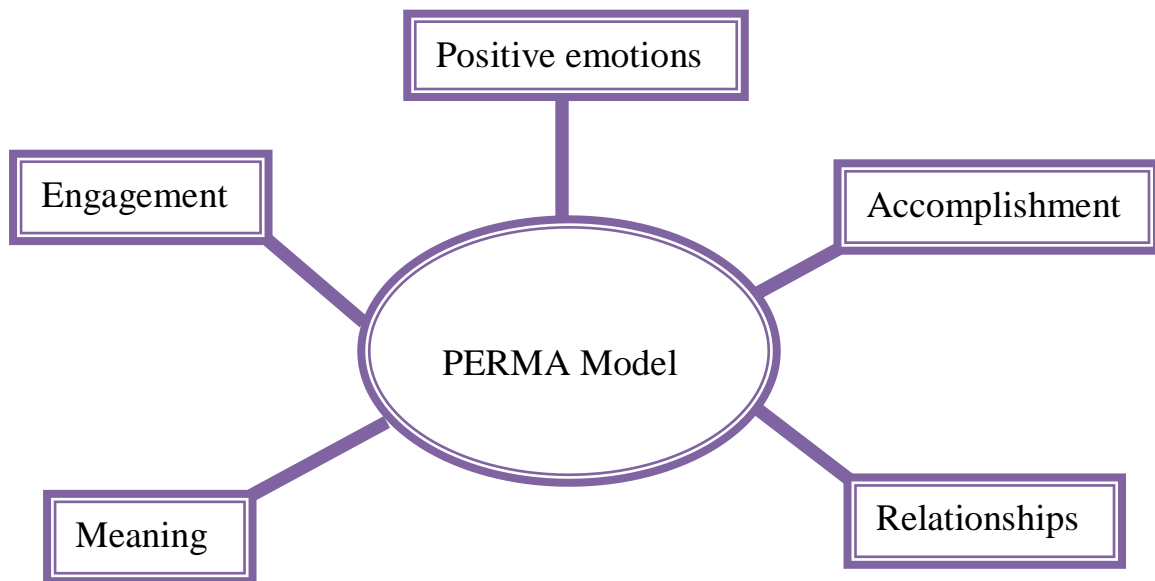
- (Mendoza-Ocasal, 2021)

The research employed a questionnaire adapted for data collection to measure workplace happiness among 302 workers at a University in Barranquilla, Colombia. Utilizing a positivist approach with a quantitative scope, the study used a simple linear regression model to validate the variables analyzed in relation to workplace happiness perception .The questionnaire allowed for the analysis and review of workers' responses, indicating a positive perception of their work in the institution, job satisfaction, and workplace happiness .The study considered the PERMA method and its five elements, focusing on intrinsic factors to understand workplace happiness and evaluate it using relevant theories ; The PERMA method, as mentioned in the research paper, refers to a framework developed by Seligman in 2011 to understand workplace happiness and it consists of five elements that contribute to well-being and happiness in the workplace: Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment.

- *Positive Emotions*: involve feeling full of energy, strong, vigorous, and enthusiastic about one's job, leading to happiness and dedication to work.
- *Engagement*: refers to the emotional attachment employees have with their organization, which can positively impact their perception of workplace happiness.
- *Relationships*: highlight the importance of positive interactions and connections with colleagues, fostering a sense of community and well-being at work.
- *Meaning*: focuses on finding purpose and significance in one's work, contributing to a sense of fulfillment and happiness in the workplace.
- *Accomplishment*: involves setting and achieving goals, recognizing one's achievements, and feeling competent, which can enhance workplace happiness.

Centralization and variability measures of key aspects affecting workplace happiness were considered, suggesting a significant impact on workplace happiness perception and the development of strategies based on these factors .

Figure 03: Seligman's PERMA Model



(Mohammed, 2019)

- (Carolina Ramirez-Garcia, 2019)

The measurement of happiness at work is based on a model proposed by Fisher (2014), which considers an individual's core well-being, mood experience, pleasant emotions, moods, negative emotions, satisfaction judgments, and similar attitudes at work .

Factors contributing to happiness at work are explained by job characteristics such as salary, promotion opportunities, work schedule, job danger level, and monotony, among others ,The study also emphasizes the importance of including factors related to health, love, and family in the measurement scale to reflect the complexity of happiness at work more accurately.

- (Joaquín Alegre Vidal, 2018).
The authors developed a 31-item scale to measure happiness at work, capturing various dimensions of happiness in the workplace context. - The Happiness at Work (HAW) scale consists of three dimensions: engagement, job satisfaction, and affective organizational commitment. Each dimension is represented by three items in the shortened version of the scale (SHAW), ensuring a concise yet comprehensive assessment of happiness at work. The dimensions of engagement, job satisfaction, and affective organizational commitment are crucial aspects of individual-level happiness in the workplace context, providing a holistic view of employees' positive attitudes and experiences at work.

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In essence, the scale captures the dimensions of engagement, job satisfaction, and affective organizational commitment, offering a well-rounded assessment of happiness at work through a concise set of items in the shortened version of the scale.

They aimed to provide a shortened version of the happiness at work scale while maintaining its psychometric properties, ensuring efficiency and efficacy. By following the steps proposed by Stanton et al. (2002) and Kacmar et al. (2014), the authors conceptualized and measured happiness at work, focusing on individual-level happiness . The new measurement scale created by the authors has a high statistical potential to broadly capture positive attitudes at work, offering new research opportunities in this area .

In summary, the authors developed a comprehensive 31-item scale to measure happiness at work, which was then shortened while maintaining its effectiveness and psychometric properties, thus providing a more efficient tool for assessing happiness in the workplace.

- In our study, a measurement model developed by *Sanjay Singh and Yogita Aggarwal* was adopted, which includes 4 dimensions as follows:

I. Flow and Intrinsic Motivation :

Researchers have reported a significant relationship between happiness and achievement motivation , and intrinsic motivation. Thus, a high level of HAW will be reflected in internal drive and motivation of the employees to do great things at work (Hassanzadeh & Mahdinejad, 2013).

Furthermore, recent researches have shown that when employees are happy they tend to enjoy work more and are more effective, creative and collaborative (Revesencio, 2016). This diminishes the scope of the formative effect of perfectionist attitude on happiness at work. If employees are happy, they reflect greater engagement with work and organization due to the influence of positive mood which is associated with happiness at work. As happy people show increased sensitivity to opportunities at work, are more helpful, confident and optimistic they are more likely to strive for perfection in their work (Bakker & Demerouti, 2008).

II. Work Repulsive Feelings :

The simple idea of ‘approaching boss’ for anything is enough to cause discomfort and anxiety among most of the employees unless employees prefer socializing with the boss, developing personal equations to receive guidance or improve their power and position in the organization. Meeting with the boss unavoidably involves indulging in some normative or expected behaviour, or one that pleases the boss along with the possibility of being judged accordingly as any type of organization (structure) almost always gives more power to the bosses than the employees. This is likely to create anxiety and unhappiness among the employees. According to a Harvard Business review article around half of the American employees leave their jobs at some point in their career to get away from their bosses. Similar or even higher figures can be expected in other continents of the world. Thus, unhappiness at work could be well reflected in the form of the inhibition to approach or

Chapter two :Happiness At Work (HAW)

tendency to avoid one's boss. Being uncomfortable in approaching one's boss or tendency to avoid the boss as far as possible could be a good behavioural measure as well as a heuristic to understand unhappiness at work. However, here other variables may also play a role, for e.g., personality traits like introversion, psychological barrier, perceived negative attitude or behaviour of the boss, which is not uncommon, like micromanaging, bullying, stealing credit, poor listening habit, and negative past experiences. Furthermore, if employees (either extrovert or introvert) have no choice in choosing the way they become happy, then the scenario is likely to bring only unhappiness (Hills & Argyle, 2001).

Furthermore, it is believed that introverts comprise over one-third of the population but the actual number could be between 47 and 55% (Helgoe, 2013). According to another estimate the prevalence of introversion and extroversion among the bosses is in the ratio of 50:50 (Brush, 2012) so there is always more than the chance possibility of unhappiness at work being reflected by a discomfort in approaching one's boss who could be a person of opposite personality disposition. Although extroverts consistently rate themselves higher on happiness but that may be due to their self-serving bias and perception of being fit in a seemingly extroversion-endorsing culture (Hills & Argyle, 2001).

Bosses may knowingly or unknowingly promote dysfunctional behaviour at work like sycophancy, suck-ups, the motivated admiration which may generate repulsive or loathsome feeling among other employees. In the presence of such dysfunctional behaviours in which honest and task oriented employees feel incapable of indulging, the unhappiness of employees would be reflected through the feeling of nausea and repulsiveness toward sycophant employees in particular and work in general. The intensity of unhappiness brought by this dilemma, especially when professional losses could be up to 5% in this competitive world of work, would be reflected in the feeling of disgust which is a strong primary visceral emotion. Since prevalence rate of sycophancy is very high in the organizations, up to 80% in case of public sector organizations, unhappiness at work would often be reflected through the feeling of repulsiveness in such situations. Though stress may appear to have a formative influence on happiness, it is more prudent to think that absence of HAW will be reflected through symptoms like stress, sleep disturbances, poor health, burnout, depression, poor productivity or similar negative outcomes. Around 20 to 40% employees feel unhappy and miserable at work which has been found to be positively correlated with unhealthy eating behaviour, stress, and depression (Nishitani & Sakakibara, 2007). The experience of unhappiness at work seriously affects the attitude of employees toward their job which could be reflected in employee's intention of quitting the job but this may not result in the employee actually quitting the job as the relationship between attitude and behaviour is essentially weak. This also explains why a large number of people don't quit their job even after being unhappy and unengaged to it. Feeling of unhappiness at work brings disengagement and lack of embeddedness that leads to intention to quit. Unhappiness with work also means dissatisfaction at work that again leads to intention to quit (Coomber & Barriball, 2007).

III. Supportive/Unsupportive Organizational Experiences :

Essentially reflect how happiness affects the employee evaluation of various types of

organizational support or lack of it. The general premise underlying these items is that happiness at work will lead to positive evaluation of various organizational supports while unhappiness will lead to negative evaluation reflected in perceived lack of support from the organization. (Batra & Stayman, 1990) Happy employees are more likely to express satisfaction with the company training programs and the organizational support that is required to complete their work. Happy employees are more likely to value the learning of new skills and will show greater keenness to undergo training programs so as to improve their skills, self-esteem, and earnings. It is not uncommon to observe happy and successful athletes offering a more favourable evaluation of their coaches or happy students showing better class attendance, class participation, appreciation for the teacher, and overall satisfaction with the teaching–learning process. Moreover, the perception of fairness at work again to a large extent depends on how employees feel at work. (Singh & Aggarwal, 2017) A happy and satisfied employee is more likely to perceive decision-making process as fair and just because people in positive mood offer more favourable evaluation than people in negative mood. (Martin, Abend, & Sedikides, 1997) Similarly, happy employees are more likely to hold a favourable evaluation about their organization’s vision and focus. Furthermore, a happy employee is less likely to be jealous of achievement of other colleagues, and more likely to participate in celebrating and cheering others/teams at the accomplishment of targets . We consider it one of the important indicators of employee happiness expressed at group or team level. Celebrating and cheering others at the accomplishment of targets is an indication of the extent of mood sharing in the organizations which is positively related to shared vision and organizational engagement. In contrast to this, unhappiness at work will be reflected in various sorts of unfavourable evaluation by the employees for organizational team behaviour, avenues for doing socially impacting work and stealing of work credit by others. It’s not uncommon to find unhappy employees being less participative in teams, complaining about politics and stealing of credit by others, and looking for alternative avenues to do meaningful work. Modern workplaces strongly favour team culture and sociability offering enough scope for developing professional and personal relations which may also bring workplace politics, favouritism, and a host of counterproductive work behaviours. Since negative social outcomes are more strongly related to individual well-being than positive social outcomes it will lead affected employees to hold a negative attitude or, if possible, avoid working in teams especially when they perceive team behaviour is not properly regulated, or others might steal the credit of their work, or the work is not meaningful or socially impacting (Rook, 1984).

Conclusion :

In conclusion, the pursuit of happiness at work is not merely a lofty ideal but a practical necessity in today's dynamic and competitive business landscape.

Through this chapter, we have delved into the multifaceted nature of happiness at work, understanding it as a combination of fulfillment, engagement, and positive emotions experienced by employees in their professional roles.

It is clear that fostering happiness at work yields numerous benefits, including increased productivity, enhanced creativity, improved employee morale, and reduced turnover rates. By prioritizing factors such as Flow and intrinsic motivation, work repulsive feelings and supportive/ unsupportive organizational, employers can create an environment where happiness thrives.

As we conclude, it is evident that investing in the happiness of employees is not only morally right but also strategically advantageous, leading to greater organizational success, employee well-being, and overall satisfaction in the workplace. Thus, by embracing the principles of happiness at work, organizations can create a win-win scenario where both employees and the company flourish together.

Field study

Field study

After reviewing the most important theoretical concepts related to the study variables, workplace happiness and organizational commitment in the first chapter, we will try through this chapter to answer the research problem and its questions and hypothesis. Accordingly, we chose the (ENAC) National pipeline company - Supply Center – Oumache -Biskra, to conduct the field and applied study. This company was chosen as a sample of Algerian companies to measure the extent to which the happiness of the employees in their work affects their organizational commitment. This will be done by collecting information, analyzing it, and discussing the results obtained in this chapter in three sections. In the first section, we will introduce the company under study, then in the second section we will address the methodological framework of the study, and in the third chapter we will present and analyze the results of the study and test its hypotheses.

- *The first section:* Introduction to the company under study
- *The second section:* The methodological framework of the study
- *The third section:* Presentation and analysis of the study results and testing the hypotheses

1. Overview of the National Pipeline Company – ENAC -:

First: a historical overview of the company:

The National Pipeline Company (SPA/ENAC) was established within the framework of Sonatrach's restructuring through the Works and Installation Directorate (DTC) and the Industrial and Petroleum Engineering Branch (ALEIP) under Decree No. 81/175 issued on August 1, 1981. It gained actual independence on January 1, 1984, under Decision No. 01 issued in January 1984. On June 9, 1999, it was transformed into a joint-stock company (SPA) (100% Sonatrach subsidiary). It is a service company that carries out projects for the construction of pipelines for the transport of liquid and gaseous hydrocarbons. It is classified under the Downstream Activity (AmontActivité). The company's capital is estimated at 3,190,000,000.00 Algerian dinars.

The company has inherited and accumulated the knowledge and practical capital resulting from the projects it carried out within the framework of its old structure from (DTC) and (ALEIP) (1983-1967) and its own experience since 1984 in carrying out a group of projects, including the large ones "GC1Ø42", "GZ3Ø42", "GK2Ø42", "ART", "OH3", "OH4". In addition to the services provided in the fields of engineering studies and supervision inherited from "ALEIP) (1983-1975) (and its own experience since 1984).

Second: Objectives of the National Pipeline Company

The National Pipeline Company (SPA/ENAC) is a leading company in the field of implementing large-scale oil and gas pipeline projects. It has more than 30 years of experience. The most important basic objectives that the company is striving for are clearly reflected in its modern policy ("QHSE Politique) - Quality, Health, Safety, Environment Policy"), the most important of which are:

- **Quality**: Seeking quality and the continuity of the company's life and the sustainability of its activities, by providing high-quality products to the market at the lowest cost and respecting deadlines, while maintaining the health and safety of individuals and respecting the environment.
- **Health and Safety**: To achieve these main strategic objectives, the company is committed to:
 - Respecting the "ISO 9001" quality standards and the specifications of the Occupational Health and Safety Assessment Series (OHSAS) 18001 and ISO 14001 for the environment.
 - Providing preventive protection against occupational hazards.
 - Respecting the legal and regulatory requirements applicable to projects, the environment, and occupational health and safety.
- **Environment**: Respecting the environment by reducing pollution and managing waste effectively.
- **Risk Assessment**: Taking into account the results of risk assessment and potential environmental accidents.

Field study

- *Continuous Improvement:* Improving the effectiveness of the integrated management system to make it an essential tool for the company's progress and development.

Project Delivery Strategy:

Starting in 2014, the company adopted a large-scale project delivery strategy with the following objectives:

- Deliver projects on time, within budget, and to the required quality.
- Respect the environment and protect the health and safety of individuals.

To achieve these objectives, the company has adopted a number of policies, the most important of which is the application of ISO 9001 quality standards.

Third: Missions of the Company:

ENAC is a leading company specializing in the implementation of large-scale national and international projects for the transport of liquid and gaseous hydrocarbons through pipelines. Its main missions are:

- Engineering studies for pipeline transportation projects.
- Construction of pipelines.
- Construction of centralized facilities for pipeline transportation projects, including:
 - Starting station
 - Arrival station
 - Oilpumping station
 - Gaspumping station
 - Station conversion
- Maintenance and rehabilitation of pipelines.
- Monitoring and supervision of works.
- Quality control of pipes and gas equipment.
- Welding inspection.

Pipeline construction works are as follows:

1. Line construction:

- *Line works:* These consist of the following activities:
 - Staking
 - Opening of work right-of-way
 - Trench opening and excavation
 - Transport and unloading of pipes
 - Alignment and barging of pipes
 - Pipe bending
 - Welding
 - Welding inspection

Field study

- Protective coating
- Trench bedding
- Backfilling of pipes
- Preliminary backfill and backfill

2. *Crossing works around critical and secondary points:* These include crossings of railways, gas networks, electricity networks, roads, etc.

3. *Cathodic protection of pipelines.*

2. *Construction and installation of centralized facilities:* This consists of civil works (construction of pump stations and enclosures) and mechanical works (installation of pumps).

3. *Hydrostatic tests.*

4. *Drying of the pipeline.*

5. *Nitrogen purging.*

Fourth: Activity Units Across the Country

The company consists of several units, distributed throughout the country according to the geographical division as follows:

- *Head Office:* General Directorate, 132 Tripoli Street, Hussein Dey, Algiers.
- *Logistics Base (Mohamedea, Algiers):* Boutissein Street, Mohamedea Khezzata.

Three regional directorates responsible for project implementation:

- *East Regional Directorate:* Khoroub, Constantine, P.O. Box 66 Saleh Draji Road.
- *West Regional Directorate:* Batina, Oran, Arzew Industrial Zone.
- *South Regional Directorate:* Hassi Messaoud, Ouargla, P.O. Box 150 Hassi Messaoud.

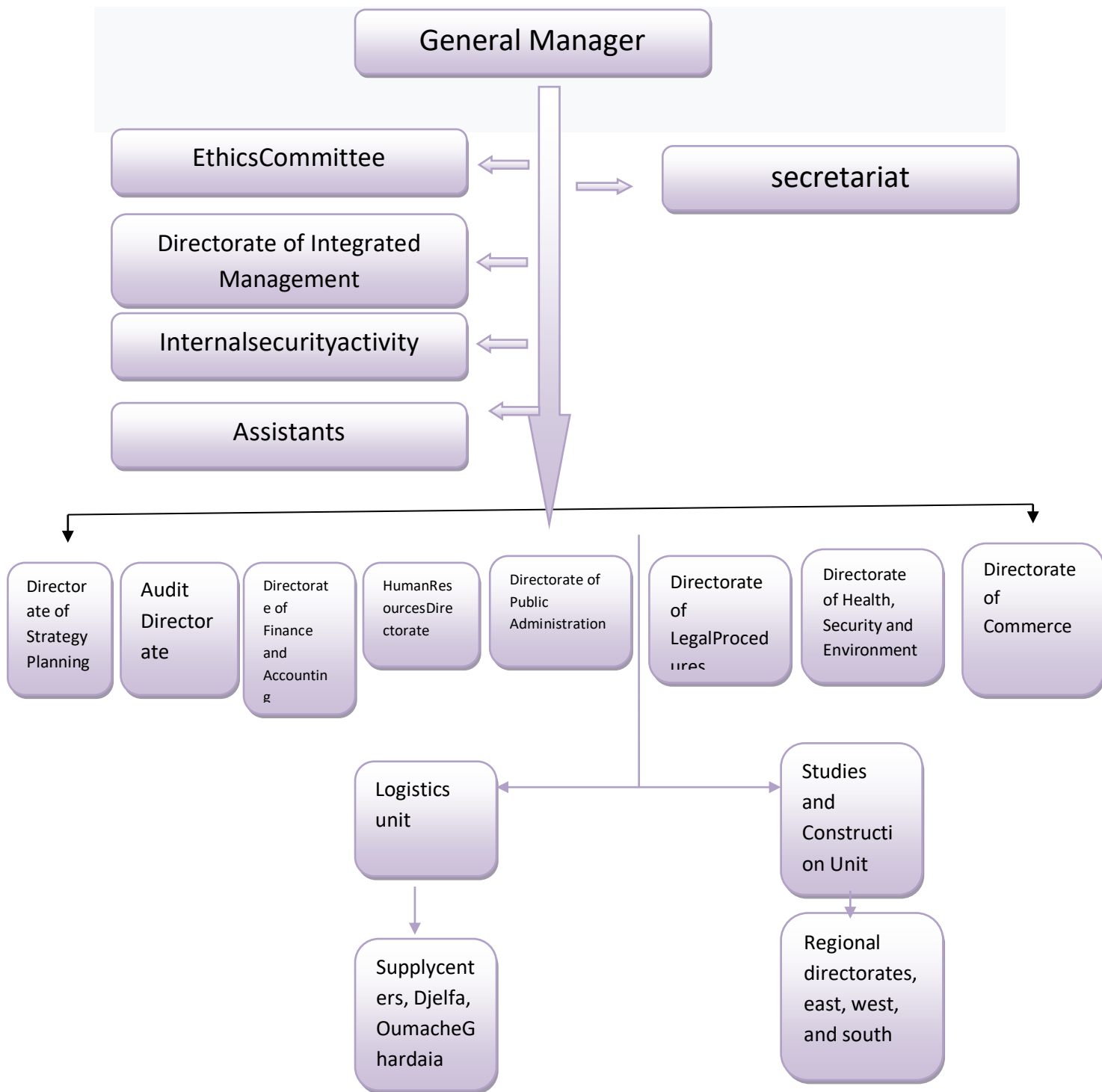
Three supply centers:

- *Equipment Maintenance Directorate:* Oumache, P.O. Box 480 Main Road Biskra.
- *Supply Directorate:* Djelfa, P.O. Box 627 Laghouat Road Industrial Zone.
- *Special Equipment Maintenance Directorate:* Ghardaia, Belara Industrial Zone.

Presentation of the Organizational Structure

In order to achieve the company's strategic objectives, the management of the public company has prepared an appropriate organizational structure, considering that the organizational structure follows the strategy followed in the company. The figure below shows the organizational structure of the National Pipeline Company (SPA/ENAC):

Figure N° 04:the Organizational Structure



(According to the company's documents)

2. Study Methodology (Method and Procedures) :

1.1 Study variables:

- The independent variable: Happiness at work.
- Dependent variable: Organizational Commitment.

1.2 The study population and sample:

- *Study Population:* In research, the study population refers to the entire group of individuals to which the findings of the study may be generalized. For this study, the target population comprised all employees (both men and women) working at the National Pipeline Company's Supply Center- Oumache, Biskra. The total population size was 150 employees, as confirmed by the Human Resources Department Manager at the company.
- *Study sample:* We adopted the simple random sampling method to select the study sample, which consisted of (100) individuals. This was due to the difficulty of reaching all members of the population. The questionnaires were distributed to them through several visits, and (78) questionnaires were retrieved. After examination, (9) questionnaires were excluded due to not meeting the correct answer conditions. Therefore, the number of valid questionnaires for statistical analysis is (69) questionnaires.

1.3 Data collection method (data collection sources):

The study relies on two main types of data:

- *Primary Data:* This data was obtained by designing a questionnaire and distributing it to the study sample. The data was then extracted and analyzed using the SPSS (Statistical Package for the Social Sciences) software, employing appropriate statistical tests to reach meaningful inferences and indicators that support the study's topic.
- *Secondary Data:* This data was gathered from existing sources such as published articles, official reports, and relevant websites. It was used to supplement the primary data and provide a broader context for the study's findings.

The combination of primary and secondary data allowed for a comprehensive and rigorous analysis of the research topic. The use of SPSS software facilitated efficient data processing and statistical analysis, while the application of appropriate statistical tests ensured the reliability and validity of the findings.

2. The statistical tools used:

To achieve the study's objectives, answer its research questions, and test its hypotheses, the Statistical Package for the Social Sciences (SPSS) software was employed, utilizing the following appropriate statistical methods:

1. *Descriptive Statistical Measures*: These measures were used to describe the research population and its characteristics, relying on percentages, frequencies, and means to answer research questions and rank research variables based on their importance.
2. *Analyses of Variance (ANOVA)*: ANOVA was used to verify the validity of the proposed model.
3. *Simple Regression Analysis*: Simple regression analysis was employed to examine the impact of the following independent variables (polarization and appointment, training and capacity development, incentives and compensations, performance evaluation, occupational health and safety) on the dependent variable, which is institutional discrimination.
4. *Kolmogorov-Smirnov (1-sample K-S) Test*: This test was used to determine whether the data follows a normal distribution or not.
5. *Cronbach's Alpha Coefficient*: This coefficient was employed to measure the reliability of the study instrument.
6. *Content Validity Ratio*: This ratio was used to assess the content validity of the study instrument.

3. Study Tool: Validity and Reliability :

3.1 *Study Tool*:

The study tool is a questionnaire that was developed based on the following studies:

- (majissi, 2016)
- (singh, 2017)

The purpose of the questionnaire is to test the hypothesized relationship between the research variables "Happiness at workplace " and "organizational commitment".

The questionnaire is divided into two main sections:

- *Section 1*: This section includes personal and job-related data, such as gender, age, educational qualification, current job field, and years of experience in the organization.
- *Section 2*: This section includes the questionnaire or study scales, which consists of (35) statements distributed over two main axes:
 - *Axis 1*: This axis is related to Happiness at work and contains (16) statements distributed over four dimensions: (Flow and Intrinsic Motivation ,Work Repulsive Feelings,Supportive/Unsupportive Organizational Experiences).

Field study

- *Axis 2*: This axis is related to organizational commitment and contains (19) statements distributed over three dimensions (affective, continuance, and normative commitment).

A five-point Likert scale was used to measure respondents' responses to the questionnaire statements.

Table N°02 : A five-point Likert scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

4. The descriptive frame work of the study:

The following section will address the examination of the personal and professional data of the study sample.

Table N°03 : The descriptive frame work of the study

Variable	Categories of the variable	Iterations	The ratio %
Type	Male	56	81,2%
	Female	13	18,8%
	Sum	69	100%
Age	30 yearsold or younger	6	8,7%
	31 to 40 yearsold	34	49,3%
	41 to 50 yearsold	10	14,5%
	51 yearsold and over	19	27,5%
	Sum	69	100%
Academic qualification	High school or less	11	15,9%
	Bachelor'sdegree	14	20,3%
	Master'sdegree	8	11,6%
	Postgraduatestudies	4	5,8%
	Other	32	46,4%
	Sum	69	100%
Years of experience in the current position	Lessthan 5 years	19	27,5%
	From 5 to 10 years	36	52,2%
	From 11 to 15years	11	15,9%
	More than 15 years	3	4,3%

Field study

	Sum	69	100%
Job level	Senior management	19	27,5%
	Middle management	23	33,3%
	Executive	27	39,1%
	Sum	69	100%

(Source: according to the results of SPSS)

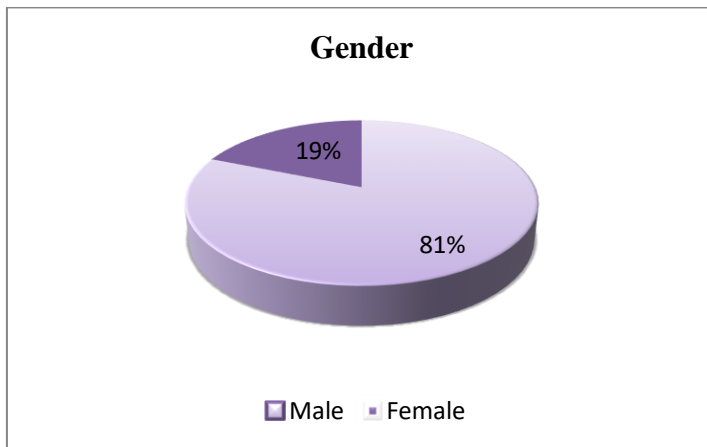
According to the table above we notice that 81.2% of the study sample were male, while 18.8% were female (see figure N°05). This predominance of males is attributed to the nature of the company's work. Regarding the age variable, it was found that 8.7% of the individuals were under 30 years old, 49.3% were between 31 and under 40 years old, 14.5% were between 41 and under 50 years old, and 27.5% were 51 years old or older(see figure N°06). Therefore, we can conclude that the majority of the respondents are young and capable of working.

In terms of academic qualifications, 15.9% of the respondents had a high school diploma or less, 20.3% had a bachelor's degree, 11.6% had a master's degree, and 5.8% had a postgraduate degree. The remaining 46.4% fell into other categories(see figure N°07). Hence, the company under study is committed to employing qualified human resources with the necessary skills and capabilities for the job positions.

Regarding the years of experience within the company, 27.5% of the respondents had less than 5 years of experience, 52.2% had between 5 and under 10 years of experience, 15.9% had between 11 and under 15 years of experience, and 4.3% had 15 years or more of experience(see figure N°08). This result indicates that half of the study sample has substantial experience, which aligns with the age groups present in the company.

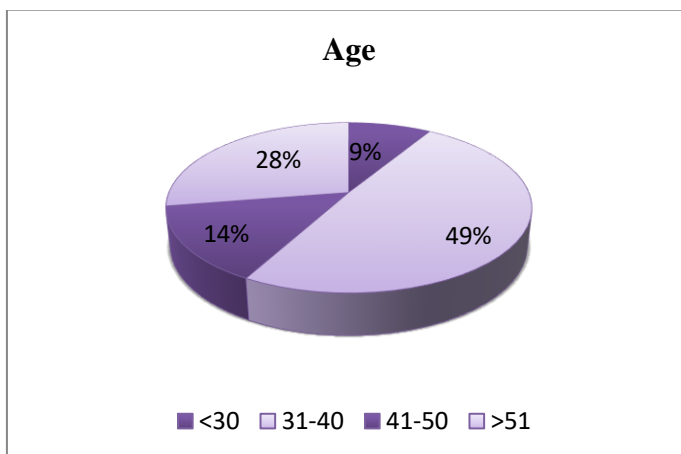
Concerning the job level of the respondents, 27.5% were in senior management, 33.3% were in middle management, and 39.1% were in executive management(see figure N°09). This distribution reflects the nature of the work.

Figure N°05: Gender frequency



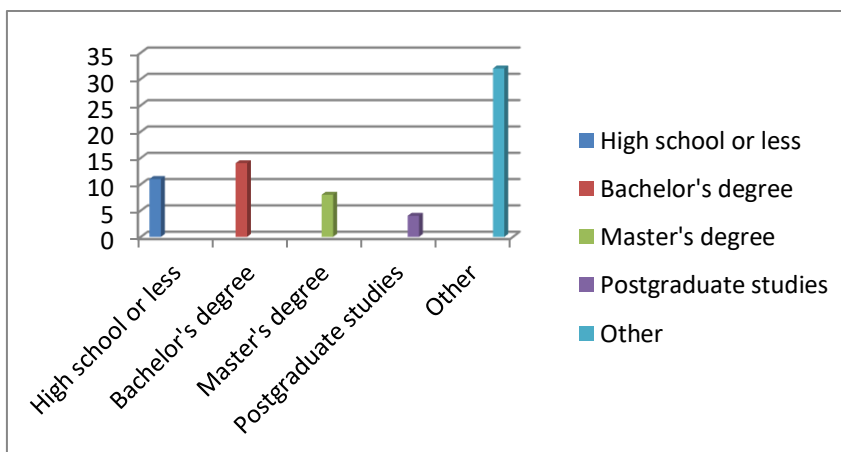
(Source: done by the researchers)

Figure N°06: Age frequency



(Source: done by the researchers)

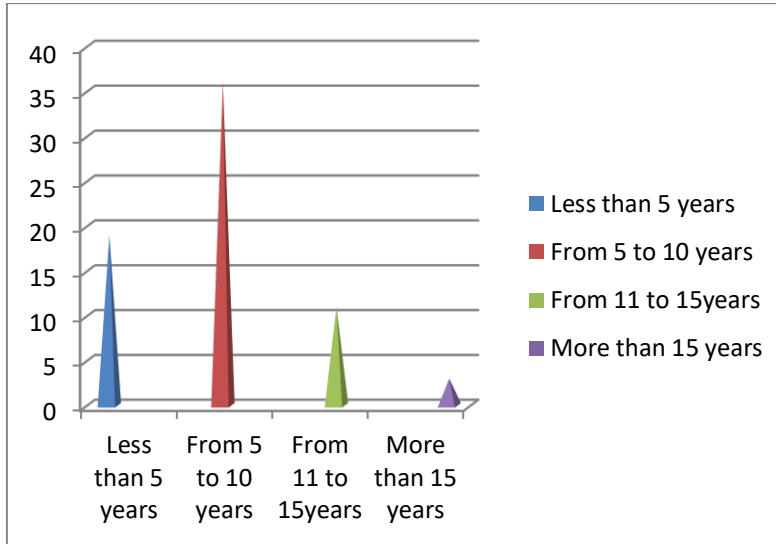
Figure N°07: Academic qualification frequency



Field study

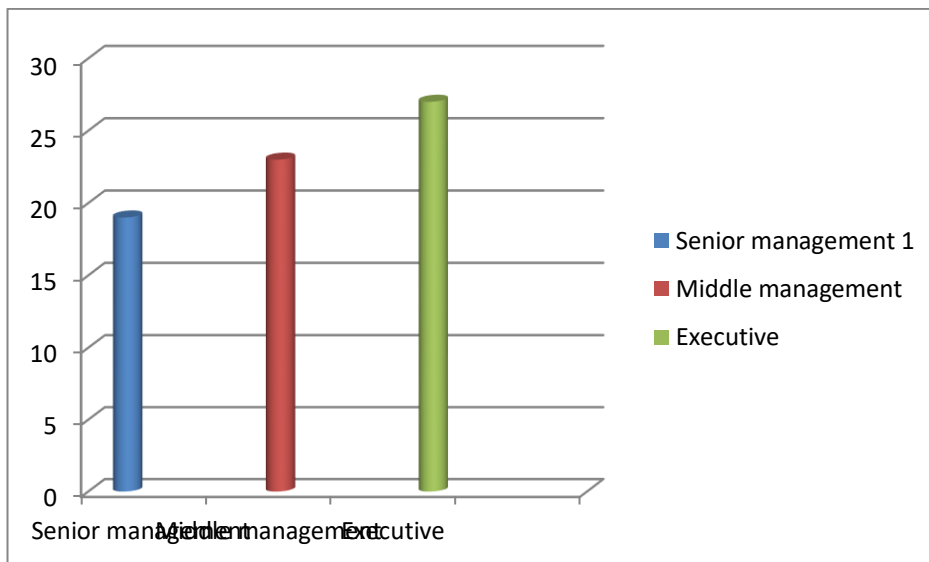
(Source: done by the researchers)

Figure N°08: Years of experience in the current position frequency



(Source: done by the researchers)

Figure N°09: Job level frequency



(Source: done by the researchers)

5. Normal Distribution of Study Variables:

To verify the normal distribution of the data, skewness and kurtosis coefficients were calculated. The results are shown in (Table 03) as follows:

Table N°04 :vocabulary stability and validity test.

Variables	Skewness [-3 , +3]	Kurtosis [-7 , +7]
Flow and Intrinsic Motivation	-0,189	-0,942
WorkRepulsive Feelings	-1,187	1,763
SupportiveOrganizationalExperiences	-0,682	-0,234
UnsupportiveOrganizationalExperiences	-1,860	5,071
Happiness at work	0,087	0,074
OrganizationalCommitment	-0,608	1,170

(Source: according to the results of SPSS)

Based on the results shown in the table above, we observe that the skewness coefficient for each variable ranges between(-0.608) and (0.087), which falls within the range of [-3 , +3]. Meanwhile, the kurtosis coefficient for all variables ranges between(-0.074) and(1.170). This indicates that the variables follow a normal distribution, which is a fundamental condition for hypothesis testing and conducting regression analysis to ensure the reliability of the results.

6. Validity of the Study Instrument:

The validity of an instrument (Validity) refers to its ability to measure the variables it was designed to measure. To verify the validity of the questionnaire used in this study, we relied on "criterion validity." The criterion validity coefficient was calculated by taking the square root of the reliability coefficient (Cronbach's Alpha). As shown in the table below, the overall validity coefficient for the research instrument was (0.933), which is very good and suitable for the purposes and objectives of this study. Additionally, we observe that the validity coefficients for the study variables are very high, ranging between (0.857 and 0.901).

Table N°05 :vocabulary stability and validity test

Variable	Number of Statements	Cronbach's Alpha Coefficient	Validity Coefficient
Happiness at work	16	0,736	0,857
Organizational Commitment	19	0,812	0,901
All the questionnaire	35	0,872	0,933

(Source: according to the results of SPSS)

Based on the table above, we observe that the overall reliability coefficient (Cronbach's Alpha) for the research instrument is (0.872), which is very good and suitable for the purposes of this study. Additionally, the reliability coefficients for the two main axes of the study are high and appropriate for the study's objectives. Thus, we have confirmed the reliability of the research instrument, ensuring its accuracy and suitability for analyzing the results.

7. Statistical Analysis Results of the Study and Hypothesis Testing :

7.1 Study Statistical Analysis Results :

In this section, we will analyze the questionnaire axes to answer the study questions. Descriptive statistics measures were used to extract the arithmetic mean and standard deviation (on a Likert scale of 1-5) for the responses of the study sample individuals to the questionnaire statements related to the axes "happiness at work" and "organizational commitment." It was decided that the arithmetic mean of their responses to each statement from (1 - 1.8) would indicate a "So low" level of availability, from (1.8-2.6) would indicate a "low" level, from (2.6-3.4) would indicate a "neutral" level, from (3.4-4.2) would indicate a "high" level, and from (4.2-5) would indicate a "so high" level. Tables (06) and (07) show these results as follows:

1. What is the level of availability of happiness at work in the study company?

To answer this question, the results shown in Table N°06 must be studied and analyzed

Table N°06: The average and standard deviation of the HAW statements.

	Dimensions of Happiness at Work and Measurement statements	average	Standard deviation	Relative importance	Availability Level
	Flow and Intrinsic Motivation	4,1304	0,70530	2	High
1	I feel internally driven to do great things at my work	3,9275	0,71371	1	High
2	At my work, I remain inspired and try to inspire others as well	3,8261	0,80360	2	High
3	When I start doing my work I forget everything else	3,7826	1,06922	3	High
4	I enjoy what I am doing at work	3,7246	1,09657	4	High
5	I continue to do a task till it is perfectly done	3,7246	0,90560	5	High
	Work Repulsive Feelings	4,1014	0,94160	3	High
6	I am very comfortable dealing with my boss	3,9855	0,94702	1	High
7	I love seeing my colleagues being around the boss for	3,4928	1,47153	4	High

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	personal gains				
8	I feel comfortable at work	3,9855	0,88272	2	High
9	I feel like staying in my job	3,8841	0,97824	3	High
Supportive Organizational Experiences		3,9855	0,91544	4	High
10	My organization provides all necessary training to complete work on time.	3,6522	1,02650	4	High
11	The decision-making process in my company is fair and just	3,7971	1,09248	3	High
12	Top leaders of my organization have clear goals	3,9565	0,91450	1	High
13	We appreciate and encourage each other at the accomplishment of targets.	3,8116	0,94364	2	High
Unsupportive Organizational Experiences		4,3188	0,84875	1	So high
14	The organization has controls that regulate teamwork	3,9420	1,05557	3	High
15	My company have a proper interface that can allow us to work for social cause	4,2754	0,72526	2	So high
16	I get sufficient credit for my contributions.	4,3043	0,95954	1	So high
Happiness in the workplace as a whole		4,1362	0,55685	–	High

(Source: according to the results of SPSS)

According to the table above we notice that :

The independent variable " Happiness at work " It had a high average of "4.13" and a standard deviation of "0.556"as we notice that :

The first dimension in terms of relative importance is "unsupportive organizational commitment" with an average of "4.31" and a standard deviation of "0.884" The statement N°16 had the highest average of "4.30" with a standard deviation of "0.959".

- The statement N°14 had the lowest average of "3.94" with a standard deviation of "1.055".

The second dimension in terms of relative importance is " Flow and in intrinsic motivation" with an average of "3.94" and a standard deviation of "0.705". Within this dimension:

- The statement N°01 had the highest average of "3.92" with a standard deviation of "0.71".
- The statement "05" had the lowest average of "3.72" with a standard deviation of "0.905".

The third dimension in terms of relative importance is "work repulsive feelings" with an average of "4.10" and a standard deviation of "0.941". Within this dimension:

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- The statement N°06 had the highest average of " 3.98" with a standard deviation of "0.947".
- The statement N°07 had the lowest average of "3.49" with a standard deviation of "1.471".

The fourth dimension in terms of relative importance is " supportiveorganizational experiences" with an average of "3.98" and a standard deviation of " 0.915". Within this dimension:

- The statement N°12 had the highest average of "3.95" with a standard deviation of "0.914".
- The statement N°10 had the lowest average of "3.65" with a standard deviation of "1.026".

2. What is the level of availability of organizational commitment in the study company?

To answer this question, the results shown in Table N°07 must be studied and analyzed :

Table N°07 :average and standard deviation of the organizational commitment statements

	Dimensions of organizational commitment and Measurement statements	average	Standard deviation	Relative importance	Availability Level
Effective commitment					
01	I will not leave work even if I find better opportunities in other organizations.	3,9420	0,63903	5	High
02	There is a commitment that motivates me to continue working in the organization.	4,0435	0,75605	2	High
03	I will regret it if I leave work in the organization.	4,0580	0,92170	1	High
04	My remaining in the institution will be more of a necessity than a desire.	3,8551	1,08837	9	High
05	There is a close relationship with my colleagues in the organization	3,7681	0,98735	13	High
Continuous commitment					
06	I feel a sense of belonging to the institution and I do not want to leave it.	3,8696	1,01334	8	High
07	If I leave my job in the organization, I will lose benefits that may not be available in other places	3,8696	0,96882	7	High
08	It is difficult to leave my job in the organization	3,7246	1,13609	15	High
09	My commitment to working in the organization will bring me many advantages in the future	3,9710	0,95442	4	High
10	I feel that there are no alternative opportunities if I decide to leave work in the organization.	3,6087	1,34183	16	High
11	If I lose my job in the organization, I will face financial problems.	3,8551	1,08838	10	High
12	I have limited options if I consider leaving the organization	3,9710	0,83966	3	High

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Normative commitment					
13	I take pride when talking about the organization outside official working hours	3,8116	1,16664	12	High
14	I feel like I am part of the foundation family.	3.8696	0.95352	6	High
15	I feel like I am important member of the organization	3.8406	0.97954	11	High
16	Any problem the organization goes through, I consider part of my own problems	3.5797	1.20545	17	High
17	I feel a strong connection to the institution	3.5217	1.27889	18	High
18	I feel harmony between my own values and the prevailing values in me	3.3188	1.15673	19	Neutral
19	I would be happy to spend the rest of my working years in the organization	3.7391	1.18388	14	High
	Organizational commitment as a whole	4.0145	0.67503	-	High

(Source: according to the results of SPSS)

It is clear to us from Table N°(07) that:

Statement N°(03) which states, "I will regret if I leave work in the organization. ", came in first place in terms of the relative importance given to it by the study sample members, where it reached the arithmetic mean Their answers to this statement were (4.05) with a standard deviation of (0.921), and according to the study scale, the statement indicates a "high" availability rate, while statement N° (18) came, which states, "I feel a harmony between my own values and prevailing values." "in me" is ranked last in terms of the relative importance given to it by the study sample members, where the arithmetic mean of their answers to this statement was (3.31) with a standard deviation of (1.156), and according to the study scale .The phrase refers to an "high" availability rate.

What is noticeable is that the average answers of the study sample members to the rest of the organizational commitment statements also indicate high availability, as the averages ranged between (4.04 - 3.52) with standard deviations limited to (0.756 - 1.156).

Based on the above, it is clear that the level of organizational commitment as a whole in the directorate under study was high, according to the study scale, as the average of the answers of the study sample members to the organizational commitment statements combined reached (4.0145), with a standard deviation (0.67503).

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7.2 Hypothesis Testing :

Table N°08: Results of variance analysis of regression to ensure the validity of the model to test the main hypothesis

Sources of variation	Sum of squares	Dgree of freedom	Mean squares	F	Sig
regression	16,006	4	4,002	17,097	0,000
error	14,979	64	0,234		
total	30,986	68			

(Source: according to the results of SPSS)

(Alpha = 0.05) level of significance

(R = 0.719) correlation coefficient

(R² = 0.571) Coefficient of determination

Through the results presented in the table above, it is clear that the validity of the model for testing the main hypothesis is stable, as the calculated (f) value reached (17.097) with a probability value of (0.000), which is less than the approved significance level (= 0.05). It is clear from the same table that the independent variable is in its form The total, which is happiness at work (71.9% of the changes occurring in organizational commitment, based on the coefficient of determination), which is a good explanatory power. Based on this, it is clearly clear to us that there is a statistically significant role for happiness at work, in its various dimensions, on organizational commitment at the ENAC, supply centre. Oumache–

Biskra From this standpoint, it is based on the suitability or validity of the proposed model through which you can test the hypothesis

Table N°09: Results of multiple regression analysis to test the effect of work happiness on organizational commitment

The independent variables	B	Erreur Standard	Beta	Sig
Flow and Intrinsic Motivation	0,409	0,103	0,428	0,000
Work Repulsive Feelings	0,063	0,066	0,088	0,345
Supportive Organizational Experiences	0,237	0,078	0,322	0,003
Unsupportive Organizational Experiences	0,101	0,074	0,127	0,176

(Source: according to the results of SPSS)

According to the table N° (09) we notice that ($F= 17,097$)(significance level= $0,000$)

Since the value of the test statistic is less than the significance level ($0,05$), we accept the null hypothesis, which states that there is a statistically significant effect of workplace happiness on organizational commitment. The results showed that:

There is a statistically significant effect of the presence of flow and intrinsic motivation on organizational commitment, with a value of ($\text{Beta}= 0,428 - \text{sig}= 0,000$).Therefore, we accept the first sub hypothesis, which states that there is a statistically significant effect of the availability of flow and intrinsic motivation on organizational commitment of the company's employees at a significance level ($\alpha = 0,05$)

there is no statistically significant effect of the presence of work repulsive feelings on organizational commitment, with a value of ($\text{Beta}= 0,088 - \text{sig}= 0,345$).Therefore, we refuse the second sub hypothesis, which states that there is a statistically significant effect of the availability of work repulsive feelings on organizational commitment of the company's employees at a significance level ($\alpha = 0,05$)

There is a statistically significant effect of the presence of supportive organizational experiences on organizational commitment, with a value of ($\text{Beta}= 0,322 - \text{sig}= 0,003$).Therefore, we accept the third sub hypothesis, which states that there is a statistically significant effect of the availability of supportive organizational experiences on organizational commitment of the company's employees at a significance level ($\alpha = 0,05$)

there is no statistically significant effect of the presence of unsupportive organizational experiences on organizational commitment, with a value of ($\text{Beta}= 0,127 - \text{sig}= 0,176$).Therefore, we refuse the forth sub hypothesis, which states that there is a statistically significant effect of the availability of unsupportive organizational experiences on organizational commitment of the company's employees at a significance level ($\alpha = 0,05$)

CONCLUSION

This chapter bridges the gap between theoretical concepts and empirical reality through a field study that explored the relationship between happiness at work and organizational commitment in ENAC, a public institution in Biskra. The study delved into the origins and organizational structure of ENAC, distributing a survey to a sample of 69 employees.

The primary objective was to address the research question: "Is there a statistically significant effect of happiness at work on organizational commitment in ENAC, Biskra at the significance level ($\alpha=0.05$)?"

The survey data was analyzed using SPSS V24. Upon analyzing the results, the null hypothesis, "There is no statistically significant effect of happiness at work in its various dimensions on organizational commitment in ENAC, Biskra at the significance level (0.05)," was rejected. Conversely, the alternative hypothesis, "There is a statistically significant effect of happiness at work on organizational commitment in ENAC, Biskra at the significance level (0.05)," was accepted. Further analysis using multiple regression revealed two independent variables that significantly influence the dependent variable, which is organizational commitment.

The findings also indicate that happiness at work in ENAC, Biskra is at a high level with a mean of (4.13) and a standard deviation of (0.556). Similarly, organizational commitment is at a high level with a mean of (4.01) and a standard deviation of (0.675). In conclusion, the study establishes a positive relationship between happiness at work and organizational commitment, demonstrating that happiness at work has a significant impact on employee commitment in ENAC, Biskra.

Conclusion

Conclusion

In this study, we attempted to address the topic of "The impact of happiness at work on organizational commitment" which examined the study variables in order to launch a set of questions and hypotheses that were sought to be tested through the field study conducted at the National Pipeline Company - Supply Center by distributing the questionnaire to the company's cadres and employees. The following are some of the most prominent results obtained from the analysis of this topic, which are divided into two parts, theoretical and practical, in addition to a set of proposals and future directions for the study.

Theoretical Findings

- Ensuring employee happiness supports organizational commitment.
- Happiness at work is considered as a key factor in employee retention.
- Organizational commitment works to reduce many negative phenomena such as job turnover, absenteeism, and others.
- Organizational commitment represents one of the fundamental concepts that describe the relationship between the employee and the organization, along with similar concepts such as work commitment and job satisfaction.
- The difference between loyalty and organizational commitment is that loyalty is one of the main components of commitment.
- A committed employee has high organizational performance.

Organizational commitment contributes to building good social relationships between employees and the organization.

field Results:

Through this research, we found that the level of applying happiness at work in the ENAC Biskra company is high according to the study scale with an average of (4.13) and a standard deviation of (0.556).

The results of the average dimensions are as follows:

- High level of flow and intrinsic motivation, The arithmetic mean is (4.13) and the standard deviation is (0.705).
- High level of work and repulsive feelings, the overall average for the dimension as a whole is (4.10) and the standard deviation is (0.941).
- High level of supportive organizational experiences ,the arithmetic mean is (3.98) and the standard deviation is (0.915).
- High level of unsupportive organizational experiences the arithmetic mean was (4.31) and the standard deviation was (0.848).
- The level of organizational commitment in the institution is high with an arithmetic mean of (4.01) and a standard deviation of (0.675).
- The institution under study aspires to apply happiness at work and provides sufficient support and encouragement to employees to achieve their common goals.
- There is a high level of awareness among employees of the importance of organizational commitment.

Conclusion

Hypothesis Test Results:

- There is a statistically significant effect of happiness at work on organizational commitment in the ENAC institution at a significance level (0.05).

The results of the dimensions are as follows:

- ❖ There is an effect of the flow and intrinsic motivation dimension with a value of (Beta 0.409) and a significance level (0.000) on the adoption of organizational commitment at a significance level (0.05).
- ❖ There is no effect of the work repulsive feelings dimension with a value of (Beta - 0.063) and a significance level (0.345) on organizational commitment at a significance level (0.05).
- ❖ There is an effect of the supportive organizational experiences dimension with a value of (Beta 0.237) and a significance level (0.003) on organizational commitment at a significance level (0.05).
- ❖ There is no effect of the unsupportive organizational experiences dimension with a value of (Beta 0.101) and a significance level (0.176) on organizational commitment at a significance level (0.05).
- ❖ The correlation value (0.719) indicates that there is a positive and strong correlation between the presence of happiness at work and organizational commitment.
- ❖ The value of the coefficient of determination (0.571) indicates that (57.1%) of the changes in organizational commitment are due to happiness at work and the rest is due to other factors not included in the model, and therefore the explanatory power is relatively moderate.

Suggestions and recommendations:

Based on the conclusions, we propose a set of recommendations that we hope will be helpful in establishing a philosophy of happiness at work in economic institutions in general, and the institution under study in particular:

- ✓ Organizations should continue to invest in creating a positive and supportive work environment for their employees.
- ✓ Organizations should measure employee happiness on a regular basis and use the results to inform their HR policies and practices.
- ✓ Organizations should provide training to managers on how to create a more positive and supportive work environment for their employees.
- ✓ Continue to support and motivate employees to work and provide for their needs.
- ✓ Work to strengthen organizational commitment among employees by relying on all the factors that influence it.
- ✓ The institution should involve its employees in decision-making to achieve organizational goals.
- ✓ Prepare and organize well to achieve this goal by providing the institution with competent managers.
- ✓ The institution should prepare periodic and annual reports to assess its standing in terms of happiness at work and organizational commitment.

Conclusion

Study prospects:

- The Effect of Happiness at Work on Job Satisfaction.
- The Effect of Happiness at Work on Work Stress.
- The Effect of Happiness at Work on job Performance.

Conclusion

In conclusion, the relationship between happiness at work and organizational commitment is a crucial one that significantly influences the success and sustainability of organizations. Research consistently indicates that employees who are happier at work demonstrate higher levels of commitment to their organizations. This commitment manifests in various forms, including increased productivity, lower turnover rates, and a stronger willingness to contribute positively to the organization's goals and objectives.

Moreover, the impact of happiness at work on organizational commitment extends beyond individual employees to the broader organizational culture. Organizations that prioritize creating a positive work environment where employees feel valued, supported, and fulfilled tend to foster a culture of loyalty, engagement, and dedication. This, in turn, enhances overall organizational performance and competitiveness in the long term.

Furthermore, the correlation between happiness at work and organizational commitment underscores the importance of proactive strategies and initiatives aimed at promoting employee well-being. From fostering open communication channels and providing opportunities for skill development to recognizing and rewarding employee contributions. Organizations can cultivate a culture where happiness and commitment thrive synergistically.

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